



REGULAR MEETING OF COUNCIL

Council Chambers, Irricana Centennial Centre, 222 2 Street

Date: January 19, 2026 **Time:** 7:00PM

A. ATTENDANCE

B. CALL TO ORDER

C. AGENDA

D. PRESENTATIONS

Item D1: Irricana Library Board (Annual Update)

E. MINUTES

Item E1: Minutes from January 5, 2026 Regular Meeting

F. CORRESPONDENCE FROM PREVIOUS MEETING

G. COMMITTEE REPORTS

Item G1: Irricana Library Board (Councillor Hoefnagels)

H. OLD BUSINESS

I. NEW BUSINESS

Item I1: Irricana Library Board Appointment

Item I2: Marigold Library System - Update to Agreement

Item I3: Enforcement Services Annual Update

Item I4: Chief Administrative Officer Update

Item I5: Social & Rec Needs Assessment – Delivery & Governance Discussion

J. COMMUNICATION / INFORMATION

K. COUNCILLOR UPDATE

L. CLOSED SESSION

M. ADJOURN

Item E1

Minutes from January 5, 2026 Regular Meeting of Council



MEETING MINUTES

REGULAR MEETING OF COUNCIL

Council Chambers, Irricana Centennial Centre, 222 2 Street

Date: January 5, 2026 Time: 7:00PM

A. ATTENDANCE

Mayor: Colleen MacLeod (Absent with Notice)
Deputy Mayor: Julie Sim
Councillors: Nathaniel Fleming, Megan Hoefnagels, Dawna Polson
CAO: Doug Hafichuk
Staff: Patty Malthouse

B. CALL TO ORDER

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

C. AGENDA

(i) Item C1: Adopt Agenda
Delete Item G2: Rocky View Foundation Update
Delete Item I2: Social & Rec Needs Assessment – Delivery & Governance Discussion
Addition of Item I5: 2026 Municipal Line of Credit Bylaw (Bylaw 001:2026)
001:26 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 December 15, 2025
002:26 Moved by Councillor Polson to accept the Minutes from the Regular Meeting of Council for December 15, 2025, as presented.
CARRIED

F. CORRESPONDENCE FROM PREVIOUS MEETING

(i) None

G. COMMITTEE REPORTS

(i) Item G1: Aqua 7 Regional Water Commission Update (Councillor Fleming)

(ii) Item G2: Rocky View Foundation Update (Mayor MacLeod)
Deleted

H. OLD BUSINESS

(i) None

I. NEW BUSINESS

(i) Item I1: Council Code of Conduct – Legislative Update and Discussion
003:26 Moved by Councillor Fleming that Administration's report be received as information, and Administration continue to monitor provincial developments and report back as appropriate.
CARRIED

(ii) Item I2: Social & Rec Needs Assessment – Delivery & Governance Discussion
Deleted

(iii) Item I3: Amendment to Schedule 'A' – 2026 Master Rates Bylaw
004:26 Moved by Councillor Hoefnagels that Council amend Schedule 'A' of the 2026 Master Rates Bylaw to update the water and sanitary rates in accordance with the revised Aqua 7 supply costs.
CARRIED

(iv) Item I4: Municipal Enforcement Approach – Discussion
005:26 Moved by Councillor Fleming that Council support a transition toward a more typical and consistent municipal enforcement approach, with continued use of discretion and education where appropriate.
CARRIED

(v) 2026 Municipal Line of Credit Bylaw (Bylaw 001:2026)
006:2026 Moved by Councillor Hoefnagels that the 2026 Municipal Line of Credit Bylaw (Bylaw 001:2026) be read for a first time this 5th day of January, 2026.
CARRIED

007:2026 Moved by Councillor Fleming that the 2026 Municipal Line of Credit Bylaw (Bylaw 001:2026) be read for a second time this 5th day of January, 2026.

CARRIED

008:2026 Moved by Councillor Polson that unanimous consent be given for a third and final reading this 5th day of January, 2026.

CARRIED

009:26 Moved by Deputy Mayor Sim that the 2026 Municipal Line of Credit Bylaw (Bylaw 001:2026) be read for a third time this 5th day of January, 2026.

CARRIED

J. COMMUNICATION / INFORMATION

- (i) Item J1: Letter from Rocky View School Division
- (ii) Item J2: Motion Tracker

K. COUNCILLOR UPDATE

- (i) Roundtable Discussion

L. CLOSED SESSION

- (i) None

M. ADJOURN

- (i) Adjournment

010:26 Moved by Councillor Fleming to adjourn the meeting at 8:27 pm.

Colleen MacLeod
Mayor

Doug Hafichuk
Chief Administrative Officer

Item G1

Committee Report – Irricana Library Board (Councillor Hoefnagels)

Library Board Update (Summary)

- The Library Board recently received a presentation from the Chief Executive Officer (Lynne Price) of the Marigold Library System, providing an overview of the governance, operations, and regional scope of the system.
- Marigold Library System serves a large portion of southern Alberta and is one of seven regional library systems in the province, with Edmonton and Calgary operating independent systems.
- Member libraries and staff operate within a shared provincial platform, enabling centralized purchasing, technology systems, cataloguing, and resource sharing, contributing to operational efficiency and consistency across the region.
- Library users have access to a wide range of services beyond traditional lending, including digital resources, language learning tools, tutoring supports, and materials for all age groups.
- Materials may be borrowed or returned at any library location in Alberta, and new delivery options allow books to be shipped directly to patrons' homes, improving accessibility.
- The system includes both traditional libraries and alternative service models, such as drop-box locations and volunteer-supported facilities, allowing flexible service delivery in smaller communities.
- Marigold's administrative headquarters in Strathmore supports system-wide logistics with a relatively small staffing complement, supported by automated sorting and distribution systems.
- Board discussions identified opportunities to improve communication and information sharing between member libraries, particularly with respect to programming ideas and promotion of services.
- The Library Board is welcoming new members and continues to explore future programming initiatives and facility improvements, including potential use of prior donation funding



Council Report

To: Mayor and Council

From: Chief Administrative Officer

Date: January 19, 2026

Purpose: **Request For Decision**

Subject: Irricana Library Board Appointment

Summary:

This report presents a request from the Irricana Library Board for Council to appoint Lisa McAree as a public member of the Library Board for a one-year term, effective November 13, 2025 and expiring November 13, 2026.

The appointment request is supported by a motion of the Library Board and has now been brought forward for Council consideration by resolution.

Background and Discussion:

The Irricana Library Board is established under the *Libraries Act* and is responsible for the governance and oversight of the Irricana Public Library. While the Board operates independently in its governance role, Council retains the authority to appoint Board members by resolution.

At its regular meeting held on November 13, 2025, the Library Board considered ongoing board recruitment and member terms and passed a motion requesting that Council appoint Lisa McAree to the Irricana Library Board for a one-year term, effective November 13, 2025 and expiring November 13, 2026.

The Library Board has recently formally advanced its appointment request to the Town for Council consideration, bringing the matter forward for approval at this meeting.

Consistent with Council's Committees Policy, appointments to external boards such as the Library Board are made by Council resolution and are volunteer in nature unless otherwise specified.

Maintaining a full and effective Library Board is important to ensuring continuity of governance, shared workload among members, and the Board's ability to meet quorum and committee requirements. The Board's request reflects its assessment of current capacity and its continued efforts to proactively address board composition and term management.

Board Composition and Recruitment

The Irricana & Rural Municipal Library Board is composed of dedicated volunteers and Council representatives who collectively support the governance, oversight, and strategic direction of library services in the community. Assuming the approval of Ms. McAree's appointment, the current Board composition is:

	<i>Expiry</i>	<i>Term</i>	<i>Member Status</i>
Councillor Hoefnagels	2026	-	Council Representative
Councillor Polson	2026	-	Council Representative
Dawn Mosondz	2026	First	Member at Large
Bob Anderson	2026	Fifth	Member at Large
Shannon Simmons	2026	Sixth	Member at Large
Lisa McAree	2026	First	Member at Large

Options for Council Consideration

In exercising its governance role, Council may wish to consider:

1. *Approving the appointment* of Lisa McAree to the Irricana Library Board for the requested one-year term.
2. *Deferring the appointment* to request additional information or clarification.
3. *Declining the appointment*, recognizing the potential governance impacts of a continued vacancy.

Financial Implication(s):

There are no direct financial implications associated with this appointment. Library Board members serve in a volunteer capacity.

Recommendation:

Administration recommends that Council approve the appointment of Lisa McAree to the Irricana Library Board for a one-year term, effective November 13, 2025 and expiring November 13, 2026, as requested by the Library Board.

Recommendation Motion(s):

Option #1:

Motion #1: **THAT** Council appoint Lisa McAree to the Irricana & Rural Municipal Library Board as a Member at Large for a one-year term, expiring November 13, 2026.

Option #2:

As determined by Council.

Respectfully submitted,

“Doug Hafichuk”

Chief Administrative Officer

ATTACHMENTS:

Attachment 'A' – Irricana Library Board Meeting Minutes (November 13, 2025)

Item I1

Attachment 'A' – Irricana Library Board Meeting Minutes (November 13, 2025)

Irricana & Rural Library Board Meeting Minutes

Town of Irricana Library Board
November 13, 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:** Dawn Mosondz, Robert Anderson, Shannon Simmons, Megan Hoefnagels, Dawn Polson
Regrets: None

3. **Approval of Agenda:**

Motion: R. Anderson / M. Hoefnagel **Carried**
That the agenda be accept the agenda as presented.

4. **Amendment/Approval of Minutes: October 9, 2025**

Motion: R. Anderson / D. Polson **Carried**
That the minutes be accepted as presented.

5. **Reports:**

- 5.1. Managers' Report
- 5.2. Financials
 - 5.2.1. Balance Sheet
 - 5.2.2. Receipts & Disbursements
 - 5.2.3. Multi-Year Budget Update (Quarterly)
 - 5.2.4. Annual Review
- 5.3. Marigold
- 5.4. Correspondence

Motion: R. Anderson /M. Hoefnagel **Carried**
To accept the reports as presented.

5. **Old Business**

- 5.1. Board Recruitment Ongoing/Members Terms

Motion: Dawn Mosondz makes motion to request to the Town of Irricana Council to appoint Lisa McAree to the Town of Irricana Library Board for one-year, effective November 13, 2025, and expiring November 13, 2026.

Second: D. Polson **Carried**

- 5.2. Fundraising

Going forward there will be the creation of a Fundraising committee which will provide a monthly report.

5.2.1. Bartending – August 16, 2025, and November 7, 2025

- August 16, 2025: Wedding: \$300

- November 7, 2025: Volunteer Appreciation: approx. \$6-700 to be confirmed

5.2.2. Donation Box

- To be available for Christmas at the Library Silent Auction

Irricana & Rural Library Board Meeting Minutes

5.2.3. Growing Smiles Fundraiser – Poinsettia's & Wreaths

Registration Completed: September 2, 2025

Order Close Date: November 21, 2025

Delivery Date: December 5, 2025

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

5.2.5. Christmas at the Library Silent Auction - December 5, 2025

- Available board members: Shannon Simmons, Dawn Mosondz

- Funds provided from Block Party Grant/FCSS

5.3. Library Board Policies/Records

Carry over till new year and create new committee for reporting.

5.4. AED Machine

To be added to agenda when Chairperson meets with CAO after election.

5.5. Bank Account Transfer

- Dawn to stop by the bank

6. New business

6.1. Change of Meeting date for December. Moved to December 4, 2025

6.2. New board email address: irricanalibraryboard@gmail.com

6.3. Appointment: Vacant Secretary

Dawn Mosondz made motion for Dawna Polson to be appointed to the position of Secretary.

Second: M. Hoefnagels Carried

7. Action Items

7.1. Fillable Board Member Application form

Complete and provide to Dawna to make fillable.

