

AGENDA

A Regular Council Meeting of the Town of Bowden
to be held in Council Chambers, at 2101 – 20 Avenue, Bowden,
on **Monday, February 9, 2026, 7:00 pm**

1. CALL TO ORDER

1.a Land Acknowledgement

2. ADDITIONS / DELETIONS TO THE AGENDA & ADOPTION OF THE AGENDA

3. ADOPTION OF PREVIOUS MINUTES

3.a Regular Council Meeting (January 26, 2026)

3.b Special Council Meeting (January 21, 2026)

4. PUBLIC HEARING

None scheduled.

5. DELEGATIONS

5.a ISL Engineering and Land Services Ltd. – Kevin Denischuk and Robert Colwell

5.a.i Arena Roof

5.a.ii Sanitary Lining

6. BUSINESS ARISING FROM PREVIOUS MINUTES

6.a Council Resolutions Follow-Up Action

6.a.i Bowden Hi-Way Golf

6.a.ii ABmunis Spring 2026 Municipal Leaders Caucus

6.a.iii Open House Planning

6.b Key Dates

7. BYLAWS & POLICIES

7a None

8. NEW BUSINESS

None submitted.

9. FINANCIAL

None submitted

10. CORRESPONDENCE

10.a → 10.g

11. REPORTS

11.a CAO's Report

11.b Council Committee Reports.

11.c Society & Other Reports.

12. MEETING ADJOURNMENT



Minutes

Special Council Meeting: 2026-02-09	Agenda Item: 3.a / 3.b
Prepared by: Laurie Miller	Approved By: Mayor
Report Type: RFD	Attachment(s): As per content

Content:

3.a

Administration submits to Council the minutes of the previous Regular Council Meeting held on:

- Monday January 26, 2026

3.b

Administration submits to Council the minutes of the previous Special Council Meetings held on:

- Wednesday January 21, 2026

3

Adoption of Minutes of Previous Minutes:

Council is requested to pass a motion to adopt the minutes of the previous meetings (as attached).

Recommended Motions:

Motion 3.a

Motion by Councillor _____ that Council adopts the minutes, as presented, for the Regular Council Meeting of January 26, 2026.

Motion 3.b

Motion by Councillor _____ that Council adopts the minutes, as presented, for the Special Council Meeting of January 21, 2026.



Town of Bowden - Regular Council Meeting

MINUTES (unapproved)

A Regular Council Meeting of the Town of Bowden
to be held in Council Chambers, at 2101 – 20 Avenue, Bowden,
on **Monday, January 26, 2026, 7:00 pm**

1. CALL TO ORDER

Mayor Laurie Miller called the meeting to order at 7:01 pm.

PRESENT	Mayor	Laurie Miller
	Councillor	Randy Brown
	Councillor	Ryan Howlett
	Councillor	Cam Morrison
	Councillor	Amanda Peffers
	Councillor	Carol Pion
	Councillor	Marietta Tuckwell
	A/CAO	Greg Skotheim
	Delegate	Dylan Thudium, BDO Canada LLP
	Delegate	Angelyn Aragon, BDO Canada LLP
	Delegate	Mitchell Kennedy, BDO Canada LLP

1.a Land Acknowledgement

We respectfully acknowledge that we are gathered on the traditional territories of the Treaty 7 First Nations — including the Blackfoot Confederacy (Siksika, Kainai, and Piikani First Nations), the Tsuut'ina Nation, and the Îyârhe Nakoda Nations — as well as the homeland of the Métis Nation of Alberta, Region 3.

We honour the Indigenous Peoples who have cared for this land, and we are grateful to live, learn, and build community on this land.

2. ADDITIONS / DELETIONS TO THE AGENDA & ADOPTION OF THE AGENDA

Motion 2

Moved by Councillor Randy Brown that Council adopt the agenda as presented.

MOTION CARRIED UNANIMOUSLY

3. ADOPTION OF PREVIOUS MINUTES

3.a Regular Council Meeting (January 12, 2026)

Motion 3.a

Motion by Councillor Ryan Howlett to adopt the minutes, with amendment, for the Regular Council Meeting of January 12, 2026.

