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**Council Chambers, Irricana Centennial Centre, 222 2 Street**

**Date:** February 17, 2026 **Time:** 7:00PM

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**A. ATTENDANCE**

**B. CALL TO ORDER**

**C. AGENDA**

**D. PRESENTATIONS**

**E. MINUTES**

Item E1: Minutes from February 2, 2026 Regular Meeting

**F. CORRESPONDENCE FROM PREVIOUS MEETING**

**G. COMMITTEE REPORTS**

**H. OLD BUSINESS**

**I. NEW BUSINESS**

Item I1: Water Meter Replacement Program Update

Item I2: GST on Municipally Delivered Goods & Services

Item I3: Provincial Policing Cost Escalation & Structural Fiscal Context

Item I4: Social & Recreation Needs Assessment Terms of Reference

Item I5: Chief Administrative Officer Report

**J. COMMUNICATION / INFORMATION**

**K. COUNCILLOR UPDATE**

**L. CLOSED SESSION**

**M. ADJOURN**

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**Item E1**

Minutes from February 2, 2026 Regular Meeting of Council

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## REGULAR MEETING OF COUNCIL

Council Chambers, Irricana Centennial Centre, 222 2 Street

Date: February 2, 2026 Time: 7:00PM

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### **A. ATTENDANCE**

Mayor: Colleen MacLeod  
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 Mayor MacLeod at 6:59 pm.

### **C. AGENDA**

- (i) Item C1: Adopt Agenda  
019:26 Moved by Councillor Polson to adopt the Agenda, as presented.  
CARRIED

### **D. PRESENTATIONS**

- (i) Item D1: Community Futures Wild Rose (Chantale Sangster)  
Presentation from 7:01 pm to 7:18 pm  
Presenter left the meeting at 7:19 pm
- (ii) Item D2: Boomers Haven Animal Rescue Society (Marc Heethius-Dubois)  
Presentation from 7:19 pm to 7:39 pm

### **E. MINUTES**

- (i) Item E1: Minutes of the Regular Meeting of Council for January 5, 2026  
020:26 Moved by Deputy Mayor Sim to accept the Minutes from the Regular Meeting of Council for January 19, 2026, as presented.  
CARRIED

**F. CORRESPONDENCE FROM PREVIOUS MEETING**

- (i) None

**G. COMMITTEE REPORTS**

- (i) Item G1: Rocky View Seniors Foundation (Mayor MacLeod)

**H. OLD BUSINESS**

- (i) None

**I. NEW BUSINESS**

- (i) Item I1: ABMunis 'Property Taxes Reimagined' Education Initiative  
021:26 Moved by Councillor Fleming that Council receive the report for information and discussion, in alignment with Administration's recommendation.  
CARRIED

Mayor MacLeod called for a 3-5 minute recess at 8:03 pm  
Mayor MacLeod reconvened the meeting at 8:08 pm

**J. COMMUNICATION / INFORMATION**

- (i) None

**K. COUNCILLOR UPDATE**

- (i) Roundtable Discussion

**L. CLOSED SESSION**

- (i) Item L1: Strategic Scoping Discussion – Social & Recreation Need Assessment, Closed as per Section 29(1) of the Access to Information Act.

022:26 Moved by Mayor MacLeod that Council go into Closed Session at 8:16 pm.

023:26 Moved by Mayor MacLeod that Council reconvene to the public portion of the meeting at 9:25 pm.

024:26 Moved by Councillor Hoefnagels that Council amend Motion 017:26 to extend the timeline for recruiting an advisory/working group to March 31, 2026, to allow sufficient time for scope clarification and approval of a Terms of Reference.  
CARRIED

**M. ADJOURN**

(i) Adjournment

025:26 Moved by Councillor Hoefnagels to adjourn the meeting at  
9:27 pm.  
CARRIED

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Colleen MacLeod  
Mayor

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Doug Hafichuk  
Chief Administrative Officer

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**To:** Mayor and Council  
**From:** Chief Administrative Officer  
**Date:** February 17, 2026  
**Purpose: Request for Decision**  
**Subject:** Water Meter Replacement Program Update

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## Summary:

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This report provides Council with a progress update on the Water Meter Replacement Program and seeks endorsement of an administrative framework that preserves the operational and financial gains achieved through this modernization initiative.

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## Background and Discussion:

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On February 5, 2024, Council received a Water Meter Replacement Update report outlining the operational risks associated with legacy probe-style meters, including:

- Labour-intensive manual reads requiring access to private property
- Repeated failed reads due to damaged or deteriorated external probes
- Billing discrepancies arising from prolonged estimated usage
- The financial risk of chronically underbilled accounts

At that time, Council authorized Administration to utilize structured payment plans (up to 24 months) to assist customers facing significant catch-up balances caused by long-term underbilling.

That report reflected a system under strain and served as a key touchpoint for the refinement and implementation of the Water Meter Replacement Program.

The current Water Meter Replacement Program represents a \$262,500 capital investment targeting approximately 325 legacy meters, building upon incremental replacements undertaken since 2021.

The long-term objective remains clear: transition all 500+ utility customers to modern radio-read metering technology.

This initiative advances several strategic priorities:

- Infrastructure modernization
- Improved billing accuracy and defensibility
- Reduced labour intensity and operational inefficiency
- Improved visibility into consumption trends
- Reduced non-revenue water risk
- Stronger asset management and capital planning

Reliable, radio-read data enables more informed, data-centric utility management. This work aligns with the Town's broader movement toward strengthened GIS integration, disciplined capital planning, infrastructure reassessment, and the eventual return of water operations in-house.

## **PROGRAM STATUS**

Deployment began with coordinated outreach in December, including:

- Initial awareness letter (December)
- Scheduling and booking notice (January)
- Follow-up letters
- Door hangers

By the anticipated completion of installations at the end of February, residents will have been provided with five communication touch-points spanned over approximately three full months to schedule installation.