8. In Camera/Labour

9. Next meeting date: December 4, 2025 @ 7:00pm

The next regular meeting of the Board is scheduled for December 4, 2025, at 7:00pm at the Irricana Rural & Municipal Library, Lions Room.

10. Adjourn

The Chair declared the meeting adjourned at 8:24pm

Chairperson: 

Date: 04 December 2025

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



Council Report

To: Mayor and Council

From: Chief Administrative Officer

Date: January 19, 2026

Purpose: **Request For Decision**

Subject: Marigold Library System - Update to Agreement

Summary:

This report provides Council with an overview of the Marigold Library System Agreement, the value delivered to the Town of Irricana through participation in the regional system, and a summary of proposed updates to the agreement.

Council is asked to consider approving an updated agreement that reflects administrative and governance refinements while maintaining the Town's existing participation, service levels, and financial framework.

Background and Discussion:

The Town of Irricana is a long-standing member of the Marigold Library System, a regional library system established under the *Libraries Act* to support public libraries through shared services, coordinated governance, and collective purchasing.

Participation in the system enables local library users to access a significantly broader range of services and materials than could reasonably be supported by a single municipality acting independently.

Through Marigold, Irricana residents benefit from system-wide physical collections, inter-library loan services, shared digital catalogues, e-books and audiobooks, technology platforms, professional advisory support, delivery services, and staff and board training. These services are delivered at scale, reducing per-municipality costs and administrative burden while ensuring compliance with provincial standards.

While the Town's annual contribution to the Marigold Library System is approximately \$8,100, redirecting those funds locally would not realistically allow the Town to independently procure or maintain comparable digital collections, licensing, cataloguing systems, delivery networks, or technical support. This comparison is not

intended to suggest withdrawal from the system, but rather to acknowledge the practical benefits and economies of scale achieved through the partnership.

Updated Agreement Overview

By letter dated January 9, 2026, the Marigold Library System formally forwarded an updated version of the Marigold Agreement for member municipalities' consideration and approval, following approval by the Marigold Library Board on November 22, 2025.

The correspondence requests municipal review and execution of the agreement and associated requisition schedule by May 30, 2026.

Administration has reviewed both the redline version of the agreement (Attachment 'B') and the clean version (Attachment 'C'). The proposed amendments are administrative and clarifying in nature and do not alter the fundamental relationship between the Town, the Irricana Library Board, and the Marigold Library System.

In general terms, the updates:

- Introduce minor wording changes throughout the agreement to improve consistency with Marigold policies
- Clarify that municipal population figures used for requisitions are those set out in the current Schedule C – Requisition for Marigold Library System
- Simplify and modernize the description of services provided by Marigold into broader categories that more accurately reflect current practice
- Clarify that the provision of library services is defined in Marigold Library Board policy
- Standardize notice periods by replacing references to "one month" with "30 days"
- Update Schedule A to reflect entities eligible to become parties to the agreement

Notably, the updated agreement does not modify service levels, governance authority, voting rights, withdrawal provisions, or ownership of assets, nor does it introduce new or unanticipated financial obligations.

Key Considerations

Continued participation in the Marigold Library System provides the Town with access to a breadth of library services and professional supports that would be difficult to

replicate locally, particularly in areas such as digital collections, shared technology platforms, inter-library lending, and staff and board training.

The proposed agreement updates improve clarity and modernize language while preserving local governance authority and existing service arrangements. From an administrative perspective, approving the updated agreement supports continuity of service delivery, provides predictability for budgeting and planning, and avoids unnecessary operational or governance disruption.

Options for Council Consideration

In exercising its governance role, Council may wish to consider the following options:

- *Approve* the updated Marigold Library System Agreement as presented.
- *Defer* consideration pending additional clarification or discussion.
- *Decline* to approve the agreement, recognizing the potential implications for regional library participation and service delivery.

Financial Implication(s):

Schedule 'C' of the agreement outlines per-capita requisition rates for the 2027–2029 period. For municipalities with library boards, such as Irricana, the municipal per-capita contribution is proposed to increase incrementally, while the Library Board per-capita contribution remains fixed.

Using a current population of 1,179 (for illustrative purposes), the anticipated year-over-year changes are modest and predictable:

- In 2027, the per-capita increase of \$0.17 equates to approximately \$200.
- In 2028, a further per-capita increase of \$0.17 equates to an additional \$200.
- In 2029, the per-capita increase of \$0.18 equates to approximately \$210.

Cumulatively, Marigold requisitions are expected to increase by approximately \$610 over the 2027–2029 period, based on current population.

All costs associated with participation in the Marigold Library System are addressed through the Town's annual operating budget and long-range financial planning, and the proposed increases align with normal inflationary pressures and system-wide service costs.

Recommendation:

Administration recommends that Council approve the updated agreement between the Town of Irricana and the Marigold Library System, as presented.

Recommendation Motion(s):

Option #1:

Motion #1: **THAT** Council approve the updated agreement between the Town of Irricana and the Marigold Library System.

Option #2:

As determined by Council.

Respectfully submitted,

"Doug Hafichuk"

Chief Administrative Officer

ATTACHMENTS:

Attachment 'A' - Letter from Marigold Library System
Attachment 'B' - Updated Agreement (Redline Version)
Attachment 'C' - Updated Agreement (Clean Version)

Item I2

Attachment 'A' – Letter from Marigold Library System

January 9, 2026

Mr. Doug Hafichuk
Chief Administrative Officer
Town of Irricana
PO Box 100,
Irricana, AB T0M 1B0

Dear Mr. Hafichuk,

Enclosed with this letter is the *Agreement by and between the Parties comprising the Marigold Library System* (the *Marigold Agreement*) as approved by the Marigold Library Board on November 22, 2025. Also enclosed is the *Schedule C – Requisition for Marigold Library System (Schedule C)* outlining the levy rates that will appear on requisitions in 2027, 2028, and 2029.

As your municipality is a member of Marigold Library System, and as per the *Marigold Agreement*, the Marigold Board is submitting the *Marigold Agreement* and *Schedule C* for approval. A signature is required on each of these two documents. We kindly request that these documents be reviewed by May 30, 2026.

1. Marigold Agreement

Amendments to the *Marigold Agreement* approved by the Marigold Board include:

- Minor changes throughout ensure consistency with Marigold policy.
- A statement was added to the end of Section 18 to confirm that the population of a Municipality will be “as set out in the current Schedule C – Requisition by the Marigold Board.”
- Section 28, the list of services provided by Marigold, was simplified into broader categories that more accurately capture Marigold’s core services.
- A line was added stating “The provision of library services will be defined in Marigold Library Board policy.”
- In section 19 and 20, “one month” was replaced with “30 days” for consistency.
- Schedule A was updated to reflect the entities eligible to become parties to the *Marigold Agreement*.

2. Schedule C of the Marigold Agreement

In reviewing Schedule C, the Marigold Board considered what is necessary to maintain services and manage inflationary pressures, while ensuring the levy request remains mindful of municipal budgets. The proposed levy rates reflect rising costs across multiple areas—computer hardware and equipment, eBooks and physical books, software licensing, vehicles, employee benefits, and general supplies. Schedule C reflects:

- For municipalities without library boards, the year-over-year increase is 6 cents for 2027, 7 cents for 2028, and 18 cents for 2029.
- For municipalities with library boards, the year-over-year increase is 17 cents in 2027 and 2028, and 18 cents in 2029. The increase for municipalities with library boards is higher than for municipalities without library boards because the proposed library board levy rate remains fixed at \$4.50 per capita for the three years.

- Applying these levy rates will ensure contributions from municipalities with and without library boards are aligned by 2029.

“Redline” versions of the *Marigold Agreement* and *Schedule C* are enclosed with this letter for your reference.

Pending approval, please complete the municipal signatures on both the *Marigold Agreement* signature page (page 9) and *Schedule C*, and coordinate with the library board to obtain their signatures. Once complete, please retain copies of each document for your files, and forward copies signed by both parties (the municipality and library board) to Marigold Library System. If you need any assistance coordinating the signatures with the library board, please let us know.

Marigold responds to the needs of our members and supports our service population in 42 municipalities. We are the operational hub for the library system, providing services that complement—rather than duplicate—the work of local public libraries. By pooling resources, leveraging bulk purchasing, and building strategic partnerships, we maximize the financial investment of our members and deliver the most valuable products and services at the lowest possible cost.

Marigold provides managed technology and IT support, including internet and wifi at member libraries, in addition to networked and onsite services, licensed platforms and software, Helpdesk assistance, and technology planning. We purchase an allotment of books, eBooks, digital content, and other materials for member libraries each year, and extend service into the digital space by providing library websites and apps.

Our operations enable sharing of collections through our TRAC Consortia partnership and Marigold van delivery, which brings interlibrary loans to member libraries at least once a week, ensuring residents have access to a wide range of materials. We provide professional development and training for library staff and boards to strengthen local expertise. Our marketing support helps libraries and municipalities build awareness of library services in their communities.

We appreciate the support for library services that your municipality provides. Thank you for your consideration of the attached documents.

Please contact me with any questions or for further information.

Sincerely,



Lynne Price, CEO
Marigold Library System
B 1000 Pine Street
Strathmore, AB
T1P 1C1
lynne@marigold.ab.ca

Item I2

Attachment 'B' - Updated Agreement (Redline Version)



An Agreement
by and between
the parties comprising
Marigold Library System

January 1, 1984

Amended January 1, 1995

Amended April 15, 2000

Amended August 2002

Amended November 1, 2002

Amended June 20, 2007

Amended April 22, 2008

Amended August 1, 2008

Amended January 29, 2022

Amended November 26, 2022

Proposed Amended November 22, 2025

Table of contents

	Page
Introduction	2
Name	4
Operation	4
The Marigold Library Board	4
Powers and duties of Library Boards	5
Financial	5
Services provided by Marigold Board	6
Expansion of Marigold	6
Reports	7
Ownership of property	7
Withdrawal and termination	7
Extension	8
Amendment	8
Entire Agreement	8
Execution in Counterpart	8
Authorization of parties to the Agreement	9
Parties to the Agreement	Schedule A
Map of Marigold Library System Boundary	Schedule B
Requisition by the Marigold Board	Schedule C

An Agreement by and between
the parties comprising the
Marigold Library System
(hereinafter referred to as "this Agreement")

This Agreement is made as of the 1st day of January 1984, with amendments to January 29, 2022, between such of the Municipalities, Improvement Districts and Special Areas contained in Schedule A as have appropriately ratified, endorsed and executed this Agreement or terms identical to this Agreement.

BECAUSE the *Libraries Act and Regulation R.S.A. 2000 Chap. L-11*, as amended, hereinafter referred as "the Act" provides:

- a) that a Municipality, Improvement District, Special Area, Métis settlement or school authority may enter into an agreement to associate with one or more such organizations to establish, maintain and operate a Library System;
- b) for a Library System board so established to be a corporation as set out in *the Act* and
- c) that the Minister may make a grant upon the establishment of the Library System and may thereafter make annual grants where the Minister decides that the Library System is providing satisfactory service;

AND BECAUSE the Parties to this Agreement:

- a) desire to collaborate to provide enhanced public library service to their residents,
- b) are prepared to jointly finance and operate a Library System service to their residents,
- c) recognize that the most effective way to provide a high quality of library service is through collaboration,
- d) are prepared to support the development and maintenance of public library services through the Library System for the benefit of all parties, including the party that signs this Agreement,
- e) agree that all library materials which are available through their respective Library Service Points shall be Accessible to the residents of all Parties, and
- f) recognize the responsibility of each Party to have a representative fully participating in the management of **the** Marigold Board.

NOW the Parties to this Agreement agree with each other as follows:

1. Schedules A, B and C are attached to and form part of this Agreement.
2. When used in this Agreement, the terms defined below have the same meaning as they have in *the Act*, unless otherwise defined in this Agreement.
 - a) "Accessible" - library resources shall be available to all residents of the Parties to this Agreement in the same way as to residents served by the Local Library. If use is restricted in a Local Library, the restriction shall apply to all residents in the system.