MOTION CARRIED UNANIMOUSLY

3.b Special Council Meeting (January 13, 2026)

Motion 3.b

Motion by Councillor Marietta Tuckwell to adopt the minutes, with amendment, for the Special Council Meeting of January 13, 2026.

MOTION CARRIED UNANIMOUSLY

3.c Special Council Meeting (January 19, 2026)

Motion 3.c

Motion by Councillor Randy Brown to adopt the minutes, as presented, for the Special Council Meeting of January 19, 2026.

MOTION CARRIED UNANIMOUSLY

4. PUBLIC HEARING

None scheduled.

5. DELEGATIONS

5.a Dylan Thudium, CPA – BDO Canada LLP – Audit planning (30 - 60 minutes)

Delegates from BDO Canada LLP reviewed the process for the annual audits for the Town's financials. There was discussion regarding the recent changes from the Public Sector Accounting Board (PSAB) that impact the management of assets (PS3280 – Asset Retirement Obligation -ARO). Upcoming changes will change the conceptual framework to simplify the reporting to become effective for the 2027 reporting year.

Motion 5.a

Motion by Councillor Ryan Howlett that Council accepts the presentation as information.

MOTION CARRIED UNANIMOUSLY

6. BUSINESS ARISING FROM PREVIOUS MINUTES

6.a Council Resolutions Follow-Up Action

Motion 6.a

Motion by Councillor Marietta Tuckwell that Council accepts the Council Resolutions Follow Up Action Report as amended as information.

MOTION CARRIED UNANIMOUSLY

6.b Key Dates

Motion 6.b

Motion by Councillor Amanda Peffers that Council accepts agenda item 6.b as information.

MOTION CARRIED UNANIMOUSLY

7. BYLAWS & POLICIES

7a None

8. NEW BUSINESS

8.a Volunteer Application Form

Motion 8.a

Moved by Councillor Marietta Tuckwell that the application by Aggie Fehr to become a volunteer for the town.

8.b Open House Planning

Council discussed the format and requirements for the open house at the event centre. Vicinia Planning will present on the MDP. RCMP and By-law will be invited.

Motion 8.b

Motion by Councillor Randy Brown that Council direct Administration to action the items discussed for the event.

MOTION CARRIED UNANIMOUSLY

9. FINANCIAL

None submitted

10. CORRESPONDENCE

10.a Nolan Crouse, MBA, CCMP™

- Advertising Poster: Professional Performance Review Services

10.b Red Deer County Protective Services

- letter: December & Year-End Enforcement Report

10.c EOEP Year in Review 2025

- newsletter

10.d RCMP, S/Sgt. Jamie Day

- January 2026, RCMP Fact Sheet

10.e National Police Federation

- introductory letter

- August 2025 Newsletter

10.f FGM

- email re rural Canada consultation

10.g ABmunis (RPD)

- email: meeting opportunity with Minister Dan Williams

10.h Brownlee Law

- Email: re training on Emerging Trends in Municipal Law

Motion 10

Motion by Councillor Carol Pion that Council accepts agenda item 10.a to 10.h as information.

MOTION CARRIED UNANIMOUSLY

11. REPORTS

11.a CAO's Report

CAO report as presented in the agenda package discussed items related to OHS action items, water breaks, arena staffing and ongoing tasks.

Motion 11.a

Moved by Councillor Randy Brown that Council accepts the CAO's report as information.

MOTION CARRIED UNANIMOUSLY

11.b Council Committee Reports.

11.c Society & Other Reports.

Motion 11.b / 11.c

Motion by Councillor Cam Morrison that Council accepts the Expanding Horizons and Escribe reports as information.

MOTION CARRIED UNANIMOUSLY

Motion 11.b / 11.c.i

Motion by Councillor Marietta Tuckwell that Council requests that Administration forward the reports on JustServe to FCSS for research.

MOTION CARRIED UNANIMOUSLY

Mayor Laurie Miller requested a short recess at 9:00 pm.

The meeting reconvened at 9:07 pm.

12. CLOSED SESSION OF COUNCIL**12.a** Legal (Confidential) Contracting – Strategic Planning.

This is a closed meeting of the Council, as permitted by Section 197 of the MGA.