As of the most recent update:

- **247** meters have been installed
- **58** accounts remain pending scheduling
- **19** accounts have been classified as "soft refusals" (non-responsive or declining to participate)

While the vendor typically anticipates compliance rates of approximately 95% in coordinated rollouts, *Administration anticipates a final compliance rate in the range of 85%–90%, resulting in 30-50 accounts still utilizing probe-style meters.*

## **LESSONS FROM PRIOR EXPERIENCE**

As identified in the February 5, 2024 report, prolonged reliance on estimated billing can result in significant discrepancies between estimated and actual consumption.

Historically:

- Chronically underbilled accounts have typically ranged from \$500–\$750;
- In more extreme cases, balances have exceeded \$1,000;
- Even minor discrepancies, compounded over multiple billing cycles, accumulate quickly.

Council previously endorsed the use of structured payment plans (up to 24 months at approximately \$100/month) to manage these situations. That tool has been used successfully and has been well received by affected customers, even where customers ultimately chose to pay balances immediately.

However, the most effective solution is not payment plans – it is eliminating the root cause through this significant capital reinvestment.

### **POST-IMPLEMENTATION OPERATING FRAMEWORK**

As rollout concludes, Administration must transition from capital implementation to steady-state operations, including establishing clear guidelines on how to manage utility accounts that did not, or in limited circumstances, could not, participate in the replacement program.

Upon conclusion of the Water Meter Replacement Program rollout (~February 2026), Administration will take the following steps with non-conforming accounts.

#### *1. Non-Radio Meter Service Fee*

Administration will implement a \$15 per month Non-Radio Meter Service Fee for properties remaining on legacy probe meters following program completion.

This amount reflects:

- Ongoing manual field deployment
- Distributed routing across the community
- Administrative setup, data review, and rereads
- The operational burden of maintaining a non-standard servicing model.

Manual reads are not a trivial task. Although each individual read may take only several minutes in the field, the distributed nature of remaining properties, combined with administrative processing requirements, creates cumulative impact.

The Town’s long-standing philosophy is that individualized servicing costs should not be borne by the general taxpayer. This fee reflects cost recovery – not penalty.

The fee would be immediately removable upon installation of a radio-read meter, while protecting taxpayers and utility system ratepayers from costs associated with non-participation in a community wide initiative.

## *2. Conservative Estimated Billing Methodology*

Where manual readings cannot be obtained, Administration intends to apply a conservative estimated billing model calculated as:

- The municipal average monthly residential consumption (currently approximately 12 cubic metres), as periodically determined by Administration; plus
- A 25% adjustment.

At current Master Rates Bylaw pricing of \$5.96 per cubic metre, a 25% adjustment equates to approximately three additional cubic metres (~\$18.00 per month).

The purpose of this adjustment is to:

- Reduce the risk of underbilling
- Protect against revenue erosion
- Minimize the likelihood of large retroactive billing adjustments

Importantly, this model shifts the risk profile; Rather than customers facing large unexpected catch-up bills, the more likely outcome is a modest credit once accurate readings are obtained.

This protects both ratepayers and taxpayers while encouraging timely compliance.

## *3. Real Estate Transactions and New Accounts*

It will be municipal practice that new utility accounts will not be established for properties remaining on non-radio meters.

This aligns with:

- Local utility bylaws requiring metered service
- Development practices requiring compliant infrastructure
- The principle of fairness and consistency across the system

Common procedural touchpoints – such as property transfers – provide appropriate and efficient opportunities to resolve outstanding non-compliance without resorting to more intrusive measures or investing significant municipal at the expense of taxpayers.

## **Sustaining Operational Improvements**

The Water Meter Replacement Program is part of a broader effort to strengthen the Town's water utility operations and long-term infrastructure stewardship.

Modern radio-read meters provide the data foundation necessary to improve billing accuracy, reduce non-revenue water risk, and support disciplined asset management and capital planning. Preserving these modernization gains is essential to protecting the investment made through this rollout.

In parallel, Administration has begun identifying and assessing curb stop infrastructure throughout the community. This work supports future planning to improve system reliability and reduce avoidable losses. No new capital commitments are being proposed at this time; this remains part of ongoing infrastructure assessment.

The Town retains authority under applicable bylaws and legislation to require metered service and enforce compliance where necessary. These tools are viewed as last-resort measures. The preferred approach remains proportionate, incentive-based compliance supported by practical procedural touchpoints, such as property transfers.

This framework ensures that operational improvements are sustained and long-term system integrity is protected for the benefit of the community.

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### **Financial Implication(s):**

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The \$262,500 Water Meter Replacement Program has been externally funded and does not place direct pressure on municipal taxation.

The proposed \$15 per month Non-Radio Meter Service Fee is intended to reflect the operational impact of continued manual servicing and to ensure that individualized service costs are not borne broadly by the general ratepayer. The estimated billing adjustment (municipal average plus 25%) is designed to reduce the risk of prolonged underbilling and minimize the likelihood of significant retroactive account corrections.

Collectively, the proposed framework protects revenue stability, preserves the operational efficiencies achieved through modernization, and reinforces the Town's established cost-recovery philosophy for utility services.

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**Recommendation:**

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That Council receive this report for information and endorse Administration's intended post-implementation framework as outlined, including the implementation of a \$15 per month Non-Radio Meter Service Fee and the application of a conservative estimated billing methodology (municipal average plus 25%) where manual readings cannot be obtained.

Endorsement of this approach affirms Council's support for sustaining the operational improvements achieved through the Water Meter Replacement Program while preserving fairness, cost recovery principles, and long-term system integrity.

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**Recommendation Motion(s):**

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**Option #1:**

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

Motion #2:           **THAT** Council endorse Administration's proposed operational approach for transitioning the Water Meter Replacement Program to steady-state operations, as described in the report.

**Option #2:**

As determined by Council.

Respectfully submitted,

"Doug Hafichuk"

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Chief Administrative Officer

**ATTACHMENTS:**

N/A

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**To:** Mayor and Council  
**From:** Chief Administrative Officer  
**Date:** February 17, 2026  
**Purpose:** **Provided For Information**  
**Subject:** GST on Municipally Delivered Goods & Services

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## **Summary:**

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As part of strengthening financial controls and updating GST compliance, Administration reviewed the GST treatment of all municipally delivered goods and services. The review confirmed that most services are correctly classified; however, utility services (water, sanitary sewer, garbage, and recycling) are currently billed without GST and should be treated as taxable supplies under CRA guidance, particularly RC4049.