- b) "Community Library" - Marigold uses the term "Community Library" for those libraries (Library Service Points) located in member municipalities that do not have a Library Board.
- c) "Community Library Incorporated Society" – a Society incorporated or continued under the *Societies Act R.S.A. 2000 Chap.S-14*, that oversees the day-to-day operations and supervision of a library in a Municipality that does not have its own Library Board.
- d) "Governing Board" – Marigold Board is the "Governing Board" for municipalities that have not formed a Library Board as set out in *the Act*. These municipalities have signed this Agreement to become members of Marigold Library System, and in return Marigold Board provides public library services and promotes the value of public libraries to residents in those municipalities. Marigold also complies with the provincial requirements for reporting and for distribution of provincial per capita grants for those municipalities.
- e) "Independent Public Accountant" - a person holding a recognized professional accounting designation such as CPA (Chartered Professional Accountant), CA (Chartered Accountant), CMA (Certified Management Accountant), CGA (Certified General Accountant), or a similarly qualified individual.
- f) "Intellectual Property" – anything created by or on behalf of Marigold which results from intellectual process. Intellectual Property includes, but is not limited to, literary works (any written work intended to provide information, instruction or pleasure), artistic works and computer program files. Such works and information may be stored in any format. Intellectual Property specifically includes Marigold's automated files and databases.
- g) "Intermunicipal Library Board" - a Library Board established pursuant to Part 1.1 of *the Act*.
- h) "Library Board" - a Municipal or Intermunicipal Library Board.
- i) "Library Service Point" – in accordance with *the Libraries Regulation* (hereinafter referred to as "*the Regulation*" under *the Act*, refers to a facility that provides public library services under the control and management of a board.
- j) "Library System" - a Library System established pursuant to Part 2 of *the Act*.
- k) "Local Library" - a Municipal Library, Intermunicipal Library, or a Community Library.
- l) "Minister" - the Minister with authority for public libraries as defined in *the Act*.
- m) "Municipal Library Board" - a Library Board established pursuant to Part 1 of *the Act*.
- n) "Member Municipality" - any incorporated city, town, village, summer village, municipal district, special area, improvement district or any other eligible entity that is or could become a party to this Agreement.
- o) "Personal Property" – any movable or intangible thing that is subject to ownership and not classified as Real Property.
- p) "Real Property" - land and anything growing on, attached to, or erected on it, excluding anything that may be severed without injury to the land. Real property can be either corporeal (ex. soil and buildings) or incorporeal (ex. easements).

Name

3. There is hereby established by Ministerial Order, a Library System known as the Marigold Library Board as set out in Section 14(2) of *the Act*, hereinafter referred to as "Marigold".

Operation

4. The Parties to this Agreement shall maintain and operate Marigold in accordance with *the Act* and any regulations promulgated under *the Act*.
5. The Parties to this Agreement shall provide public library service to all their residents through the Library System as defined by this Agreement.
6. The Parties to this Agreement shall make all library materials and resources belonging to Marigold and local libraries ~~accessible~~ accessible to the residents of all Parties.

The Marigold Library Board

7. The general management, regulation and control of Marigold is vested in and shall be exercised by the Governing Board of Marigold, hereinafter referred to as "Marigold Board", with the powers and duties set out in *the Act*.
8. Where a Municipality is a Party to this Agreement, it shall appoint one member to Marigold Board. The preference for an appointment will be an individual who has an active involvement in the library community such as membership on the Local Library Board.
9. Appointments to Marigold Board shall be made in accordance with *the Act*.
10. Marigold Board shall be governed by *the Act*, this Agreement and the governing documents adopted by Marigold Board.
11. Marigold Board shall establish an Executive Committee of not more than ten (10) persons. That committee shall oversee the general operations of Marigold between Marigold Board meetings and carry out such further activities as may be directed by Marigold Board.
12. Marigold Board shall hire a Chief Executive Officer (CEO) whose responsibility shall be the administration of Marigold. Marigold Board shall fix the compensation and all other terms of employment of the CEO.
13. Marigold Board shall maintain adequate insurance coverage for its property, liabilities and operations.
14. Marigold Board shall cooperate with other libraries, Library Systems, library associations and with the Government of Alberta in the development, maintenance and operation of networks for enhancing public library services.

Powers and duties of Library Boards

15. Each Library Board within Marigold should:

- a) hire such Municipal Library employees as are necessary for the provision of library service to the community,
- b) act as liaison between their community, their Municipal Council and Marigold Board to communicate Library Board policy and community need,
- c) in cooperation with Marigold Board, set policies and procedures for the operation of the library including minimum number of library hours, management, use and services,
- d) cooperate with Marigold Board in implementing system-wide policies,
- e) submit copies of all library policies, bylaws, goals and objectives and plan of service documents to Marigold Board when updated,
- f) perform such additional duties as are necessary to operate library service in their community and
- g) forward a copy of its budget for the current year, a copy of its annual report and audited financial statements for the preceding year to Marigold Board on or before June 30.

16. Marigold Board will act as the Governing Board for any Municipality that does not have a Municipal Library Board or an Intermunicipal Library Board. That relationship will be governed by an agreement between Marigold and any such Municipality.

Financial

17. The fiscal year of Marigold and Marigold Board shall be January 1 to December 31, both dates inclusive, or as may be amended by Marigold Board from time to time.
18. For the purposes of the per capita requisition in paragraphs 19 and 20, the population of a Municipality that is a Party to this Agreement shall be deemed to be the population for the Municipality published by the Government of Alberta for the fiscal year prior to the fiscal year in which the requisition is paid, **as set out in the current Schedule C – Requisition for Marigold Library System.**
19. Each Party to this Agreement shall pay to Marigold Board the annual per capita requisition as set out in the current Schedule C within **one month 30 days** of the invoice date.
20. Each Municipal Library Board or Intermunicipal Library Board in Marigold shall pay to Marigold Board the annual per capita requisition as set out in the current Schedule C within **one month 30 days** of the invoice date.
21. Increases or decreases of per capita requisitions in Schedule C constitute an amendment to this Agreement, which shall be passed in accordance with paragraph 42.
22. Residents of Municipalities that do not participate in any Alberta Library System are not eligible to use the services provided by Marigold Board, as outlined in Section 28 of this Agreement.

23. Marigold Board shall keep distinct and regular accounts of its receipts, payments, credits, assets and liabilities and shall have these accounts for each fiscal year audited by an Independent Public Accountant. Such accounts shall be kept in accordance with generally accepted accounting practices as defined by the Canadian Accounting Standards for Not-for-Profit Organizations (ASNFPO).
24. Marigold Board shall cause audited financial statements for each fiscal year to be prepared and presented by an Independent Public Accountant by the last day of April in the year following the fiscal year to which they relate, and to be presented to Marigold Board at the Annual General Meeting.
25. Marigold Board may apply for any grants for which it is eligible.
26. Any Party not having a Municipal Library Board or an Intermunicipal Library Board authorizes Marigold Board to apply for provincial operating grants on their behalf in accordance with government regulations.

Services provided by Marigold Board

27. Subject to the provisions of *the Act* and *the Regulation* and subject to the provisions of this Agreement, Marigold Board shall manage and control Marigold by organizing, promoting and maintaining comprehensive and efficient library services.
28. Marigold Board shall equip, establish and maintain Library System service for the residents of the Parties to this Agreement and the services provided shall include:
 - a) ~~IT network and infrastructure support, including network management, threat protection, help desk support, equipment installation and servicing, email, website hosting and IT consultation services,~~
 - b) ~~bibliographic services, including central ordering, cataloguing and processing and shared catalogue,~~
 - c) ~~physical and virtual materials and collections, including materials allocation, interlibrary loans and digital/online resources,~~
 - d) ~~consultation services, including professional consultation, training and continuing education,~~
 - e) ~~delivery and resource sharing,~~
 - f) ~~marketing and advocacy,~~
 - g) ~~programming support, including support for summer reading programs and program kits,~~
 - h) ~~discount ordering of materials, supplies and equipment,~~
 - i) ~~direct services to Marigold residents, including book deposits, mail delivery of requested materials and access to Library Lending Lockers.~~
- a) Information technology services
- b) Resource sharing support for library collections
- c) Library collection services
- d) Programming services
- e) Communications and marketing services
- f) Professional support and training services

The provision of library services will be defined in Marigold Library Board policy.

Expansion of Marigold

29. The Parties to this Agreement agree that any eligible entity within the boundaries of Marigold as set out in *the Regulation* may become a Party to this Agreement and a member of Marigold Board by:
 - a) signing an agreement with Marigold Board incorporating the terms and conditions of this Agreement as amended, and

- b) adhering to policy concerning terms and conditions for integrating library services for acceptance of new or returning Parties to this Agreement, and
- c) receiving the approval of the Minister.

30. Admission and the date of admission shall be determined by Marigold Board.

31. Any Party to this Agreement admitted to Marigold after April 1 in any year shall pay a share as determined by Marigold Board of the annual requisition within 30 days of the date of admission.

Reports

32. Marigold Board shall present an annual report on the previous year's operations to the council and to the Library Board of each Member Municipality and to the Minister within 60 days after the Annual General Meeting of Marigold Board.

33. Marigold Board shall provide a copy of the financial statements prepared and certified by the Independent Public Accountant. Copies will be prepared and sent to each Member Municipality and to the Minister within 60 days of passing by Marigold Board.

Ownership of Property

34. Marigold owns the Real and Personal Property (including Intellectual Property rights) paid for or created by Marigold in Marigold's Municipal Libraries and Community Libraries.

35. All books, periodicals and library materials transferred to a member library's collection remain the property of that library's Library Board unless they are sent to Marigold for withdrawal or other disposition. Marigold insures the physical collection at member libraries.

36. All books, periodicals and library materials transferred to a Community Library's collection remain the property of the Member Municipality unless they are sent to Marigold for withdrawal or other disposition. Marigold insures the physical collection at Community Libraries.

Withdrawal and Termination

37. Any Party to this Agreement may withdraw from this Agreement in accordance with *the Act*. Any notice of withdrawal shall be received by Marigold Board by December 31 of any year to be effective at the end of Marigold's next fiscal year. If a Party to this Agreement gives notice to withdraw, Marigold Board shall, not later than ninety (90) days prior to the effective date of withdrawal, provide in writing to the council and Municipal Board as appropriate, an appraisal of the expected effects on library services to the residents of the Municipality concerned. Marigold Board may request a reconsideration of the notice to withdraw.

38. If a Party to this Agreement withdraws from this Agreement pursuant to *the Act*, that Party shall be deemed to have forfeited any right, title or interest in the assets of Marigold Board, including Marigold Board's Real and Personal Property of any nature.

39. Marigold Board may expel any Party hereto from this Agreement for substantial misconduct or breach of this Agreement upon motion by the Executive Committee. At least 60 days written notice stating specific grounds for the motion shall be delivered to all the Parties to this Agreement and all Library Boards and be voted upon at the next General meeting after the notice period has expired. The motion shall be passed only upon a majority comprising 75% of Marigold Board members in attendance at said meeting.

Extension

40. The provisions of this Agreement shall be binding upon the Parties to this Agreement and any of their successors.
41. A separate contract may be negotiated by Marigold Board with any eligible non-member entity to acknowledge the different administrative and funding procedures and to define the type and extent of library service to be provided, as negotiated and approved by Marigold Board.

Amendment

42. This Agreement shall be amended by a motion for amendment passed by Marigold Board. Such amendment shall be effective upon receipt by Marigold Board of written notification from 60% of the Parties to this Agreement representing 60% of the people living within the boundaries of Marigold that they so authorized such amendment. The Parties to this Agreement shall conform to such amendment upon notification from Marigold Board that the amendment is in effect.