An exception to disclose under Division 2 of Part 1 of the Freedom of Information and Protection of Privacy Act, RSA2000, Chapter F-25 (as amended over time), therefore applies based on Section 23 "local public body confidences".

Motion 12

Moved by Councillor Cam Morrison at 9:08 pm that Council move to an "in-camera" session.

MOTION CARRIED UNANIMOUSLY

Motion 12.i

Moved by Councillor Cam Morrison at 9:43 pm that Council return to an "open meeting" of Council.

MOTION CARRIED UNANIMOUSLY

Motion 12.a

Motion by Councillor Randy Brown at 9:47 pm that Council request that Administration engage McCarrol Consulting to provide a half-day strategic planning workshop.

MOTION CARRIED UNANIMOUSLY

13. MEETING ADJOURNMENT

Motion 13

Motion by Councillor Ryan Howlett at 9:48 pm to adjourn the meeting.

MOTION CARRIED UNANIMOUSLY

Meeting adjourned.

Minutes signed by:

**Mayor
Laurie Miller**

**A/CAO
Greg Skotheim**

Town of Bowden - Special Council Meeting

MINUTES (unapproved)

A Special Council Meeting of the Town of Bowden
to be held in Council Chambers, at 2101 – 20 Avenue, Bowden,
on **Wednesday, January 21, 2026, at 4:30 pm.**

1. CALL TO ORDER

Mayor Laurie Miller called the meeting to order at 4:33 pm.

PRESENT	Mayor	Laurie Miller
	Councillor	Randy Brown
	Councillor	Ryan Howlett
	Councillor	Cam Morrison
	Councillor	Amanda Peffers
	Councillor	Carol Pion
	Councillor	Marietta Tuckwell
	A/CAO	Greg Skotheim
	CFO	Jacqui Molyneux

2. ADDITIONS / DELETIONS TO THE AGENDA & ADOPTION OF THE AGENDA

Motion 2

Moved by Councillor Randy Brown that Council adopt the agenda as presented.

MOTION CARRIED UNANIMOUSLY

3. FINANCIAL

3.a Town of Bowden 2026 Operating Budget (3rd Draft)

Council continued the line-by-line review, continuing from the FCSS section of the budget report. In addition, follow-up discussions took place regarding the items raised at the January 13 meeting, namely:

- Review in detail the requirements for council in relation to conference attendance and training requirements.
- Review the ATCO franchise fee and determine requirements related to a recent inquiry from ATCO.
- Move the items outlined in the RFD to capital as recommended.
- Investigate the pros and cons of paying out the current QEII water and sewer loans.

The following amendments were suggested by Council to arrive at a balanced budget:

- Reduction of the proposed IT contract to \$65,000.00
- Reduce the amount for permits in Planning and development to \$5,000.00
- Transfer from reserves was increased by \$974.89

Noted items:

- Administration will monitor the amount under the Contracted Services/Fire Alarms section for the Arena
- Anticipated increase for arena rentals
- Realizing increased costs this year for CAO recruitment and strategic planning
- The Parks budget will include the placement of portable restrooms (May to October) adjacent to the arena playground and at the dog park.

Motion 3.a

Moved by Councillor Randy Brown that Council passes the 2026 Operating Budget with amendments to arrive at a tax increase of 1% for residential and 1.5% for Non-residential.

MOTION CARRIED UNANIMOUSLY

4. ANY OTHER BUSINESS

None submitted.

5. MEETING ADJOURNMENT

Motion 5

Motion by Councillor Cam Morrison at 7:01 pm to adjourn the meeting.

MOTION CARRIED UNANIMOUSLY

Meeting adjourned.

Minutes signed by:

Mayor
Laurie Miller

A/CAO
Greg Skotheim



Delegations

Regular Council Meeting: 2026-02-09	Agenda Item: 5.a
Prepared by: Laurie Miller	Approved By: Mayor Laurie Miller
Report Type: RFD / Information	Attachment(s): Igloo – Bowden Arena Structural Condition Assessment

Delegations

5.a ISL Engineering and Land Services Ltd. Kevin Denischuk and Robert Colwell

5.a.i Arena Roof

5.a.ii Sanitary Lining

Motion 5.a

Moved by Moved by Councillor _____ that Council accept the presentation as information.