GST will be applied prospectively within the next one to two billing cycles following administrative configuration and public communication. The Town does not retain these funds; all GST collected is remitted to the federal government.

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## **Background and Discussion:**

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The 2026 Work Plan identifies audit preparation and completion, as well as strengthening financial controls and reporting practices, as priority areas within corporate services. These objectives reflect Administration's broader effort to ensure that the Town's financial systems are compliant, transparent, and aligned with legislative requirements.

In parallel with this work, the Town has been working with the Canada Revenue Agency (CRA) to complete routine field verifications related to GST and payroll documentation. These reviews are not uncommon and provide an opportunity to validate internal processes and confirm that municipal practices align with federal legislation.

As part of this broader financial review, Administration examined the GST treatment of all goods and services delivered by the Town. Within that review, one material

inconsistency was identified: GST is not currently being charged on municipally delivered utility services.

## **Legislative Framework**

GST is governed by federal legislation under the Excise Tax Act. Municipal bylaws do not determine GST applicability, nor can they supersede federal legislation. The application of GST is not discretionary at the municipal level.

Administration's review has been anchored in GST/HST Information for Municipalities (RC4049), which provide guidance to distinguish between:

- Exempt supplies related to uniquely governmental or regulatory functions; and
- Taxable supplies where a municipality provides goods or services for consideration.

Municipalities are not universally exempt from charging GST. The determining factor is the nature of the supply, not the identity of the supplier.

As a general rule, where a municipality provides goods or services that are uniquely governmental or regulatory in nature – meaning they exist because of statutory authority and are not available through the open market – those supplies are typically exempt. However, *that exemption is the exception*. Where a municipality supplies goods or services in exchange for payment in a manner similar to what could otherwise occur in the marketplace, GST generally applies.

## **Review Undertaken**

Administration completed a structured review of all goods and services listed within the Master Rates Bylaw to confirm whether each supply is appropriately classified as taxable or exempt under federal guidance.

The review confirmed that the vast majority of services were already being treated correctly. For example, certain municipal activities are exempt from GST because they are regulatory and uniquely governmental in nature. These include:

- Development permits
- Business licences
- Property compliance reviews or enforcement-related activities

These services arise from statutory authority and are not discretionary marketplace transactions. In contrast, where the Town supplies goods or services in exchange for

consideration in a manner similar to a utility or service provider, those supplies are generally taxable. The review further confirmed:

- A limited number of minor items were adjusted administratively where necessary; and
- The only material public-facing inconsistency relates to utility services.

In most cases, GST classification adjustments are internal and operational in nature, with no meaningful impact to residents. However, the utility matter directly affects billed amounts and therefore warrants formal notification to Council.

### **Utility Services – GST Determination**

Water, sanitary sewer, garbage, and recycling services are currently billed without GST.

Based on the guidance contained within RC4049 and related federal interpretation, Administration has determined that these services constitute taxable supplies. Although they are delivered under municipal bylaw and participation is mandatory within the Town, they are not considered exempt governmental functions for GST purposes.

Instead, they are treated as the supply of utility services in exchange for consideration and are therefore subject to GST. For context:

- A typical utility bill in Irricana is approximately \$135.
- Applying GST will increase that amount by approximately \$6.75 per billing cycle.

There is no intention to apply GST retroactively to prior billing periods., and implementation will occur prospectively once administrative alignment and public communication are complete.

### **Common Questions and Clarifications**

Given the public-facing nature of utility services, it is helpful to address several common misconceptions.

*1. "Utilities are mandatory under bylaw, therefore they are exempt."*

The mandatory nature of a service does not determine GST treatment. Under RC4049, the test is whether the supply represents a taxable good or service provided for consideration. Utilities meet that definition.

2. *"Municipalities are governments, so their services should be exempt."*

Municipalities are governments; however, they are not broadly exempt from GST. Only specific governmental or regulatory activities are exempt. Where goods or services are supplied in exchange for payment in a manner similar to the marketplace, GST generally applies.

3. *"Utilities are a core municipal responsibility."*

Being a core municipal function does not automatically make a supply exempt. GST treatment is based on the nature of the transaction, not whether the service is traditionally delivered by a municipality.

4. *"Other municipalities don't charge GST on utilities."*

GST treatment is governed by federal legislation. The Town's responsibility is to ensure compliance within Irricana, regardless of practice elsewhere.

### **Administrative Implementation**

Implementation will occur as soon as administratively feasible, likely within the next one to two billing cycles. This timing reflects the need to:

- Configure billing software appropriately
- Validate internal testing prior to issuance
- Provide reasonable public notice before the change appears on utility bills

No amendment to the Master Rates Bylaw is required. GST applicability arises from federal legislation, not municipal regulation, and is not altered through local bylaw language.

### **Communication Approach**

Administration recognizes that residents will notice the addition of GST on utility bills. Clear and accessible communication will be provided prior to implementation.

Messaging will focus on education and legislative clarity, emphasizing that this represents compliance with federal requirements rather than a discretionary municipal increase.

Communication tools may include:

- Bill inserts or explanatory notes on utility bills
- Gateway Gazette article
- Website and social media updates
- Potential use of Voyent Alert for awareness

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**Financial Implication(s):**

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The addition of GST to utilities will increase the total billed amount to residents by approximately 5% of the utility charge, or approximately \$6.75 per billing cycle for a typical household.

The Town does not retain these funds. GST collected will be remitted in full to the federal government in accordance with legislative requirements. This does not represent new municipal revenue.

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**Recommendation:**

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That Council receive the report regarding the GST treatment of municipally delivered utilities for information.

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**Recommendation Motion(s):**

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**Option #1:**

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

**Option #2:**

As determined by Council.