Entire Agreement

43. This Agreement, including all schedules appended, constitutes the entire Agreement between the Parties with respect to the subject matter and all prior Agreements, representations, statements, negotiations and undertakings by and between the Parties to this Agreement are superseded hereby.

Execution in Counterpart

44. This Agreement may be executed in counterpart and all the executed counterparts together shall constitute this Agreement.

IN WITNESS THEREOF the undersigned being one of the Parties set out in Schedule A to this Agreement has duly executed this Agreement.

(Member Municipality)

Authorized Signature

Date

Print Name and Title

Seal:

Municipal Library Board or Intermunicipal Library Board* (City, Town, Village)

Authorized Signature

Date

Print Name and Title

*A Municipal Library Board or Intermunicipal Library Board is established pursuant to *the Act*.

Schedule A

Parties which shall be admitted to Marigold Library System:

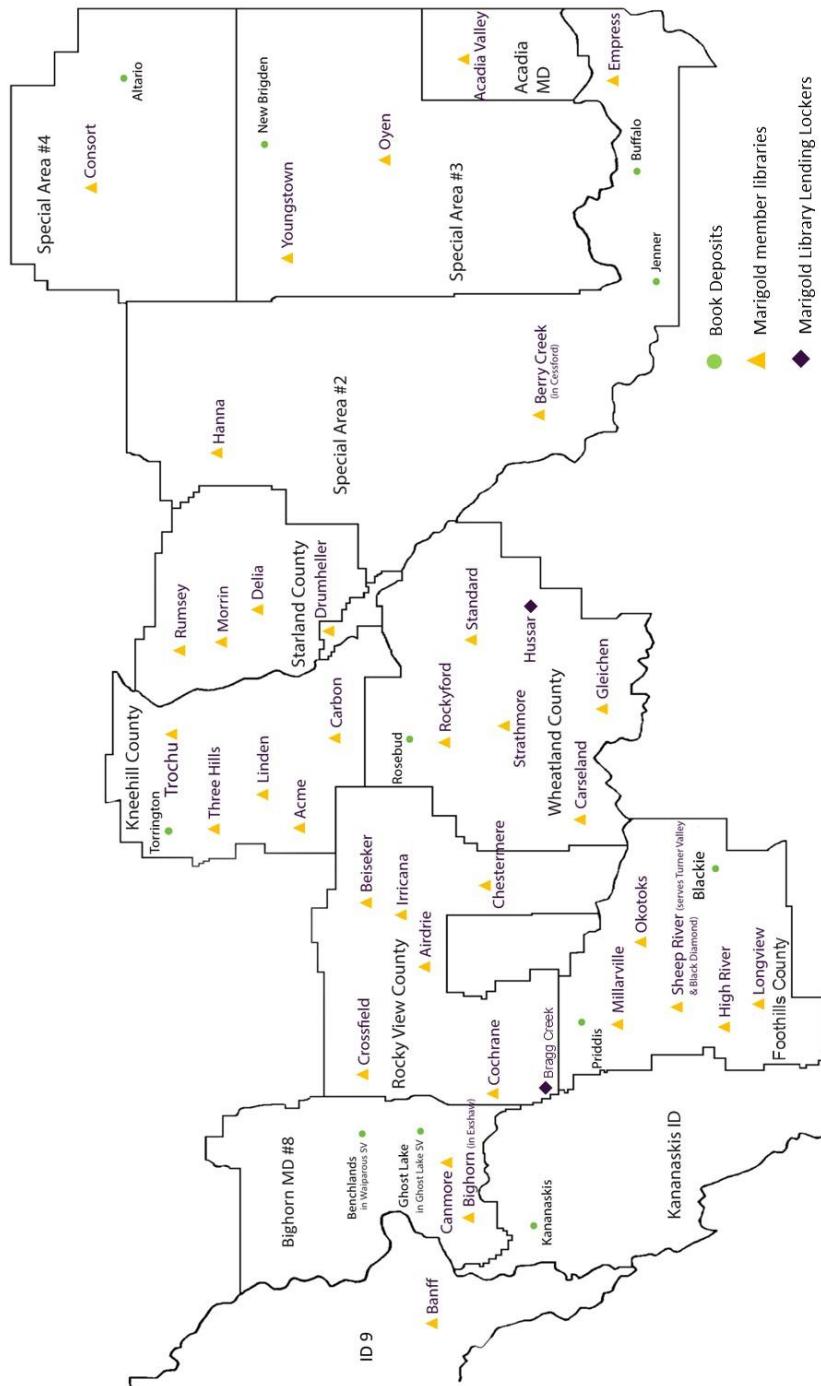
1. Council of the Municipal District of Acadia **#34**
2. Council of the Village of Acme
3. Council of the City of Airdrie
4. Council of the Town of Banff
5. Council of the Village of Beiseker
6. Council of the Municipal District of Bighorn **#8**
- ~~7. Council of the Town of Black Diamond~~
- ~~8. 7. Council of the Town of Canmore~~
- ~~9. 8. Council of the Village of Carbon~~
- ~~10. 9. Council of the City of Chestermere~~
- ~~11. 10. Council of the Town of Cochrane~~
- ~~12. 11. Council of the Village of Consort~~
- ~~13. 12. Council of the Town of Crossfield~~
- ~~14. 13. Council of the Village of Delia~~
- 14. Council of the Town of Diamond Valley**
15. Council of the Town of Drumheller
16. Council of the Village of Empress
17. Council of Foothills County
18. Council of the Summer Village of Ghost Lake
19. Council of the Town of Hanna
20. Council of the Town of High River
21. Council of the Village of Hussar
- ~~22. I.D. Improvement District #9 Banff (The Minister of the Department of Municipal Affairs)~~
23. Council of the Town of Irricana

- 24. Kananaskis Improvement District ~~(The Minister of Tourism, Parks and Recreation)~~
- 25. Council of Kneehill County
- 26. Council of the Village of Linden
- 27. Council of the Village of Longview
- 28. Council of the Village of Morrin
- 29. Council of the Village of Munson
- 30. Council of the Town of Okotoks
- 31. Council of the Town of Oyen
- 32. Council of the Village of Rockyford
- 33. Council of the County of Rocky View ~~#44~~
- 34. Special Areas #2, #3 and #4 ~~(Special Areas Board) (The Minister of the Department of Municipal Affairs)~~
- 35. Council of the Village of Standard
- 36. Council of Starland County
- 37. Council of the Town of Strathmore
- 38. Council of the Town of Three Hills
- 39. Council of the Town of Trochu
- ~~40. Council of the Town of Turner Valley~~
- ~~41-40.~~ Council of the Village of Veteran
- ~~42-41.~~ Council of the Summer Village of Waiparous
- ~~43-42.~~ Council of Wheatland County
- ~~44-43.~~ Council of the Village of Youngstown

MARIGOLD LIBRARIES, BOOK DEPOSITS AND LIBRARY LENDING LOCKERS

Schedule B

Map of Marigold Boundary



Schedule C

Requisition for Marigold Library System

Attached to and part of this Agreement by and between the Parties comprising the Marigold Library System.

Part I For those Municipalities without Library Boards

The contributions to the Marigold Library System by Counties, Municipal Districts, Special Areas, Improvement Districts, or any other Municipality without a Library Board shall be as follows for the period stated:

- ~~2025 \$11.18 per capita paid to the Marigold Library System~~
- ~~2026 \$11.46 per capita paid to the Marigold Library System~~
- ~~2027 \$11.52 per capita paid directly to the Marigold Library System~~
- ~~2028 \$11.59 per capita paid directly to the Marigold Library System~~
- ~~2029 \$11.77 per capita paid directly to the Marigold Library System~~

Part II For those Municipalities with Library Boards

The contributions to the Marigold Library System by Municipalities having Municipal Library Boards or Intermunicipal Library Boards* shall be as follows for the period stated:

- ~~2025 \$6.59 per capita to be paid directly to the Marigold Library System~~
- ~~2026 \$6.75 per capita to be paid directly to the Marigold Library System~~
- ~~2027 \$6.92 per capita to be paid directly to the Marigold Library System~~
- ~~2028 \$7.09 per capita to be paid directly to the Marigold Library System~~
- ~~2029 \$7.27 per capita to be paid directly to the Marigold Library System~~

Part III For Municipal Library Boards

The contributions to the Marigold Library System by Municipal Library Boards or Intermunicipal Library Boards* shall be as follows for the period stated:

- ~~2025 \$4.50 per capita to be paid directly to the Marigold Library System~~
- ~~2026 \$4.50 per capita to be paid directly to the Marigold Library System~~
- ~~2027 \$4.50 per capita to be paid directly to the Marigold Library System~~
- ~~2028 \$4.50 per capita to be paid directly to the Marigold Library System~~
- ~~2029 \$4.50 per capita to be paid directly to the Marigold Library System~~

IN WITNESS THEREOF, the undersigned being one of the Parties set out in Schedule A - Parties which shall be admitted to Marigold Library System, has duly executed this amendment to the Agreement:

(Member Municipality) Authorized Signature

Date

Print Name and Title _____ (Seal)

(Member Library Board or Intermunicipal Library Board*) Authorized Signature

Date

Print Name and Title _____

Retain one copy for your files and forward one original copy signed by both parties to Marigold Library System.

Population: On August 24, 2024, the Marigold Board approved the motion for Schedule C levy rates: To apply the Municipal Affairs population from April 1 of the year preceding the fiscal year.

*Established pursuant to the Province of Alberta *Libraries Act and Regulation R.S.A. 2000 Chap. L-11.*

DRAFT

Item I2

Attachment 'C' - Updated Agreement (Clean Version)



An Agreement
by and between
the parties comprising
Marigold Library System

January 1, 1984

Amended January 1, 1995

Amended April 15, 2000

Amended August 2002

Amended November 1, 2002

Amended June 20, 2007

Amended April 22, 2008

Amended August 1, 2008

Amended January 29, 2022

Amended November 26, 2022

Amended November 22, 2025

Table of contents

	Page
Introduction	2
Name	4
Operation	4
The Marigold Library Board	4
Powers and duties of Library Boards	5
Financial	5
Services provided by Marigold Board	6
Expansion of Marigold	6
Reports	7
Ownership of property	7
Withdrawal and termination	7
Extension	8
Amendment	8
Entire Agreement	8
Execution in Counterpart	8
Authorization of parties to the Agreement	9
Parties to the Agreement	Schedule A
Map of Marigold Library System Boundary	Schedule B
Requisition by the Marigold Board	Schedule C

An Agreement by and between
the parties comprising the
Marigold Library System
(hereinafter referred to as "this Agreement")

This Agreement is made as of the 1st day of January 1984, with amendments to January 29, 2022, between such of the Municipalities, Improvement Districts and Special Areas contained in Schedule A as have appropriately ratified, endorsed and executed this Agreement or terms identical to this Agreement.

BECAUSE the *Libraries Act and Regulation R.S.A. 2000 Chap. L-11*, as amended, hereinafter referred as "the Act" provides:

- a) that a Municipality, Improvement District, Special Area, Métis settlement or school authority may enter into an agreement to associate with one or more such organizations to establish, maintain and operate a Library System;
- b) for a Library System board so established to be a corporation as set out in *the Act* and
- c) that the Minister may make a grant upon the establishment of the Library System and may thereafter make annual grants where the Minister decides that the Library System is providing satisfactory service;

AND BECAUSE the Parties to this Agreement:

- a) desire to collaborate to provide enhanced public library service to their residents,
- b) are prepared to jointly finance and operate a Library System service to their residents,
- c) recognize that the most effective way to provide a high quality of library service is through collaboration,
- d) are prepared to support the development and maintenance of public library services through the Library System for the benefit of all parties, including the party that signs this Agreement,
- e) agree that all library materials which are available through their respective Library Service Points shall be Accessible to the residents of all Parties, and
- f) recognize the responsibility of each Party to have a representative fully participating in the management of the Marigold Board.