THE IGLOO – BOWDEN ARENA

Structural Condition Assessment

The Town of Bowden
DRAFT REPORT

December 2025



Draft

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ISL Engineering and Land Services Ltd. Is an award-winning full-service consulting firm dedicated to working with all levels of government and the private sector to deliver planning and design solutions for transportation, water, and land projects.

At ISL your identity is part of our identity. Diversity, Equity, and Inclusion (DEI) speaks to our core values and provides space for our teams to bring their authentic selves to work. ISL believes DEI creates the best outcomes for our clients while sustaining a happy and thriving work environment that allows for career development opportunities for all staff. ISL is committed to a focused effort on continuous improvement and development of respectful and safe workplace.



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Executive Summary

As an interim measure, the Bowden Arena may continue to be used safely until **January 1, 2030**, provided a strict snow management program is implemented and roof snow depths are limited to a maximum of 250 mm (10") at all locations. Snow must be removed evenly to avoid unbalanced loading. Snow removal is not permitted by the building code to allow for reduction of design snow loads on a building, nor as a long-term solution to overstressing. However, we think it may be an option for Bowden to consider as appropriate in this case as a temporary measure until structural upgrades can be completed.

To promote the long-term safety and serviceability of the Arena, ISL recommends proceeding with a structural upgrade program for the roof system. Anticipated upgrades which would be determined with future detailed engineering retrofit design, include reinforcement of overstressed joists and truss members and upgrading critical connections to meet current building code requirements.

1.0 Introduction

At the request of the Town of Bowden, ISL was on site to perform a structural assessment of the Bowden "Igloo" Arena's bowstring trusses and associated structural components on August 18 and 19, 2025.

The review was completed as a visual assessment with physical testing completed using an IML-Resi PD 400 resistograph micro-drill to measure relative density of timber as a method of identifying the presence of concealed decay in timber. The facility manager was available to facilitate access and to answer questions during our review.

ISL was previously on site on September 1, 2020, and on April 18, 2024, to perform a structural assessment of the roof and associated structural elements. See *Section 3.1* for associated reports.

This report presents a summary of the structural observations and recommendations completed to date and provides a conceptual rehabilitation approach with an associated Class E cost estimate for the purpose of extending the service life and load carrying capacity of the timber bowstring trusses.



Figure 1: Bowden Igloo Arena Site



2.0 Scope of Work

The scope of work performed by ISL included:

- Visual review of the bowstring trusses and associated structural components from grade and with the usage of an AWP (aerial work platform).
- Analysis of the timber trusses, columns and joists for gravity loading only.
- Lift access for localized resistograph decay testing of truss members *See figure 3*.
- Historical building code comparisons
- Structural analysis of the roof structure under gravity loading
- Conceptual rehabilitation approach (incl. bowstring trusses and associated components)
- Class D cost estimate for future rehabilitation work

Items not covered in this work:

- Assessment of architectural impacts
- Analysis and design review of the Lateral and Uplift Load Resisting System due to wind and seismic loading considerations
- Analysis and design review of the global structural system including concrete block walls and foundations
- Review of the mechanical systems
- Review of the Electrical systems

2.1 Reference Documents

The following documents were made available for review:

1. "Bowden "Igloo" Arena / Building Review Report," submitted by Bearden Engineering Consultants Ltd, 2008.11.18
2. "Roofing Condition Assessment," submitted by RemStar Roofing and Exteriors, 2020.11.05
3. "Bowden Arena Structural Review," submitted by ISL Engineering and Land Services, 2020.10.21
4. "Roofing Condition Assessment", submitted by ISL Engineering and Land Services, 2024.08.18

2.2 Applicable Design Standards

For the purposes of this assessment the following codes and associated material design standards were reviewed:

- National Building Code of Canada 2023 Alberta Edition, NBC 2023 AE
- National Building Code of Canada 1970, NBC 1970
- NBC Structural Commentary L: Application of NBC Part 4 of Division B for the Structural Evaluation and Upgrading of Existing Buildings
- CSA S16:19 – Design of Steel Structures
- CSA 086-24 – Engineering design in Wood
- CSA 0122:16 – Structural glued-laminated timber

3.0 Building Description

The Bowden Igloo Arena (the "Arena"), located at 2213 19 Avenue in Bowden, Alberta, was originally built in 1972. Renovations and modifications were made to the dressing rooms in the 1990s. No as-built drawings were made available at the time of the review.