Respectfully submitted,

"Doug Hafichuk"

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Chief Administrative Officer

**ATTACHMENTS:**

N/A

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**To:** Mayor and Council  
**From:** Chief Administrative Officer  
**Date:** February 17, 2026  
**Purpose:** **Provided For Information**  
**Subject:** Provincial Policing Cost Escalation & Structural Fiscal Context

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## **Summary:**

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This report provides Council with an update regarding projected increases under the Province's renewed Police Funding Model and places those increases within the broader fiscal context currently facing the Town of Irricana. The intent is to support Council alignment and inform future public communication.

## **Background and Discussion:**

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Municipal property taxes are collected to fund local services, including roads, water and wastewater systems, emergency services, community programming, administration, and infrastructure renewal. These services represent the core responsibilities of municipal government and are funded primarily through the municipal portion of the property tax levy.

However, the property tax bill received by residents includes more than municipal taxation. Municipalities are also responsible for collecting education requisitions and other provincially mandated charges on behalf of the Province and remitting those amounts accordingly. These requisitions are determined by provincial policy and are not subject to municipal control.

As previously discussed at the February 2, 2026 Council meeting under Item I1 regarding Alberta Municipalities' *Property Taxes Reimagined* initiative, understanding the composition of the property tax bill is essential to informed public dialogue. The initiative emphasizes that while municipalities collect property taxes, they do not control the entirety of the tax bill. A meaningful portion is determined externally and flows directly to the Province.

The renewed Police Funding Model adds a further dimension to this discussion. While policing costs are invoiced to municipalities and funded through the municipal levy,

the cost drivers – including wage settlements, staffing models, and cost-sharing formulas – are provincially established.

This report therefore examines both the projected increase in provincial policing costs and the broader implications for the local property tax dollar.

### **Provincial Policing Cost Escalation**

The Province has provided a preliminary five-year estimate under the renewed Police Funding Model (PFM), effective April 1, 2026 (Attachment 'A').

Under this model, the municipal cost share increases from 22% in 2026–27 to 30% by 2030–31, with an assumed 8% annual increase in frontline policing costs.

While final invoiced amounts are recalculated annually, the projections provide meaningful direction for planning. The Town's recent policing costs have been:

- 2023: \$44,952
- 2024: \$67,079
- 2025: \$61,725 (revised downward following provincial recalculation)
- 2026 Base Budget Assumption: \$65,000

The updated provincial estimate for 2026–27 is approximately \$85,153.

This represents a ~\$20,000 variance over the 2026 base budget assumption and nearly double the Town's 2023 policing cost. Further, by 2030–31, the Province estimates Irricana's policing contribution at **\$187,186.78**.

Relative to 2025 actuals, this represents an increase of approximately \$125,000 annually for policing alone – a 300% increase over 5 years – for a non-discretionary municipal expenditures.

### **Education Requisition Trend**

Between 2022 and 2025, the Town's education requisition increased from approximately \$349,456 to \$434,612 – a cumulative increase of roughly 24 percent over three years. Annualized, this equates to approximately 7.5 percent per year.

The Province has signaled that recent requisition trends are expected to continue into the foreseeable future, although no formal multi-year forecast has been provided. In the absence of specific provincial projections, it is reasonable for planning purposes to use the Town's recent annualized experience as a benchmark.

If education requisitions were to continue increasing at approximately 7.5 percent annually, the Town's education requisition could approach \$625,000 by 2030

### **Combined Provincial Cost Pressure and the Property Tax Dollar**

For clarity and consistency, the following analysis is anchored in 2025 fully resolved taxation data. In 2025, the Town levied \$1,944,974 in total property taxes. Of that total:

- \$434,612 represented the provincial education requisition;
- \$61,725 represented the provincial policing contribution.

Combined, \$496,337 flowed to the Province for education and policing alone.

In practical terms, this means that in 2025, approximately *26 cents of every property tax dollar collected in Irricana flowed to the Province for education and policing.*

Looking forward to 2030, if:

- Education requisitions continue growing at approximately 7.5 percent annually;
- Policing contributions increase as projected under the renewed Police Funding Model;
- Municipal expenditures grow at a modest 2–3 percent annually;

then by 2030 education and policing could total approximately \$812,000 annually. Under those assumptions, approximately 32 to 33 cents of every property tax dollar could flow to the Province for these two items alone.

This represents a shift of roughly *7 cents on every property tax dollar* within five years – even if municipal spending growth remains restrained and disciplined.

Relative to 2025, the combined increase in education and policing by 2030 would be approximately \$316,000 annually. That increase alone is equivalent to roughly 16 percent of the Town's entire 2025 property tax levy and approximately 21 percent of the Town's municipal tax-supported operations.

### **Growth Context**

Irricana has made meaningful progress in recent years. Operations have stabilized, financial discipline has improved, and growth momentum is visible. Notably, the *average municipal property tax decreased by approximately 1.9 percent in 2025, even as overall tax bills increased noticeably due to provincial requisition growth.*

Growth remains essential to long-term sustainability. However, using 2025 averages:

- Average municipal tax per residential property: \$2,780
- Average combined municipal + education tax: approximately \$3,580

To offset the projected \$316,000 increase in education and policing purely through residential growth at 2025 averages would require approximately 85 to 90 additional average residential homes within five years, equating to an annual growth rate of roughly 3.4%. In recent years, however, Irricana has averaged approximately four new residential homes annually, representing about 0.8% annual growth.

Offsetting projected provincial cost escalation would therefore require sustained residential growth at more than four times the Town's recent historical pace. For a community of Irricana's size, that level of growth would be significant and would largely serve to keep pace with externally driven cost pressures rather than materially enhance infrastructure capacity or local services.

Growth remains necessary to long-term sustainability, but it is unlikely to be sufficient on its own.

### **Infrastructure and Capital Reality**

The Town's long-range infrastructure planning contemplates capital investment in the order of \$2 million per year to address existing pressures for roads, water, sanitary systems, and municipal facilities. For context, provincial capital grant funding in 2026 is estimated at approximately \$300,000.

Municipal debt limits – both in total and in servicing capacity – are provincially established and serve important fiscal safeguards. However, those limits constrain the Town's ability to finance more than a limited number of high-cost infrastructure years without substantial external funding support.