NOW the Parties to this Agreement agree with each other as follows:

1. Schedules A, B and C are attached to and form part of this Agreement.
2. When used in this Agreement, the terms defined below have the same meaning as they have in *the Act*, unless otherwise defined in this Agreement.
 - a) "Accessible" - library resources shall be available to all residents of the Parties to this Agreement in the same way as to residents served by the Local Library. If use is restricted in a Local Library, the restriction shall apply to all residents in the system.

- b) "Community Library" - Marigold uses the term "Community Library" for those libraries (Library Service Points) located in member municipalities that do not have a Library Board.
- c) "Community Library Incorporated Society" – a Society incorporated or continued under the *Societies Act R.S.A. 2000 Chap.S-14*, that oversees the day-to-day operations and supervision of a library in a Municipality that does not have its own Library Board.
- d) "Governing Board" – Marigold Board is the "Governing Board" for municipalities that have not formed a Library Board as set out in *the Act*. These municipalities have signed this Agreement to become members of Marigold Library System, and in return Marigold Board provides public library services and promotes the value of public libraries to residents in those municipalities. Marigold also complies with the provincial requirements for reporting and for distribution of provincial per capita grants for those municipalities.
- e) "Independent Public Accountant" - a person holding a recognized professional accounting designation such as CPA (Chartered Professional Accountant), CA (Chartered Accountant), CMA (Certified Management Accountant), CGA (Certified General Accountant), or a similarly qualified individual.
- f) "Intellectual Property" – anything created by or on behalf of Marigold which results from intellectual process. Intellectual Property includes, but is not limited to, literary works (any written work intended to provide information, instruction or pleasure), artistic works and computer program files. Such works and information may be stored in any format. Intellectual Property specifically includes Marigold's automated files and databases.
- g) "Intermunicipal Library Board" - a Library Board established pursuant to Part 1.1 of *the Act*.
- h) "Library Board" - a Municipal or Intermunicipal Library Board.
- i) "Library Service Point" – in accordance with *the Libraries Regulation* (hereinafter referred to as "*the Regulation*" under *the Act*, refers to a facility that provides public library services under the control and management of a board.
- j) "Library System" - a Library System established pursuant to Part 2 of *the Act*.
- k) "Local Library" - a Municipal Library, Intermunicipal Library, or a Community Library.
- l) "Minister" - the Minister with authority for public libraries as defined in *the Act*.
- m) "Municipal Library Board" - a Library Board established pursuant to Part 1 of *the Act*.
- n) "Member Municipality" - any incorporated city, town, village, summer village, municipal district, special area, improvement district or any other eligible entity that is or could become a party to this Agreement.
- o) "Personal Property" – any movable or intangible thing that is subject to ownership and not classified as Real Property.
- p) "Real Property" - land and anything growing on, attached to, or erected on it, excluding anything that may be severed without injury to the land. Real property can be either corporeal (ex. soil and buildings) or incorporeal (ex. easements).

Name

3. There is hereby established by Ministerial Order, a Library System known as the Marigold Library Board as set out in Section 14(2) of *the Act*, hereinafter referred to as "Marigold".

Operation

4. The Parties to this Agreement shall maintain and operate Marigold in accordance with *the Act* and any regulations promulgated under *the Act*.
5. The Parties to this Agreement shall provide public library service to all their residents through the Library System as defined by this Agreement.
6. The Parties to this Agreement shall make all library materials and resources belonging to Marigold and local libraries accessible to the residents of all Parties.

The Marigold Library Board

7. The general management, regulation and control of Marigold is vested in and shall be exercised by the Governing Board of Marigold, hereinafter referred to as "Marigold Board", with the powers and duties set out in *the Act*.
8. Where a Municipality is a Party to this Agreement, it shall appoint one member to Marigold Board. The preference for an appointment will be an individual who has an active involvement in the library community such as membership on the Local Library Board.
9. Appointments to Marigold Board shall be made in accordance with *the Act*.
10. Marigold Board shall be governed by *the Act*, this Agreement and the governing documents adopted by Marigold Board.
11. Marigold Board shall establish an Executive Committee of not more than ten (10) persons. That committee shall oversee the general operations of Marigold between Marigold Board meetings and carry out such further activities as may be directed by Marigold Board.
12. Marigold Board shall hire a Chief Executive Officer (CEO) whose responsibility shall be the administration of Marigold. Marigold Board shall fix the compensation and all other terms of employment of the CEO.
13. Marigold Board shall maintain adequate insurance coverage for its property, liabilities and operations.
14. Marigold Board shall cooperate with other libraries, Library Systems, library associations and with the Government of Alberta in the development, maintenance and operation of networks for enhancing public library services.

Powers and duties of Library Boards

15. Each Library Board within Marigold should:

- a) hire such Municipal Library employees as are necessary for the provision of library service to the community,
- b) act as liaison between their community, their Municipal Council and Marigold Board to communicate Library Board policy and community need,
- c) in cooperation with Marigold Board, set policies and procedures for the operation of the library including minimum number of library hours, management, use and services,
- d) cooperate with Marigold Board in implementing system-wide policies,
- e) submit copies of all library policies, bylaws, goals and objectives and plan of service documents to Marigold Board when updated,
- f) perform such additional duties as are necessary to operate library service in their community and
- g) forward a copy of its budget for the current year, a copy of its annual report and audited financial statements for the preceding year to Marigold Board on or before June 30.

16. Marigold Board will act as the Governing Board for any Municipality that does not have a Municipal Library Board or an Intermunicipal Library Board. That relationship will be governed by an agreement between Marigold and any such Municipality.

Financial

- 17. The fiscal year of Marigold and Marigold Board shall be January 1 to December 31, both dates inclusive, or as may be amended by Marigold Board from time to time.
- 18. For the purposes of the per capita requisition in paragraphs 19 and 20, the population of a Municipality that is a Party to this Agreement shall be deemed to be the population for the Municipality published by the Government of Alberta for the fiscal year prior to the fiscal year in which the requisition is paid, as set out in the current Schedule C – Requisition for Marigold Library System.
- 19. Each Party to this Agreement shall pay to Marigold Board the annual per capita requisition as set out in the current Schedule C within 30 days of the invoice date.
- 20. Each Municipal Library Board or Intermunicipal Library Board in Marigold shall pay to Marigold Board the annual per capita requisition as set out in the current Schedule C within 30 days of the invoice date.
- 21. Increases or decreases of per capita requisitions in Schedule C constitute an amendment to this Agreement, which shall be passed in accordance with paragraph 42.
- 22. Residents of Municipalities that do not participate in any Alberta Library System are not eligible to use the services provided by Marigold Board, as outlined in Section 28 of this Agreement.

23. Marigold Board shall keep distinct and regular accounts of its receipts, payments, credits, assets and liabilities and shall have these accounts for each fiscal year audited by an Independent Public Accountant. Such accounts shall be kept in accordance with generally accepted accounting practices as defined by the Canadian Accounting Standards for Not-for-Profit Organizations (ASNFPO).
24. Marigold Board shall cause audited financial statements for each fiscal year to be prepared and presented by an Independent Public Accountant by the last day of April in the year following the fiscal year to which they relate, and to be presented to Marigold Board at the Annual General Meeting.
25. Marigold Board may apply for any grants for which it is eligible.
26. Any Party not having a Municipal Library Board or an Intermunicipal Library Board authorizes Marigold Board to apply for provincial operating grants on their behalf in accordance with government regulations.

Services provided by Marigold Board

27. Subject to the provisions of *the Act* and *the Regulation* and subject to the provisions of this Agreement, Marigold Board shall manage and control Marigold by organizing, promoting and maintaining comprehensive and efficient library services.
28. Marigold Board shall equip, establish and maintain Library System service for the residents of the Parties to this Agreement and the services provided shall include:
 - a) Information technology services
 - b) Resource sharing support for library collections
 - c) Library collection services
 - d) Programming services
 - e) Communications and marketing services
 - f) Professional support and training services

The provision of library services will be defined in Marigold Library Board policy.

Expansion of Marigold

29. The Parties to this Agreement agree that any eligible entity within the boundaries of Marigold as set out in *the Regulation* may become a Party to this Agreement and a member of Marigold Board by:
 - a) signing an agreement with Marigold Board incorporating the terms and conditions of this Agreement as amended, and
 - b) adhering to policy concerning terms and conditions for integrating library services for acceptance of new or returning Parties to this Agreement, and
 - c) receiving the approval of the Minister.
30. Admission and the date of admission shall be determined by Marigold Board.

31. Any Party to this Agreement admitted to Marigold after April 1 in any year shall pay a share as determined by Marigold Board of the annual requisition within 30 days of the date of admission.

Reports

32. Marigold Board shall present an annual report on the previous year's operations to the council and to the Library Board of each Member Municipality and to the Minister within 60 days after the Annual General Meeting of Marigold Board.
33. Marigold Board shall provide a copy of the financial statements prepared and certified by the Independent Public Accountant. Copies will be prepared and sent to each Member Municipality and to the Minister within 60 days of passing by Marigold Board.

Ownership of Property

34. Marigold owns the Real and Personal Property (including Intellectual Property rights) paid for or created by Marigold in Marigold's Municipal Libraries and Community Libraries.
35. All books, periodicals and library materials transferred to a member library's collection remain the property of that library's Library Board unless they are sent to Marigold for withdrawal or other disposition. Marigold insures the physical collection at member libraries.
36. All books, periodicals and library materials transferred to a Community Library's collection remain the property of the Member Municipality unless they are sent to Marigold for withdrawal or other disposition. Marigold insures the physical collection at Community Libraries.

Withdrawal and Termination

37. Any Party to this Agreement may withdraw from this Agreement in accordance with *the Act*. Any notice of withdrawal shall be received by Marigold Board by December 31 of any year to be effective at the end of Marigold's next fiscal year. If a Party to this Agreement gives notice to withdraw, Marigold Board shall, not later than ninety (90) days prior to the effective date of withdrawal, provide in writing to the council and Municipal Board as appropriate, an appraisal of the expected effects on library services to the residents of the Municipality concerned. Marigold Board may request a reconsideration of the notice to withdraw.
38. If a Party to this Agreement withdraws from this Agreement pursuant to *the Act*, that Party shall be deemed to have forfeited any right, title or interest in the assets of Marigold Board, including Marigold Board's Real and Personal Property of any nature.
39. Marigold Board may expel any Party hereto from this Agreement for substantial misconduct or breach of this Agreement upon motion by the Executive Committee. At least 60 days written notice stating specific grounds for the motion shall be delivered to all the Parties to this Agreement and all Library Boards and be voted upon at the next General meeting after the notice period has expired. The motion shall be passed only upon a majority comprising 75% of Marigold Board members in attendance at said meeting.

Extension

40. The provisions of this Agreement shall be binding upon the Parties to this Agreement and any of their successors.
41. A separate contract may be negotiated by Marigold Board with any eligible non-member entity to acknowledge the different administrative and funding procedures and to define the type and extent of library service to be provided, as negotiated and approved by Marigold Board.

Amendment

42. This Agreement shall be amended by a motion for amendment passed by Marigold Board. Such amendment shall be effective upon receipt by Marigold Board of written notification from 60% of the Parties to this Agreement representing 60% of the people living within the boundaries of Marigold that they so authorized such amendment. The Parties to this Agreement shall conform to such amendment upon notification from Marigold Board that the amendment is in effect.

Entire Agreement

43. This Agreement, including all schedules appended, constitutes the entire Agreement between the Parties with respect to the subject matter and all prior Agreements, representations, statements, negotiations and undertakings by and between the Parties to this Agreement are superseded hereby.

Execution in Counterpart

44. This Agreement may be executed in counterpart and all the executed counterparts together shall constitute this Agreement.

IN WITNESS THEREOF the undersigned being one of the Parties set out in Schedule A to this Agreement has duly executed this Agreement.