The Arena is of the following construction:

- Metal roofing over unconfirmed roof sheathing with blanket insulation
- Timber bowstring trusses spanning the full width of the rink, spaced at approximately 5.85 metres
 - Trusses supported on wood columns with knee braces at each truss/frame
 - The connections within the truss are wood-to-wood fastened with a steel bolts.
 - Steel side plates were utilized in a few locations including chord splices and at the truss heel where it connects to the column.



- It is assumed that concealed in the truss connections there are shear plates and split rings
- CMU running bond infill walls
- Cross bracing at each side of the rink



Figure 2: Bowden Igloo Arena

4.0 Site Observations

4.1 2025 Structural Site Observations

Based on conditions observed on site and data compiled from testing, the timber trusses generally appear to be in good condition with no apparent signs of deterioration or structural distress noted. Consistent moderate checking of the web members was observed but does not appear to present any structural concerns at locations observed. As noted in ISL's 2024 report referenced in *Section 3.1*, timber members react to changes in humidity by shrinking and swelling, as the timber seasons it will experience shrinkage checking to relieve internal stresses. Although this appears as a visible crack, in most cases it does not present a significant structural concern unless the crack is of significant size, if it is getting wider / longer, or if it is through the full section. Checking in bending members (as opposed to compression members) can present more significant concerns and should be evaluated on a case-by-case basis.



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Using an Aerial Work Platform (AWP), ISL was able to observe the condition of the timber trusses at localized locations shown in *Figure 3* below, sections of blanket insulation were removed to allow access to the top chords during the inspection.

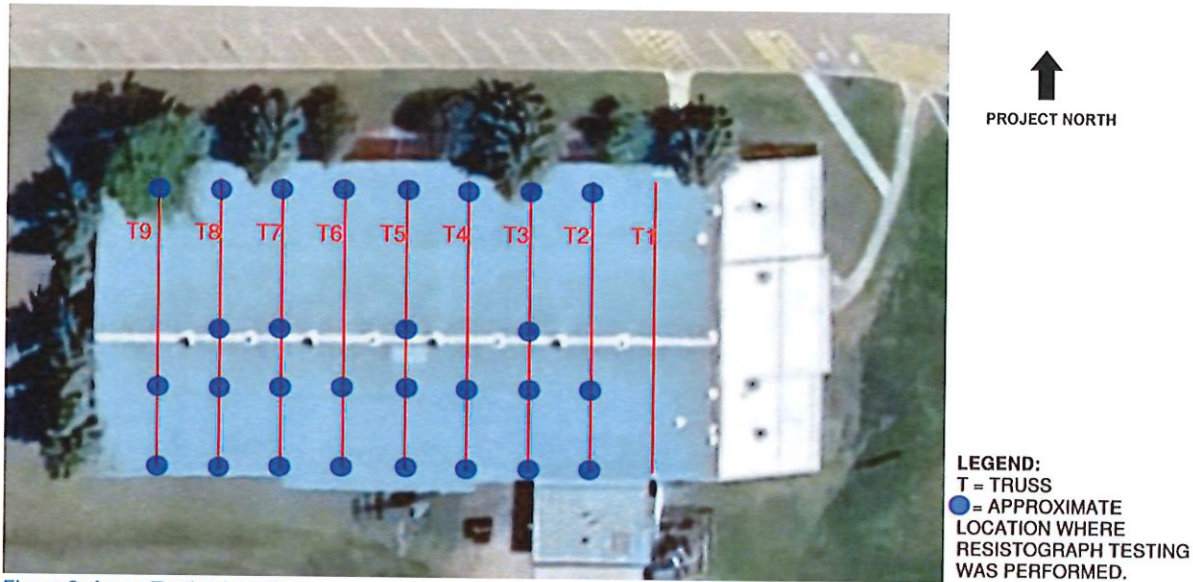


Figure 3: Arena Testing Locations

4.2 Structural Observations from Previous Reports

ISL did not identify any significant changes to the structural site observations documented in the 2024 report. The extent of checking in the members does not appear to have worsened, and visual inspection from the aerial work platform confirmed that none of the observed checks penetrate through the full cross-section of the members.