At the same time, infrastructure construction costs have experienced sustained escalation in recent years, often exceeding general inflation. The Town therefore faces a structural challenge: significant infrastructure investment requirements alongside increasing provincial cost pressures that reduce operating flexibility.

### **Conclusion**

The fiscal environment facing municipalities is increasingly complex. Irricana has stabilized its operations, is actively pursuing responsible growth, and efforts have positioned the Town well. However, rising education requisitions, escalating policing

contributions, infrastructure cost inflation, and limited municipal revenue tools combine to create structural pressures that cannot be offset through efficiency alone.

Clear public education regarding the composition of the property tax bill – including the transparent identification of provincial education and policing costs – will be essential.

Constructive advocacy through Alberta Municipalities and engagement with provincial representatives will also be important components of long-term sustainability. Council alignment on these realities will be critical as the Town continues to navigate an evolving fiscal landscape.

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### **Financial Implication(s):**

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The Province has provided a preliminary five-year estimate under the renewed Police Funding Model (PFM), effective April 1, 2026. For 2026–27, the estimated policing contribution for Irricana is approximately \$85,153, a variance of approximately \$20,000 over the approved 2026 base budget

Looking forward, the Province’s preliminary estimates project the following municipal contributions:

- 2027–28: approximately \$100,326
- 2028–29: approximately \$122,807
- 2029–30: approximately \$149,145
- 2030–31: approximately \$187,187

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### **Recommendation:**

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Administration recommends the Council receive this report for information and support advocacy efforts through Alberta Municipalities and constructive engagement with provincial representatives regarding municipal fiscal sustainability.

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### **Recommendation Motion(s):**

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#### **Option #1:**

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

#### **Option #2:**

As determined by Council.

Respectfully submitted,

"Doug Hafichuk"

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Chief Administrative Officer

**ATTACHMENTS:**

Attachment 'A' – Provincial Police Funding Model 5-Year Cost Estimate

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**Item I3**

Attachment 'A' – Provincial Police Funding Model 5-Year Cost Estimate

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## Renewed Police Funding Model Preliminary 5-year Estimate for Town of Irricana

Thank you for connecting with the Police Funding Model team and for providing a designated contact to receive your estimated municipal contributions under the renewed Police Funding Model (PFM). Based on the most recent data available to the ministry, we have prepared a preliminary five-year estimate to assist with your municipal budget process for PFM costs moving forward, effective April 1, 2026.

It is important to note that the estimate provided is an approximation. Final amounts payable under the renewed PFM will be based on current data when calculations are completed each March.

Fiscal year	Percentage	Municipal Share before modifiers
2026–27	22%	\$85,153.43
2027–28	24%	\$100,326.23
2028–29	26%	\$122,807.47
2029–30	28%	\$149,145.14
2030–31	30%	\$187,186.78

### Important Notes:

- This preliminary estimate for Town of Irricana is provided for budget planning purposes only.
- All figures are subject to revision.
- Base cost calculations are derived from 2024–25 PPSA frontline policing actuals, with an assumed year-over-year increase of 8% applied to PPSA frontline policing costs.
- The five-year projection is based on Municipal Affairs 2024–25 population data, equalized assessment values, preliminary RCMP occurrence statistics, and RCMP hard vacancy rates. Final invoiced amounts will reflect updated data as it becomes available.
- Modifications to the base formula will be implemented in phases: the weighted occurrences factor will take effect on April 1, 2028, with full model implementation completed by April 1, 2030.

Please contact the PFM team at [abpfm@gov.ab.ca](mailto:abpfm@gov.ab.ca) if you require any clarification regarding these estimates.

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**To:** Mayor and Council  
**From:** Chief Administrative Officer  
**Date:** February 17, 2026  
**Purpose:** Request for Decision  
**Subject:** Terms of Reference: Social and Recreation Needs Assessment Working Group

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## **Summary:**

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The purpose of this report is to present a draft Terms of Reference for Council's consideration and approval, establishing the structure, mandate, and governance framework for the Social and Recreation Needs Assessment Working Group.

This report also seeks Council's direction to formally refine the project name to better reflect the intended scope of work.

## **Background and Discussion:**

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On February 2, 2026, during the Item L1 Strategic Scoping Discussion (in-camera), Council provided direction regarding the framing and scope of the Social and Recreation Needs Assessment, in support of creating a Terms of Reference for an advisory committee, the Social and Recreation Needs Assessment Working Group (SRNA Working Group).

Through that discussion, Council expressed clear alignment with prioritizing recreation as the primary focus of the assessment. While social considerations are acknowledged as important and inherently connected to recreation and community well-being, Council recognized that a comprehensive social services or social needs assessment represents a distinct stream of work requiring its own dedicated scope and methodology.

Council further acknowledged that attempting to undertake both streams simultaneously could inadvertently dilute focus, increase complexity, and risk undermining the quality of either outcome.

Administration has therefore refined the framing of the project to focus specifically on recreation, while recognizing that social dimensions will naturally be contemplated where relevant through engagement and analysis.

This intentional focus more accurately reflects:

- The *primary* intent of the work
- The scope discussed by Council
- The consultant engagement to follow
- The governance structure being established

This refinement does not diminish the importance of social needs planning. Rather, it recognizes that a comprehensive social needs assessment should be undertaken independently at a future date, with appropriate resources and focus.

### **Terms of Reference Overview**

The attached Terms of Reference establishes a temporary, project-specific Working Group to support the assessment process. Key components include:

#### *1. Advisory Authority Only*

The Working Group is advisory in nature and holds no decision-making authority. Final recommendations and implementation decisions rest exclusively with Council.

#### *2. Composition of Working Group*

The Working Group will consist of:

- Two Members of Council (appointed as Chair and Vice-Chair); and
- Five Public Members.

The structure balances community participation with political oversight and procedural stability. Public Members are appointed as individuals and not as representatives of specific organizations or interest groups.

#### *3. Recruitment Approach*

An open recruitment process will be undertaken by Administration. All eligible applications will be provided to Council, along with a recommended composition to ensure diversity of perspective and lived experience.