(Member Municipality)

Authorized Signature

Date

Print Name and Title

Seal:

Municipal Library Board or Intermunicipal Library Board* (City, Town, Village)

Authorized Signature

Date

Print Name and Title

*A Municipal Library Board or Intermunicipal Library Board is established pursuant to *the Act*.

Schedule A

Parties which shall be admitted to Marigold Library System:

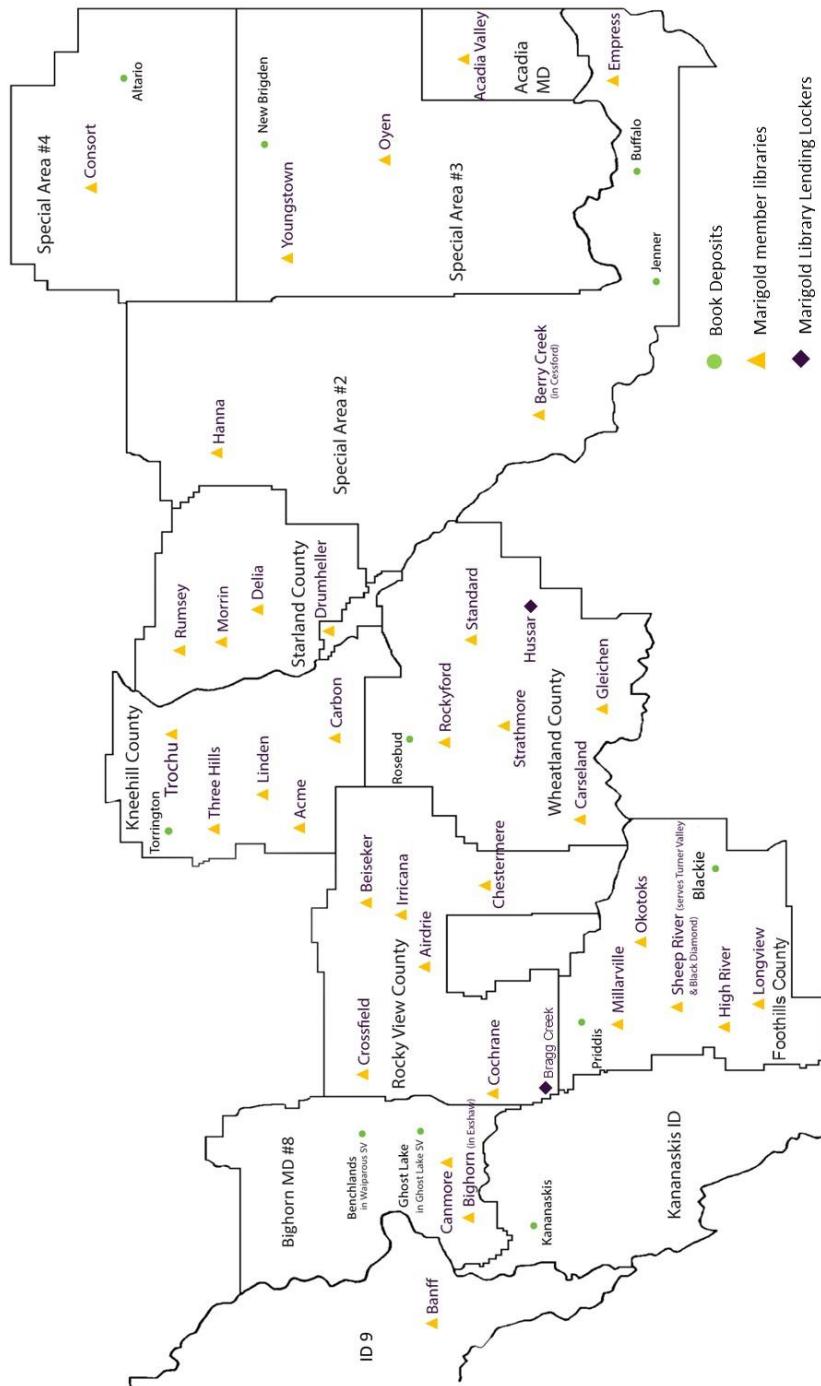
1. Council of the Municipal District of Acadia
2. Council of the Village of Acme
3. Council of the City of Airdrie
4. Council of the Town of Banff
5. Council of the Village of Beiseker
6. Council of the Municipal District of Bighorn
7. Council of the Town of Canmore
8. Council of the Village of Carbon
9. Council of the City of Chestermere
10. Council of the Town of Cochrane
11. Council of the Village of Consort
12. Council of the Town of Crossfield
13. Council of the Village of Delia
14. Council of the Town of Diamond Valley
15. Council of the Town of Drumheller
16. Council of the Village of Empress
17. Council of Foothills County
18. Council of the Summer Village of Ghost Lake
19. Council of the Town of Hanna
20. Council of the Town of High River
21. Council of the Village of Hussar
22. Improvement District #9 Banff
23. Council of the Town of Irricana

24. Kananaskis Improvement District
25. Council of Kneehill County
26. Council of the Village of Linden
27. Council of the Village of Longview
28. Council of the Village of Morrin
29. Council of the Village of Munson
30. Council of the Town of Okotoks
31. Council of the Town of Oyen
32. Council of the Village of Rockyford
33. Council of the County of Rocky View
34. Special Areas #2, #3 and #4 (Special Areas Board)
35. Council of the Village of Standard
36. Council of Starland County
37. Council of the Town of Strathmore
38. Council of the Town of Three Hills
39. Council of the Town of Trochu
40. Council of the Village of Veteran
41. Council of the Summer Village of Waiparous
42. Council of Wheatland County
43. Council of the Village of Youngstown

MARIGOLD LIBRARIES, BOOK DEPOSITS AND LIBRARY LENDING LOCKERS

Schedule B

Map of Marigold Boundary



Schedule C

Requisition for Marigold Library System

Attached to and part of this Agreement by and between the Parties comprising the Marigold Library System.

Part I For those Municipalities without Library Boards

The contributions to the Marigold Library System by Counties, Municipal Districts, Special Areas, Improvement Districts, or any other Municipality without a Library Board shall be as follows for the period stated:

2027	\$11.52 per capita paid directly to the Marigold Library System
2028	\$11.59 per capita paid directly to the Marigold Library System
2029	\$11.77 per capita paid directly to the Marigold Library System

Part II For those Municipalities with Library Boards

The contributions to the Marigold Library System by Municipalities having Municipal Library Boards or Intermunicipal Library Boards* shall be as follows for the period stated:

2027	\$6.92 per capita to be paid directly to the Marigold Library System
2028	\$7.09 per capita to be paid directly to the Marigold Library System
2029	\$7.27 per capita to be paid directly to the Marigold Library System

Part III For Municipal Library Boards

The contributions to the Marigold Library System by Municipal Library Boards or Intermunicipal Library Boards* shall be as follows for the period stated:

2027	\$4.50 per capita to be paid directly to the Marigold Library System
2028	\$4.50 per capita to be paid directly to the Marigold Library System
2029	\$4.50 per capita to be paid directly to the Marigold Library System

IN WITNESS THEREOF, the undersigned being one of the Parties set out in Schedule A - Parties which shall be admitted to Marigold Library System, has duly executed this amendment to the Agreement:

(Member Municipality) Authorized Signature

Date

Print Name and Title _____ (Seal)

(Member Library Board or Intermunicipal Library Board*) Authorized Signature

Date

Print Name and Title _____

Retain one copy for your files and forward one original copy signed by both parties to Marigold Library System.

Population: On August 24, 2024, the Marigold Board approved the motion for Schedule C levy rates: To apply the Municipal Affairs population from April 1 of the year preceding the fiscal year.

*Established pursuant to the Province of Alberta *Libraries Act and Regulation R.S.A. 2000 Chap. L-11.*



Council Report

To: Mayor and Council
From: Chief Administrative Officer
Date: January 19, 2026
Purpose: **Provided for Information**
Subject: Enforcement Services Annual Update

Summary:

This report provides Council with an overview of municipal enforcement services and an opportunity to receive a year-end operational update from the Town's Peace Officer. The attached Enforcement Services Year-End Report reflects enforcement activity and priorities during the 2025 calendar year and was prepared prior to Council's January 5, 2026 discussion regarding the Town's enforcement approach.

Since that time, Council's direction to transition toward a more typical and consistent enforcement posture has been discussed with the Peace Officer, and there is a shared understanding of how enforcement services will be delivered moving forward. This item is presented for information and discussion, and is intended to provide Council – particularly newly elected members – with an opportunity to ask questions and engage directly with enforcement services.

Background and Discussion:

Municipal enforcement services are provided to the Town of Irricana through the Tri-Community Peace Officer Agreement with the Villages of Beiseker and Acme. Enforcement services have now been in place for several years and are well established within the community.

As part of routine reporting and accountability, the Town's Peace Officer has prepared a year-end enforcement summary outlining key areas of focus, enforcement trends, and anticipated priorities for the coming year. This report reflects enforcement activity during 2025 and the enforcement posture in place at that time.

At the January 5, 2026 Regular Meeting of Council, Council considered a separate report regarding the Town's municipal enforcement approach and supported a transition toward a more typical and consistent municipal enforcement posture,

recognizing that enforcement services are now well established and community expectations are broadly understood.

Sequencing and Alignment

The attached Enforcement Services Year-End Report was prepared prior to Council's January 5, 2026 direction regarding enforcement philosophy. Since that time, Administration has discussed Council's direction with the Town's Peace Officer, and there is a shared understanding of the expected evolution in enforcement approach moving forward.

The year-end report is therefore presented as a reflection of 2025 operations, while the discussion at this meeting provides an opportunity to situate that work within Council's updated expectations for enforcement in 2026.

Purpose of the Update

This item is not intended to revisit Council's earlier decision regarding enforcement approach, nor to seek additional direction. Rather, it is intended to:

- Introduce Council to the Town's Peace Officer
- Provide transparency regarding enforcement activity and priorities
- Allow Council an opportunity to ask questions and gain operational context
- Support a shared understanding of how enforcement services will be delivered going forward, consistent with Council direction

Financial Implication(s):

There are no direct financial implications associated with this report. Enforcement services continue to be delivered within the existing approved operating budget.

Recommendation:

Administration recommends that Council receive the report for information.

Recommendation Motion(s):

Option #1:

Motion #1: **THAT** Council receive Administration's report, for information.

Option #2:

As determined by Council.

Respectfully submitted,

"Doug Hafichuk"

Chief Administrative Officer

ATTACHMENTS:

Attachment 'A' – Enforcement Services 2025 Year-End Report

Item I3

Attachment 'A' – Enforcement Services 2025 Year-End Report



Enforcement Report: Year End Report 2025

2025 was another busy successful year within the Town of Irricana. The department did see some changes in staffing, scheduling and in how we approached enforcement of Bylaws. We worked with the residents in gaining compliance when dealing with infractions this year with positive results. Traffic violations were still happening in the Town. Community engagement was once again key in the department's role in attending community events. Enforcement time spent in the Town stayed the same with two days per shift rotation (a week).

AREAS OF CHANGE:

Staffing: The department went to one full-time Peace Officer.

Scheduling: The department made changes to have more coverage hours for the residents. (From 4 days on and 4 days off, to 5 days on and 2 days off)

Enforcement Approach: The department scaled back on mail out notices for infractions and focused more on an “at the door” approach. This allowed us to have better communication with the residents.

BYLAW:

The 2 main areas of concern which were reported were as follows,

- Unsightly Properties
- Animal Complaints (Cats/Dogs at large)

Unsightly property complaints were the number one reported concern in the Town. Most of the properties which were reported did comply.

Animals at large were an issue for residents this year in the Town. We have worked on giving some of the animal owners advice on how to try to combat these issues.

TRAFFIC:

The 2 main issues of concern which were reported were,

- SPEEDING
- STOP SIGN / INTERSECTION INFRACTIONS.

Speeding was a concern through the Town with a main area of concern of entering and leaving the Town.