4.3 Resistograph Testing

ISL conducted resistograph micro-drill testing on a sampling basis in various areas of interest using an IML-Resi PD400 instrument. The P-series has largely superseded the F-series instrument used in the 2024 report by offering significant improvements in data collection, providing more data points (feed force), and enabling more advanced digital analysis and reporting.

The resistograph measures the relative resistance of the wood, which identifies soft spots or voids. Analysis of the drilling output allows for the identification of areas of concealed decay within the members. Eight of the nine trusses were tested at 28 discrete locations for a total of 55 measurements collected. *Figure 3* above illustrates approximate locations where testing was performed, truss T1 was inaccessible by AWP during the inspection.

4.3.1 Resistograph Results

The resistograph testing indicated sound wood with no apparent locations of decay. Visual inspection of the truss members during drilling also showed no evidence of decay, water staining, or structural damage. It is noted that measurement results are not always perfectly reproducible, as factors such as drilling needle sharpness and drilling speed can influence the recorded resistance curves. In addition, localized wood characteristics, including knots, may deflect the drilling needle and affect the measurement results.

Based on the sample size of 55 measurements collected, the data set is considered sufficient, and confidence in the results is high.



Figure 4: Shows the drilling response at truss number nine (T9) exhibiting normal, unaffected strength throughout its depth. The drilling depth, measured in centimetres, is shown on the x-axis, while the amplitude of drilling resistance and feed force is shown on the y-axis. The diagrams are read from right to left, as the drilling needle is inserted beginning at a depth of 0 cm.

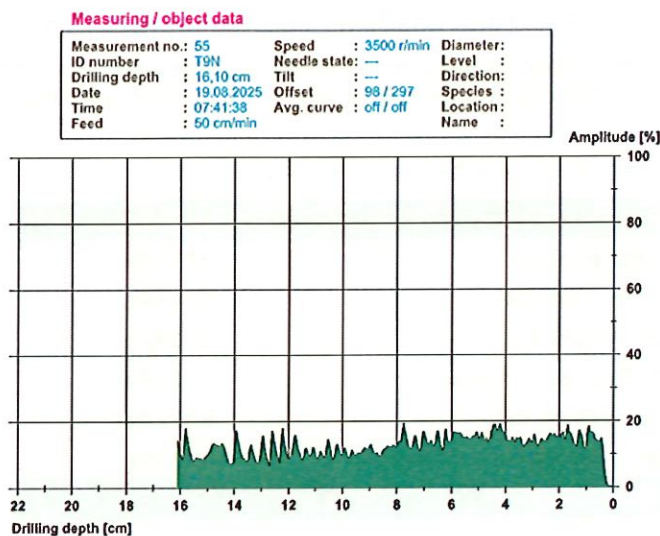


Figure 4: Truss 9N

5.0 Structural Analysis, Assessment, and Recommendations

A detailed analysis was completed of the Arena roof structure to update and expand upon the previous analysis based on more information and observed conditions.

5.1 Geometry and Materials

In the absence of as-built drawings, the roof truss geometry was measured by ISL using a Matterport 3D scanner, with additional measurements to confirm member sizes captured from an AWP during the recent site visit.

Table 1: Truss Member Sizes

Member	Approximate Size (mm)	Material and Assumed Grade
Joists	2x10 nominal lumber size	Dfir-L No.1/2
Web Members	Location Dependent– 89 x 140 and 140 x 140	Dfir-L No.1
Knee Brace	2 – 75 x 140	Dfir-L No.1
Top Chord	2 – 75 x 229	Dfir-L Glulam 20f-E
Bottom Chord	2 – 75 x 229	Dfir-L Glulam 20f-E
Column	241 x 241	Dfir-L Glulam 16c-E

For this analysis, the glulam top and bottom chords have been analyzed as 20f-E grade Douglas fir glulam and the columns have been analyzed as 16c-E grade Douglas fir glulam. It should be noted that CSA 0122 states 80mm as a standard glued-laminated member width and not 75mm; however, 75mm has been used in truss analysis and assessment based on field measurements in the absence of structural drawings.