Eligibility includes residents of the Town of Irricana, with limited flexibility for one surrounding-area resident where appropriate, and youth participation (15+) is permitted with parental consent.

#### *4. Governance Safeguards*

The Terms of Reference establishes basic governance and reporting expectations, consistent with current municipal practices:

- Clear quorum (simple majority)
- Defined conflict-of-interest procedures
- Light but formal meeting record requirements
- Administrative support and coordination
- No remuneration for members

The structure is intentionally disciplined but not bureaucratic, recognizing the temporary and advisory nature of the Working Group.

#### *5. Project-Specific Term*

Appointments are project-specific and conclude upon Council's formal acceptance of the final report, or no later than March 31, 2027, unless extended by resolution.

The Working Group is not subject to annual organizational review cycles.

### **Implementation and Timeline**

Recruitment of Public Members is anticipated to begin immediately following Council approval of the Terms of Reference, and take approximately 2-4 weeks, with appointments targeted for the March 16, 2026, Regular Meeting of Council.

Project work is expected to commence shortly thereafter, with completion targeted for late 2026, recognizing that final acceptance may occur in early 2027 depending on engagement timelines.

### **Strategic Considerations**

Establishing a clear governance structure at the outset:

- Protects Council authority
- Ensures transparent public participation
- Prevents scope drift
- Maintains administrative oversight
- Creates procedural clarity before consultant procurement

Formal adoption of the Terms of Reference provides the necessary foundation to proceed confidently into the engagement phase of the assessment.

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**Financial Implication(s):**

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The Social and Recreation Needs Assessment will be funded through the previously identified project budget. The Working Group itself carries no remuneration costs. Minor incidental costs (e.g., meeting refreshments) may be accommodated within the project allocation.

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**Recommendation:**

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That Council formally adopt the attached Terms of Reference for the Social and Recreation Needs Assessment Working Group, thereby authorizing Administration to proceed with recruitment of Public Member for Council's consideration.

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**Recommendation Motion(s):**

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**Option #1:**

Motion #1:           **THAT** Council approve the attached Terms of Reference for the Social and Recreation Needs Assessment Working Group.

Motion #2:           **THAT** Administration be directed to undertake recruitment of Public Members in accordance with the Terms of Reference.

**Option #2:**

As determined by Council.

Respectfully submitted,

"Doug Hafichuk"

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Chief Administrative Officer

**ATTACHMENTS:**

Attachment 'A' – Terms of Reference SRNA Working Group

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**Item I4**

Attachment 'A' – Terms of Reference SRNA Working Group

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## Social and Recreation Needs Assessment Working Group

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Approval Date: *Draft*

Council Resolution: *Draft*

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### 1. Purpose of the Terms of Reference

This Terms of Reference (ToR) outlines the mandate, structure, and operational guidelines for the Social and Recreation Needs Assessment (SRNA) Working Group, a Council-established Committee of the Town of Irricana.

The Working Group is established to support the consultant-led Social and Recreation Needs Assessment and to provide local context, community perspective, and feedback throughout the study process.

The Working Group is time-limited and task-specific, and shall be automatically dissolved upon completion of the assessment unless otherwise extended by Council resolution.

### 2. Committee Name

The Committee shall be referred to as the *Social and Recreation Needs Assessment Working Group (SRNA Working Group)* in all official communications.

### 3. Mandate and Purpose

The Working Group has been formed by Council to:

- Provide local knowledge and lived experience to inform the Social and Recreation Needs Assessment.
- Assist in identifying community engagement opportunities.
- Review and provide feedback on draft findings and recommendations.
- Support the promotion of community participation in the engagement process.
- Validate emerging themes and ensure recommendations reflect Irricana's context.

The Working Group is advisory in nature and provides recommendations and feedback only. The Working Group is not responsible for directing consultant methodology, determining final recommendations, or advocating for specific capital projects or programs.

The Working Group's mandate shall conclude upon Council's formal acceptance of the final Social and Recreation Needs Assessment report.

#### **4. Committee Authority**

This Committee is an advisory body to Council and has no decision-making authority unless explicitly granted by Council resolution.

The Social and Recreation Needs Assessment Working Group is established to provide input, local context, and feedback in support of the consultant-led assessment process. Final authority for all decisions related to project scope, consultant engagement, recommendations, and implementation rests with Council.

Administration is responsible for managing the project on Council's behalf, including coordinating the consultant engagement, scheduling meetings, preparing agendas, and ensuring the assessment process remains aligned with Council's approved Terms of Reference.

Where procedural or process-related matters arise that are not explicitly addressed by Council direction, Administration may provide reasonable interpretation and guidance to support continuity of work, provided such guidance does not materially alter the approved scope, objectives, or deliverables.

*Any substantive scope changes, budget implications, or material deviations from the approved Terms of Reference shall be returned to Council for direction.*

The Working Group shall not:

- Authorize expenditures or commit municipal funds.
- Direct Administration or municipal staff.
- Modify the approved Terms of Reference or consultant scope.
- Represent Council or the Town in negotiations or formal discussions.
- Speak on behalf of the Town unless expressly authorized by Council.
- Enter into agreements or arrangements with third parties.
- Conduct independent research, surveys, or engagement activities outside the approved consultant-led process without Council authorization.

All communication with the consultant shall be coordinated through Administration to ensure consistency and alignment with Council direction.

## **5. Membership, Appointments, and Vacancies**

### *5.1 Committee Composition*

The Social and Recreation Needs Assessment Working Group shall be comprised of seven (7) Members total:

- Two (2) Members of Council, who shall serve as Chair and Vice-Chair as appointed by Council.
- Five (5) Public Members who are residents of the Town of Irricana.

Appointments should collectively reflect a broad cross-section of the community, including diversity in age, gender, household composition, and lived experience.

Public Members are expected to approach the assessment process from a community-wide perspective rather than representing a single organization or interest group.

Administration shall provide staff support but shall not serve as voting member.

All Members shall be appointed by Council resolution. Council may approve or rescind appointments at its discretion.

### *5.2 Recruitment of Public Members*

Administration shall undertake an open recruitment process for Public Members of the Working Group. Recruitment shall include public notice through appropriate municipal communication channels.