Failing to obey stop signs was an area of concern all year round in the Town. We proactively patrolled and observed intersections to prevent speeding and stop sign violations.

Parking concerns grew a lot this year from blocking driveways to parking causing a hazard.

A look ahead to 2026:

BYLAW:

We will be taking the same approach of gaining compliance with new offenders through an “educate first” approach. We are enforcing the maximum penalties on repeat offenders, as there have been years of little to no compliance from these properties.

We will be proactively providing Bylaw updates through social media so residents can keep up to date on what the department will be looking for. An early spring clean up campaign will help give residents the information they need and allow them to get ready for clean up time in the Town.

Unsightly Properties will be the main area of focus for the department in 2026.

TRAFFIC:

High speed areas such as entering and leaving the Village will continue to be proactively monitored through patrols at peak times. The playground area on 1st Ave will be monitored for safety of all who use and travel around that area. Intersection patrols will be made with areas of concern being a focus. We will inform residents via social media of the Alberta Traffic Safey Calendar and what traffic violations we will be pro-actively looking for that month.

COMMUNITY ENGAGEMENT:

Community Engagement will be key once again for the department. We will continue to attend community events and will be involved in presentations for our residents, such as Senior safety. Working with FCSS in our community is priority as well.

SCHEDULE:

The Town of Irricana will continue to get 40% of the Enforcement department’s time. This equals out to be two shifts (8 hours) per week. This shift will include the officer working out

of the Town office when not patrolling within the Town. This means the officer's time is fully spent in the Town of Irricana.

As it stands, the Enforcement schedule is 5 days on, 2 days off. This was changed from 4 on, 4 off to maximize coverage (night and day shifts) for all communities.

The Enforcement department will be looking to continue successfully enforcing the Towns Bylaws and keeping residents safe on and around the roads in the Town.

I have attached a map of the areas where some of the traffic violations took place in the Town and surrounding area.

I look forward to a positive 2026 in the Town of Irricana.

Cheers,

Gareth

Map Title - Subtitle

Township Road 274

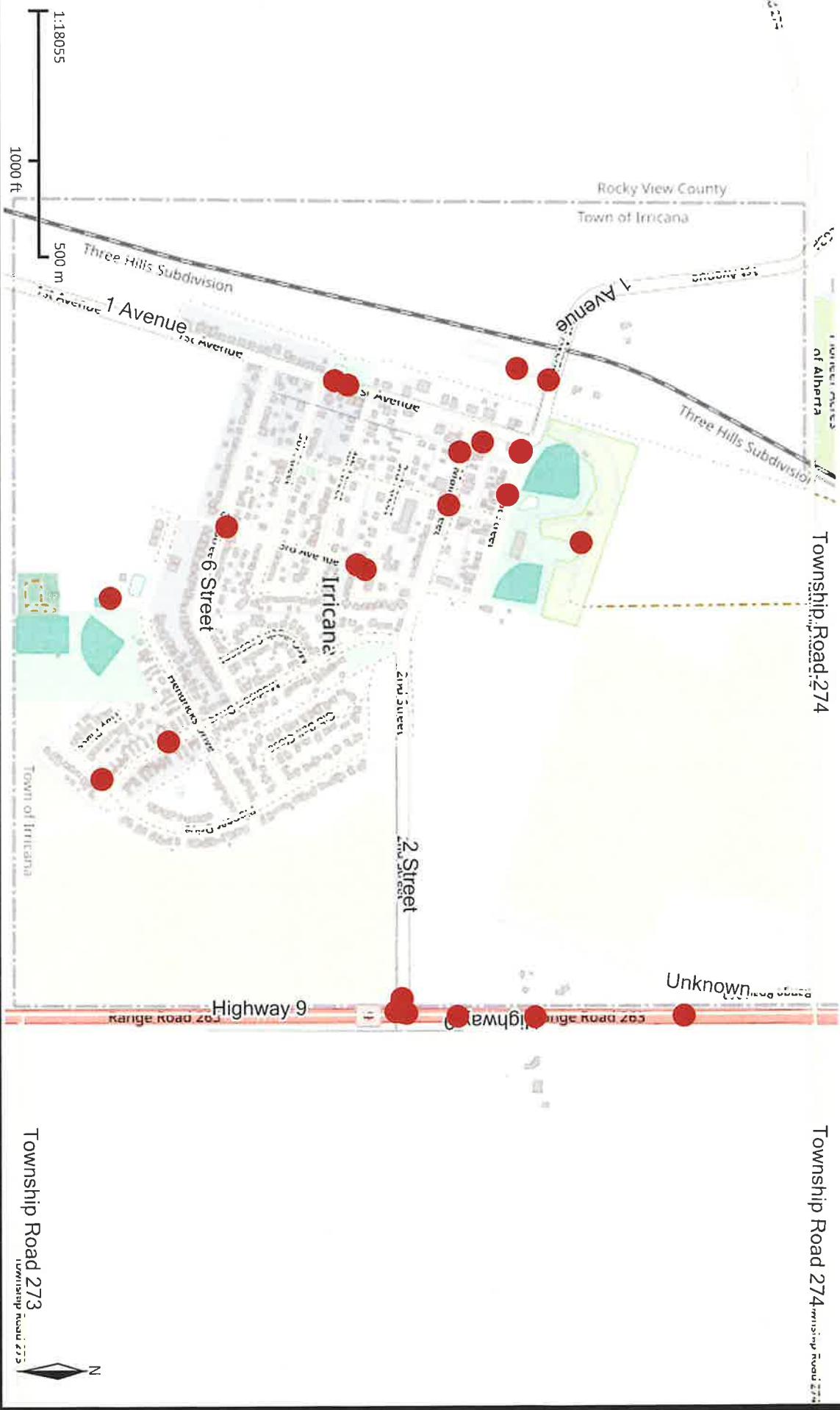
Township Road 274

Rocky View County

Town of Irricana

274

Three Hills Subdivision
of Alberta



The makes no representation as to the completeness, timeliness and accuracy of the information contained on this website. The expressly disclaims liability for any and all damages and losses arising from or in any way related to the use of this website.





Council Report

To: Mayor and Council

From: Chief Administrative Officer

Date: January 16, 2026

Purpose: **Provided for Information**

Subject: Chief Administrative Officer Report

Summary:

This report provides Council with a strategic update on Administration's early-year focus and key developments as work begins under the approved 2026 Work Plan.

The report reflects a refined reporting format that emphasizes governance-relevant information, progress on priority initiatives, and intentional annual planning activities, rather than routine operational detail. Overall, Administration has had a strong and organized start to the year, with planning, alignment, and execution well underway across multiple areas.

Background and Discussion:

The Chief Administrative Officer provides regular updates to Council to support situational awareness, transparency, and informed governance. As the Town's operations, systems, and reporting practices have continued to mature, Administration has refined the format of this report to better align with Council's governance role.

The updated approach moves away from detailed reporting on routine operational activities and toward a more focused, narrative update that highlights progress against Council's approved Work Plan, emerging issues and opportunities requiring Council awareness, and exceptional matters of strategic, reputational, or operational significance.

This refinement reflects a natural evolution in reporting as foundational systems are established and is intended to ensure Council's time and attention are directed toward matters of greatest relevance.

2026 Work Plan – Current Focus & Progress

The approved 2026 Work Plan is the primary organizing framework guiding Administration's activities this year, informing sequencing, resource allocation, and staffing priorities. January has been focused on setting the conditions for effective execution throughout the year, with several early-year priorities advancing as anticipated.

Work toward completion of the 2024 audited financial statements remains on track. While there is known complexity associated with year-end cleanup and reconciliation, there are no concerns at this time. The current workload largely sits with the auditor, with internal staff expected to be drawn upon more heavily over the coming couple of weeks. In the meantime, Administration is focused on in-parallel work plan objective to establish / improve financial processes and reporting. Administration continues to anticipate that draft financial statements completed in January, with presentation to Council at a February meeting.

Grant submission preparation is also progressing in alignment with the Work Plan, although with slightly more effort than anticipated. The work involves both cleanup and process building to ensure a solid administrative foundation, as well as prioritization and readiness for upcoming funding intakes. While some of this work is necessarily technical and largely invisible, it remains a key early-year focus and is moving in the right direction.

Implementation of Payworks is pending but on track. While the project is approximately one week behind original expectations, it remains realistic that Payworks will be implemented by the end of January, with the first pay period potentially falling in early February. Administration continues to manage this transition carefully to ensure accuracy and continuity.

Several longer-running Work Plan initiatives are also advancing. Completion of the Town website redevelopment remains closely tied to the recruitment of a Communications Coordinator, as that role is a prerequisite to final testing, content alignment, and launch. Recruitment efforts for both the Communications Coordinator and Community Programs Coordinator are underway and support broader execution of 2026 priorities.

The Water Meter Replacement Program has transitioned into full implementation and continues to perform well under active monitoring. Uptake has been strong, with well over 100 appointments already booked. The vendor continues to move forward at a strong pace, and the program is progressing as intended.

On the operations side, Administration continues to see positive momentum in workforce capacity and skills development. One operations staff member has successfully completed the prerequisite examination for water operations certification, marking an important step forward in building internal capacity. Work continues within the operations team to strengthen competencies and support longer-term succession and resiliency.

Emerging Matters

Administration continues to monitor early-year workload pressures associated with overlapping priorities, including audit finalization, grant preparation, system implementation, and major program delivery. These pressures are being actively managed through sequencing and workforce planning, and no material concerns have been identified at this time.

From a development perspective, Administration has received two development applications related to the Pioneer Industrial Park, reflecting continued interest and momentum following the park's establishment in the fall of 2025. These applications are currently under review in accordance with the Land Use Bylaw. At the same time, Administration is seeing rapid progress on an existing approval for a light manufacturing facility within the park, reinforcing growing activity in the area.

Administration continues to manage cash flow carefully during the early part of the calendar year, which is traditionally a more challenging period for municipalities. While the Town's operating and capital budgets are balanced and approved, the timing of expenditures and grant reimbursements requires ongoing attention to ensure sufficient liquidity is maintained. This challenge is compounded by the Town's current lack of established municipal reserves, which Administration and Council have begun to address through the 2026 Base Budget. In the interim, Administration remains focused on disciplined spending, prudent cash management, and sequencing expenditures appropriately to ensure financial stability while longer-term reserve capacity is built.

Relationship & External Engagement Highlights

Administration is currently finalizing updated lease and operational agreements with several long-standing organizational partners, including Seeds to Sprouts (replacing Irricana ECS), Irricana Playschool, and Calvary Chapel (a routine tenant within the Community Hall). This work includes completion of updated agreements where required, as well as the issuance of annual billings under existing arrangements.

While these agreements are relatively modest in scope, they have historically not been well prioritized for updating and agreement continuity has been problematic. Addressing these items provides an opportunity to bring consistency to municipal agreements while also serving as a valuable touchpoint with each organization, supporting alignment on expectations, clarification of roles and responsibilities, and reinforcing healthy, collaborative partnerships.

Operational Notes

As part of annual planning, Administration is establishing target timelines for a number of routine but operationally significant programs and seasonal activities.

While specific dates remain subject to confirmation based on weather, regulatory requirements, and contractor availability, this work supports better internal coordination, clearer public communication, and disciplined workforce planning.

Activities being sequenced include:

- Annual street sweeping
- Rodent and weed control programs
- Water system line flushing and wastewater lagoon discharge
- Mainstreet summer beautification
- Seasonal operational staff hiring
- 2026 operational dates for the splash park, campground, outdoor rink
- Recreation Centre sports floor changeovers
- Pet and business licence renewals
- Property assessment and property tax levy issuance

Administration is also continuing the long-term modernization of financial administration and customer-facing systems. As of early January, approximately 50 property owners are enrolled in the Tax Installment Payment Plan (TIPP). Uptake among existing residents has been modest, with enrollment being primarily driven by new residents.