The web members were observed to be solid-sawn Douglas fir; however, the grade could not be confirmed. Based on a review of the 2024 report, which indicated that these members were overstressed, a more conservative approach has been adopted. Accordingly, the web members have been assumed to be No. 1 grade Douglas fir timbers for the purposes of this analysis.



5.2 Structural Loads and Commentary L Load Factors

ISL determined the dead load of the roof structure based on the assembly observed on site and assumed where not visible. The weight of the current assembly is summarized in the table below:

Table 2: Roof Assembly Dead Load Comparison

Original Component	Original Dead Load
Metal Roofing	0.07 kPa
Asphalt Shingles	0.14 kPa
3/4" Plywood	0.13 kPa
9" Thick Batt Insulation	0.13 kPa
Joists @ 24" O/C	0.12 kPa
Misc Mechanical and Electrical	0.10 kPa
Total Dead Load	0.69 kPa

ISL reviewed historical building codes to estimate the environmental loads likely used when the Arena was originally designed. Based on the construction date and the lack of original drawings, we have assumed the building was designed in accordance with the 1970 National Building Code of Canada (NBC 1970).

Over time, updates to the National Building Code have increased design snow loads in many regions. Using the 1970 code data for the nearby Red Deer area, the original roof snow load is estimated to have been approximately 1.14 kPa.

Under the current **2023 Alberta Edition of the National Building Code** (NBC AE 2023), the design snow load is higher. The current climatic values are:

$$S_s = 1.6 \text{ kPa (ground snow load)}$$

$$S_r = 0.1 \text{ kPa (associated rain load)}$$

Using these values, the current uniform design roof snow load is approximately 1.38 kPa, **which is about 21% higher** than the estimated original design load.

Codes Referenced

- National Building Code of Canada 2023, Alberta Edition, (NBC 2023 AE)
- National Building Code of Canada 2020, Commentary L, (Commentary L)
- National Building Code of Canada 1970, (NBC 1970)

Designing to **NBC 2023 AE** with reference to **NBC 2020 Structural Commentary L** is preferable to designing strictly to the NBC 1970 code because it applies current safety expectations while appropriately recognizing that the building was designed to earlier standards. The 1970 code is based on outdated climate data and engineering knowledge and provides no guidance for evaluating or upgrading existing structures.

In contrast, **NBC 2023 AE** is the currently adopted code and reflects modern understanding of structural performance and risk, while **NBC 2020 Commentary L** is specifically intended for existing buildings and allows reasonable relaxations where a structure has demonstrated satisfactory long-term performance. This approach provides a balance of life-safety, practicality, and cost, aligns with regulatory expectations, and provides a clear, defensible framework for assessment and retrofit without requiring the building to meet full new-construction standards.

The NBC recognizes that existing buildings were designed to earlier standards. **Commentary L** of the **NBC 2020** provides guidance for evaluating and upgrading existing structures and, in certain cases, allows reduced load requirements where a building has demonstrated satisfactory long-term performance.

Load factors for the Arena can be reduced in accordance with the Commentary L as follows:



Table 3: Commentary L Load Factors

Load Factor		NBC 2023 AE	Commentary L
Dead Load	α_D	1.25	1.2
Snow Load	α_S	1.5	1.4

While the dead load is assumed to be unchanged, current snow loads have increased since the original design. By comparing factored load combinations, we can determine whether the overall loading has changed significantly since the original design.

Table 4: Total Roof Assembly Load Comparisons

Load / Load Combination	Load
Dead Load (D)	0.69 kPa
Snow Load (S) – Current Code	1.38 kPa
Total Factored Load – Current Code [1.25 D + 1.5 S]	2.93 kPa
Total Factored Load – Current Code with Commentary L [1.2 D + 1.4 S]	2.76 kPa

5.3 Structural Member Assessment

An analysis of the load carrying capacity of the timber truss members was completed using RFEM 6, which is a structural analysis software that allows input of design loads such as dead and snow loads on the truss and material properties to determine the resulting forces under factored loading.