Interested residents shall be invited to submit an expression of interest outlining their background, experience, and interest in participating in the Social and Recreation Needs Assessment Working Group.

Administration shall review applications to confirm eligibility and alignment with the objectives outlined in this Terms of Reference. All eligible applications shall be provided to Council for consideration.

Administration shall also provide a recommended composition of Public Members, including alternates where appropriate, with rationale reflecting the desired diversity,

balance of lived experience, and community-wide perspective described in this Terms of Reference.

### *5.3 Attendance Expectations and Vacancies*

Public Members are expected to attend all scheduled meetings of the Working Group and actively participate in the assessment process.

Public Members who miss two (2) consecutive meetings without reasonable cause, or three (3) meetings in total during the term of the Working Group, shall have their appointment automatically rescinded.

Where a vacancy occurs, the position may remain vacant provided quorum can be achieved and Council determines the Working Group can continue to fulfill its mandate effectively.

If Council determines that backfilling a vacancy is necessary, Administration may undertake a supplemental recruitment process and provide a recommended candidate to Council for appointment by resolution.

## **6. Candidate Profile for Public Members**

Public Members should normally be residents of the Town of Irricana.

Council may appoint up to one (1) Public Member who resides in the surrounding area where doing so would meaningfully contribute to the breadth of community perspective and insight, recognizing Irricana's role as a rural service hub.

Applicants must be at least fifteen (15) years of age at the time of appointment. Applicants under eighteen (18) years of age must provide written parental or guardian consent prior to their official appointment.

The following general qualifications are desired for Public Members:

- Demonstrated interest in recreation, culture, or community development.
- Familiarity with local programs, facilities, or community events.
- Ability to consider issues from a community-wide perspective rather than a single-interest lens.
- Willingness to engage in constructive dialogue and respectful discussion.
- Openness to evidence-based recommendations and long-term planning considerations.

- Commitment to attending meetings and participating in electronic communications as required to support the assessment process.
- Lived experience related to accessibility, mobility, caregiving, aging, youth participation, or other factors that influence participation in recreation and cultural activities.

Public Members are appointed as individuals and are not representatives of any specific organization, user group, or advocacy position.

Members acknowledge that participation may involve communication via email or other electronic means, and that contact information shared for Working Group purposes may be visible to other appointed Members.

## **7. Term of Appointment**

Members appointed to the Social and Recreation Needs Assessment Working Group shall serve for the duration of the assessment process.

The term of appointment shall conclude upon Council's formal acceptance of the final Social and Recreation Needs Assessment report, or no later than March 31, 2027, unless extended by Council resolution.

Appointments to this Working Group are project-specific and shall continue notwithstanding the annual organizational meeting, unless otherwise amended by Council resolution.

Council may rescind or adjust any appointment by resolution at its discretion.

## **8. Chair and Vice-Chair**

The Chair and Vice-Chair of the Social and Recreation Needs Assessment Working Group shall be appointed by Council at the time of appointment of Council Members to the Working Group.

Both the Chair and Vice-Chair shall be Members of Council. The Chair is responsible for presiding over meetings, ensuring orderly discussion, and serving as the official spokesperson for the Working Group.

The Chair shall serve as the primary liaison between the Working Group and Council. In the absence of the Chair, the Vice-Chair shall fulfill the duties of the Chair.

## **9. Meeting Procedures**

Meetings of the Social and Recreation Needs Assessment Working Group shall be scheduled as required to support the assessment process.

Meetings may be conducted in person or virtually. Participation by electronic means shall count toward quorum. The Working Group may also conduct business through electronic communication where appropriate to support timely review and feedback.

Meetings of the Working Group are advisory in nature and are not public meetings of Council.

Agendas shall be prepared by Administration in consultation with the Chair and circulated to Members in advance of each meeting.

Quorum shall consist of a simple majority of appointed Members.

Recommendations or motions require a simple majority of Members present.

Minutes shall be prepared for each meeting and shall record:

- Date and time of the meeting
- Attendance
- Agenda items discussed
- Key themes, feedback, or recommendations

Draft minutes shall be reviewed by the Chair and provided to Council for information.

Meetings shall be conducted in a manner consistent with the principles of the Town's Procedural Bylaw, as applicable to advisory bodies.

## **10. Conflict of Interest**

Any actual or perceived conflicts of interest must be declared prior to discussion, debate, or decision on the matter.

Where a conflict is declared, the Chair shall determine whether the Member must withdraw from discussion and any vote on the matter. The Chair may, at their discretion, refer the matter to the Working Group for determination by simple majority.

Members with a declared conflict may not be present, in person or virtually, for any discussion or vote.

Conflicts shall be recorded in the minutes and indicate the times at which any Member left the meeting and returned to the meeting.

### **11. Reporting Requirements**

Draft minutes of each Working Group meeting shall be reviewed by the Chair and provided to Council for information at a subsequent Regular Meeting of Council.

Administration may provide updates to Council regarding the progress of the Social and Recreation Needs Assessment through regular Council reporting mechanisms, as required.

The Working Group shall conclude its reporting obligations upon Council's formal acceptance of the final Social and Recreation Needs Assessment report.

### **12. Remuneration and Support**

Council Members are not eligible to receive remuneration for participation on Council-created Committees, in accordance with the Town's Council Remuneration Policy.

Public Members serve in a volunteer capacity and are not eligible for remuneration.

Members may be reimbursed for reasonable mileage or approved expenses incurred while conducting official Working Group business, provided such expenses are pre-approved by Administration and claimed in accordance with the Town's applicable reimbursement policies.

Administrative support shall be provided by the Chief Administrative Officer or designate, including agenda preparation, coordination of meetings, recording of minutes, and liaison with the consultant.

### **13. Review and Sunset Clause**

This Terms of Reference is project-specific and applies only to the Social and Recreation Needs Assessment Working Group.

The Working Group shall be automatically dissolved upon Council's formal acceptance of the final Recreation and Culture Needs Assessment report, or no later than March 31, 2027, unless extended by Council resolution.