The transition from paper to electronic utility billing also continues to advance, with 399 customers now receiving electronic bills, compared to 146 still receiving paper bills. This shift represents an estimated \$7,000 per year in postage savings alone, in addition to meaningful reductions in administrative handling and processing time. Uptake has grown gradually over time, reflecting increased awareness and the value of expanded self-service and after-hours options for residents.

The Town's continued emphasis on increasing utilization and rental opportunities at the Irricana Community Hall and Irricana Recreation Center continues to produce

results. While a full and expansive suite of community programming (e.g., FCSS events, community events, paid recreation, and drop-in recreation) continues to feature prominently, facility rentals continue to grow in a meaningful way and increase the overall utilization rate.

As previously reported to Council in late 2025, total non-lease and non-agreement rental revenue for 2025 was approximately \$12,000. For 2026, approximately \$7,000 in rental bookings have already been confirmed, well ahead of expectations and positioning the Town to exceed the 2026 rental revenue objective of \$16,000. Importantly, rental inquiries reflect a strong mix of both new and returning customers, spanning a diverse range of individuals and user groups.

Financial Implication(s):

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

Recommendation:

Administration recommends that the report be received for information.

Recommendation Motion(s):

Option #1:

Motion #1: **THAT** the Chief Administrative Officer Report be received for information.

Option #2:

As determined by Council.

Respectfully submitted,

“Doug Hafichuk”

Chief Administrative Officer

ATTACHMENTS:

N/A



Council Report

To: Mayor and Council

From: Chief Administrative Officer

Date: January 19, 2026

Purpose: **Request for Decision**

Subject: Social & Recreation Needs Assessment – Delivery and Governance Discussion

Summary:

The 2026 Work Plan includes the completion of a Social and Recreation Needs Assessment to support future strategic planning and decision-making. Administration is preparing to begin the scoping and procurement phase of this work in early 2026, with the intent of retaining an external consultant to lead the assessment.

When complete, the assessment will provide Council with a clear evidence base to support informed, intentional decision-making. As the work moves toward implementation, Council direction is sought on whether the consultant-led process should be supported by a formal advisory working group, or whether the assessment should proceed without additional governance structure.

Background and Discussion:

Over the past several years, the Town of Irricana has demonstrated strong outcomes in the areas of recreation, community events, and Family and Community Support Services, often delivering results that exceed what might be expected given the Town's size and resources. At the same time, the community continues to evolve, and expectations around access, inclusion, and service levels are changing.

Administration first identified the need for a structured Social and Recreation Needs Assessment approximately 18 months ago, initially with a focus on understanding recreation needs such as facilities, programming, and participation. As the concept matured, it became clear that recreation needs should also consider broader social considerations that influence who can participate, how residents access opportunities, and where barriers may exist. As a result, the scope evolved to intentionally include both recreation and social considerations, recognizing that effective planning requires a more integrated view of how these elements interact within the community.

The Social and Recreation Needs Assessment is intended to function as a *decision-support tool*, providing Council with the information required to make informed, intentional choices about future priorities. When complete, the assessment should enable Council to more clearly understand what matters most within the community, what responses are feasible within the Town's role and resources, and the consequences – both positive and negative – of choosing to act or not act in specific areas.

Funding for this work has been identified in the approved 2026 Base Budget, with an anticipated project cost of \$40,000. Administration is preparing to begin the scoping and procurement phase of this work in early 2026, in alignment with the approved 2026 Work Plan. As implementation approaches, Council direction is required on whether a formal advisory working group should be established to support the consultant-led assessment, to ensure alignment before resources are committed and work begins.

What Is a Social and Recreation Needs Assessment?

A Social and Recreation Needs Assessment is a structured, evidence-based process used to understand the current and emerging needs of a community across both recreation and social well-being domains. Its primary purpose is to provide Council with reliable information and analysis to support strategic decision-making.

The assessment is expected to identify key areas of need, pressure points, and emerging trends, and to explore the range of potential municipal responses available within the Town's role, capacity, and resources. While it is not intended to prescribe specific projects, timelines, or funding commitments, it is expected to provide clear directionality by outlining practical options, relative priorities, and the implications of different levels of response.

In practical terms, the recreation component considers facilities, programming, participation trends, accessibility, and changing demographics. The social component examines factors such as access to opportunities, inclusion of marginalized or underrepresented residents, and broader community well-being considerations that intersect with municipal services and programs.

The assessment is not intended to function as a comprehensive social work or human services review, nor to replace the role of regional agencies, senior governments, or specialized service providers. Rather, its value lies in helping Council understand where municipal action is most likely to have impact, what trade-offs may be required, and how social and recreation considerations interact within the community over time.

How This Assessment Fits Within the Town's Broader Planning Framework

The Social and Recreation Needs Assessment is one element of a broader, intentional approach to planning and decision-making that is anchored in the Council Strategic Plan. The Strategic Plan establishes Council's long-term vision and priorities, and Administration has, over several years, been steadily building the planning and information base required to support those objectives with increasingly rigorous, evidence-based decision-making.

In recent years, this approach has included the completion of a comprehensive infrastructure assessment and long-range capital planning work, providing clarity on asset condition, reinvestment needs, and long-term financial sustainability. In parallel, the Town is preparing to advance a review of the Municipal Development Plan, which is expected to conclude in 2026 and inform subsequent work related to development, investment attraction, potential branding or rebranding efforts, and a comprehensive update to the Land Use Bylaw.

In addition, the federal government is scheduled to complete the next national population census in 2026, which will provide updated demographic data related to population trends, age distribution, household composition, and other key indicators relevant to municipal planning.

Together, these initiatives reflect a continuing trend toward more intentional, data-informed decision-making. The Social and Recreation Needs Assessment is intended to complement – not duplicate – this work by adding additional depth and clarity in the social and recreation space, ensuring that Council has access to a complete and current evidence base when considering future policy, service, and investment decisions.

The assessment is expected to provide the greatest value by helping guide decisions in the short to medium term, including identifying a limited number of matters that Council may wish to act on in relatively short order, while also offering a broader scan of emerging trends and pressures. The core opportunity, however, is expected to lie in providing direction that supports meaningful outcomes over the next three to six years, while informing longer-term thinking beyond that horizon.

Consultant-Led Approach

The Social and Recreation Needs Assessment will be consultant-led. The use of an external consultant reflects the specialized nature of the work and the importance of applying appropriate professional expertise to its design and delivery.

While the Town has demonstrated strong administrative capacity in delivering programs and services, it does not maintain in-house expertise in community needs

assessment design, advanced data analysis, or large-scale engagement methodology. Retaining a qualified consultant allows the Town to access this specialized skill set, including the design and execution of the assessment methodology, the collection and analysis of qualitative and quantitative data, the facilitation of meaningful community engagement, and the preparation of findings in a form that is usable and defensible for Council decision-making.

Engaging external expertise also supports timely delivery and helps ensure that the assessment reflects current best practices, is proportionate in scope, and results in a high-quality outcome that can be confidently relied upon over several years.

Administration will retain responsibility for procurement, scope definition, budget management, and contract oversight. This approach is intended to ensure that the work remains focused, evidence-based, and delivered within approved timelines and budget, while allowing the consultant the independence necessary to produce a credible and usable outcome.

Working Group Considerations

As Council considers next steps, the first question to be addressed is whether the Social and Recreation Needs Assessment requires an additional governance or advisory body beyond a consultant-led delivery model.

Needs assessments of this nature are commonly delivered through a consultant-led approach, supported by targeted community and stakeholder engagement, without the establishment of a standing working group. This model emphasizes clarity of scope, independence of analysis, and efficient delivery, while still allowing for meaningful input from residents, partner organizations, and subject-matter experts.

The establishment of a formal advisory working group is therefore not a default requirement, but an optional – and entirely reasonable – governance choice. Such a group may add value in certain circumstances, particularly where Council wishes to formalize ongoing advisory input during the assessment process. At the same time, additional governance structures introduce complexity and can influence scope, timelines, and expectations if not carefully defined.

With this in mind, Council may wish to consider whether the objectives of the Social and Recreation Needs Assessment are best achieved through a streamlined consultant-led approach, or whether the benefits of a formal advisory working group would outweigh the associated risks and administrative requirements.

Options for Council Consideration

Option 1 – Proceed Without a Working Group

Under this option, the assessment would proceed as a consultant-led exercise, with community and stakeholder engagement conducted directly by the consultant and supported by Administration. Council would be kept informed through milestone updates and would be engaged in reviewing draft findings.

<i>Pros</i>	<i>Cons</i>
<ul style="list-style-type: none">• Clear accountability for scope, budget, and timelines• Preserves consultant independence• Lower administrative overhead and efficient use of time and resources• Reduces risk of scope drift or competing priorities	<ul style="list-style-type: none">• Less structured opportunity for ongoing advisory input• Requires careful engagement design to ensure diverse perspectives are captured• Some stakeholders may perceive less direct involvement• Council involvement primarily occurs at defined milestones

Option 2 – Establish a Tightly Scoped Advisory Working Group

Under this option, Council would direct Administration to establish a small, advisory-only working group to provide input during the assessment process. If selected, Administration would return to Council with a proposed Terms of Reference and recommended composition, consistent with Council policy on Committees.

<i>Pros</i>	<i>Cons</i>
<ul style="list-style-type: none">• Provides structured advisory input• May strengthen transparency and confidence in the process• Can assist in validating assumptions and draft findings• Creates ongoing dialogue with selected stakeholders	<ul style="list-style-type: none">• Introduces additional governance complexity, administrative effort• Increases risk of scope drift and competing priorities• Requires clear guardrails to preserve consultant independence and timelines• May extend timelines and complicate decision-making

Administrative Perspective

From an administrative perspective, the primary risks associated with the Social and Recreation Needs Assessment relate to scope management, budget control, and timely delivery. Administration is confident in its ability to manage a consultant-led

process and to ensure meaningful community engagement without unnecessary complexity.

Broader governance structures can also create expectations regarding outcomes that may not align with municipal capacity or resources, reinforcing the importance of clearly defining roles, responsibilities, and limits if additional advisory bodies are established.

Timing and Next Steps

Subject to Council direction, Administration intends to proceed with scoping and procurement in early 2026, in alignment with the approved 2026 Work Plan, with consultant selection targeted for mid- to late spring. Engagement activities would be scheduled to align with existing community events and engagement opportunities throughout the summer and early fall.

What This Means for Council

This discussion provides Council with an opportunity to confirm its expectations for how the Social and Recreation Needs Assessment should be delivered and supported, ensuring alignment before resources are committed and work begins.

Financial Implication(s):

Funding for the Social and Recreation Needs Assessment has been identified in the approved 2026 Base Budget, with an anticipated project cost of \$40,000. No additional budget approval is required at this time.

The decision to proceed with or without a formal advisory working group is not expected to materially affect the approved project budget. Any additional resource impacts associated with establishing a working group would primarily relate to incremental administrative time required to support coordination and meetings.

Recommendation:

That Council receive this report for information and direct Administration to proceed with the Social and Recreation Needs Assessment as a consultant-led exercise without the establishment of a formal advisory working group.

Administration's recommendation is based on the assessment that a consultant-led approach, supported by existing administrative oversight and targeted stakeholder engagement, provides the most effective means of delivering a focused, timely, and high-quality decision-support tool while minimizing risks related to scope expansion, delay, and administrative complexity.

Administration recognizes that Council may wish to consider broader objectives beyond the delivery of the assessment itself, and Council may direct an alternative approach should it determine that the benefits of a formal advisory working group outweigh the associated risks.

Recommendation Motion(s):

Option #1:

Motion #1: **THAT** Council receive this report for information and direct Administration to proceed with the Social and Recreation Needs Assessment as a consultant-led exercise without the establishment of a formal advisory working group.

Option #2:

As determined by Council.

Respectfully submitted,

"Doug Hafichuk"

Chief Administrative Officer

ATTACHMENTS:

N/A