No annual review of this Terms of Reference is required due to the temporary nature of the Working Group.

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Colleen MacLeod

Mayor

**REFERENCES:**

N/A



# Council Report

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**To:** Mayor and Council  
**From:** Chief Administrative Officer  
**Date:** February 17, 2026  
**Purpose:** **Provided for Information**  
**Subject:** Chief Administrative Officer Report

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## **Summary:**

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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.

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## **Background and Discussion:**

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The Chief Administrative Officer provides regular updates to Council to support situational awareness, governance oversight, and alignment with Council's approved strategic and operational priorities. This report highlights key developments, major project milestones, and organizational matters requiring Council awareness during the month of February.

Administration continues to execute against the 2026 Work Plan while managing seasonal transitions, infrastructure priorities, and organizational refinements approved through the 2026 Base Budget. The sections that follow provide focused updates in the areas of development activity, procurement and capital works, operations and infrastructure, and program delivery.

### **Development Activity**

Development activity remains steady and encouraging across both industrial and residential sectors.

#### *D2026:001 – Vitreous Glass*

The light-industrial application for material overflow storage, with future light on-site processing contemplated, has now been formally approved and issued. The proposal aligns with the intent of the district and reflects continued investment within the Pioneer Industrial Park.

### D2026:002 – The Yard

The vehicle, RV, and boat storage application incorporating sea-can-based storage components remains in final administrative review. A second round of minor clarifications is underway, with approval anticipated shortly thereafter.

### D2026:003 – Pro Auto Recyclers

The application for a second site entrance to improve internal circulation and site safety has been approved. While modest in scope, the file has supported broader discussions regarding potential future operational expansion, signaling continued confidence and reinvestment.

### 607 McCulloch Crescent

The residential property destroyed in the February 2025 fire has changed ownership, and the new owner is preparing a Development Permit application with the intention of beginning reconstruction this spring.

Administration has provided pre-application guidance to support a smooth submission process. This represents a positive step in community recovery.

### Development Incentives Policy – Implementation

Implementation of the Development Incentives Policy continues to move forward and remains generally on track.

Administration is finalizing a comprehensive property register with confirmed classifications for all properties to ensure accurate application of incentives and proper integration within R&R Symphony ahead of the 2026 assessment cycle. Of approximately 550 properties, a limited subset requires in-person verification to confirm development or servicing status.

While the process has been methodical, this approach is intentional and designed to minimize billing risk, ensure defensible classifications, and support a smooth rollout.

Formal communication to potentially impacted property owners will follow shortly after final validation is complete and remains on schedule for completion in February.

## **Procurement & Major Projects**

### 309 – 3rd Avenue (Demolition & Site Remediation)

The RFQ for demolition and site remediation work at 309 – 3rd Avenue has closed, with twelve bids received.

Next steps include compliance review, scoring of compliant submissions, and preparation of a contract award recommendation. The project remains on track for late-spring execution, as originally intended.

## **Operations & Infrastructure**

### Equipment Repairs

Operations experienced significant equipment repairs during the month, including both the Wille (wheel loader) and the skid steer.

The Wille has now been repaired and returned to service. The skid steer is expected to return to service shortly. While the repairs were costly, expenditures appear largely captured within the approved 2026 base budget allocation.

The primary impact was logistical rather than financial – including temporary sequencing adjustments such as delaying removal of Main Street Christmas lighting.

All equipment is restored or imminently returning to service, and no significant operational concerns.

### Facility Maintenance & Improvements

Operations has completed several long-standing maintenance items at the Irricana Library, including drywall repair and general interior upkeep.

The former Boys & Girls Club space within the Irricana Recreation Centre has also been cleaned out and repainted. Administration intends to utilize this space as:

- A primary FCSS and community programming location; and
- An additional rental venue for private or community use.

With a separate entrance, kitchen, and washroom facilities, the space offers meaningful flexibility for both municipal and private community use.

### Community Hall – Commercial Kitchen Equipment

The commercial refrigerator in the Community Hall kitchen – originally purchased used approximately 40 years ago – has failed and required replacement.

Under the Lions Club lease arrangement, the Lions have purchased a new commercial refrigerator. In addition to resolving the immediate need, the replacement is expected to generate estimated annual electricity savings in the range of \$700–\$1,200 due to improved energy efficiency.

Administration is also evaluating replacement of the cooler within the Lions bar area, with projected annual energy savings estimated between \$400–\$600.

These upgrades represent a positive example of partnership-based capital renewal paired with measurable operational savings.

## **Seasonal & Program Preparation**

### 2026 Campground Operations

Preparations for the 2026 campground season continue on schedule. Campspot has been selected as the booking system, the agreement is executed, and data population is underway.

Bookings are expected to open in March as planned.

### FCSS External Funding Distribution

Administration has completed distribution of 2026 FCSS external funding allocations to approved third-party community organizations, totaling \$34,500.

These funds represent the municipality's flow-through support for local service delivery under the FCSS framework and ensure that partner organizations can proceed with planned programming and preventative social initiatives early in the calendar year.

Administration is also reviewing the timing and structure of future FCSS disbursements as part of broader cash flow management considerations. While no changes have been determined at this time, options such as semi-annual distribution are being evaluated to better align funding timing with municipal liquidity management and financial planning objectives. Any proposed adjustments would be brought forward in advance of implementation for the 2027 FCSS year

## **Intergovernmental & Grant Management**

Administration recently met with provincial and federal grant advisory representatives to review grant-related processes, compliance expectations, and audit considerations.

This engagement supports both audit readiness and the establishment of simple, repeatable internal processes for long-term grant management. The discussion provided valuable practical insight that will strengthen the Town's approach to funding administration moving forward.

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**Financial Implication(s):**

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No financial implications. The report is provided for information only, with noted expenditures being managed within approved budget allocations or partnership arrangements.

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**Recommendation:**

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Administration recommends that the report be received for information.

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**Recommendation Motion(s):**

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**Option #1:**

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

**Option #2:**

As determined by Council.

Respectfully submitted,

"Doug Hafichuk"

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Chief Administrative Officer

**ATTACHMENTS:**

N/A