The strength of the truss can be quantified by determining each member's utilization relative to the loads applied. Utilization is calculated as the Factored Stresses/Factored Capacity. A per cent utilization greater than 100% is an indication that the member may be overstressed compared to acceptable thresholds when design loads are experienced

An analysis of the gravity load carrying capacity of the timber truss members yields the following summarized results, which considers analysis envelope results of axial, shear and bending stress demands:

Table 5: Percent Utilization of Roof Members under Balanced Snow Loads

Load Case	NBC 2023 AE	Commentary L
Solid Sawn Components	%	%
Joists	150	140
Web Members	50	50
Knee Brace	10	10
Glulam Components	%	%
Top Chord	75	70
Bottom Chord	115	110
Column	65	55

Table 6: Percent Utilization of Roof Members under Unbalanced Snow Loads

Load Case	NBC 2023 AE	Commentary L
Solid Sawn Components	%	%
Joists	230	220
Web Members	145	135
Knee Brace	10	9



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Load Case	NBC 2023 AE	Commentary L
Glulam Components	%	%
Top Chord	70	65
Bottom Chord	120	115
Column	55	50

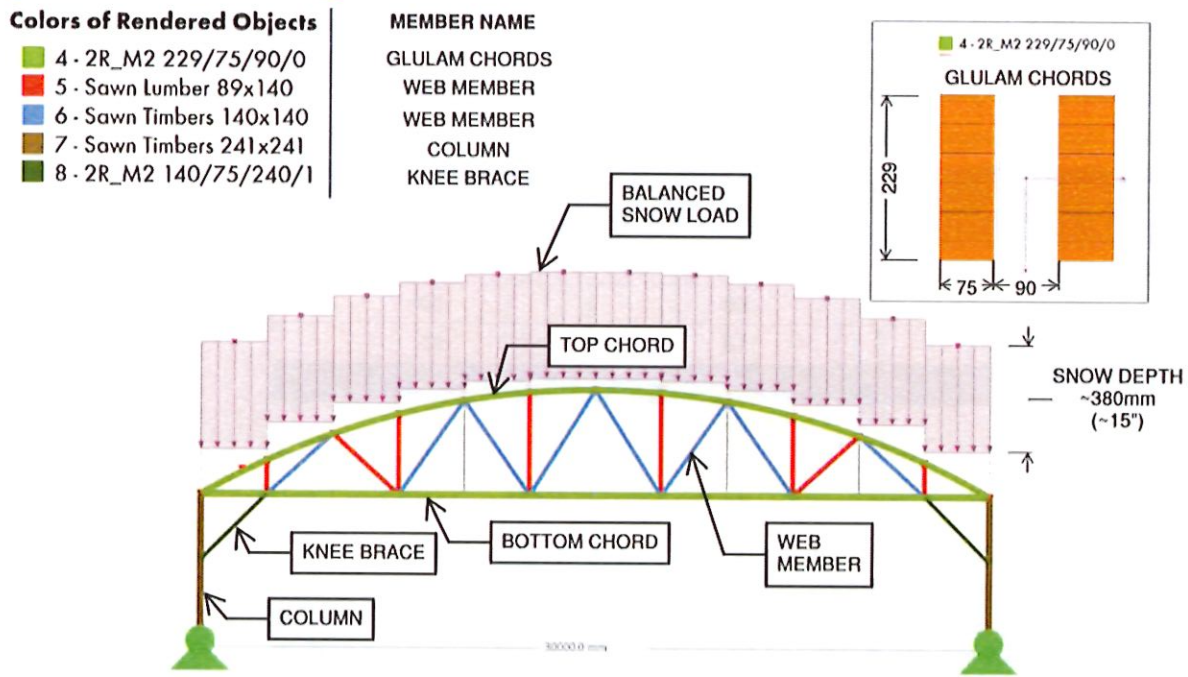
The utilization values in the tables above relate to the strength of the members. It should be noted that the web members were primarily susceptible to unbalanced snow loading. But the rest of the members were governed by both balanced and unbalanced snow loads at different locations.

Figures 5 and 6 show the RFEM 6 structural analysis model for a typical truss under balanced and unbalanced snow load, with loads calculated as per the NBC 2023 AE.

5.3.1 Key Result

- Under unbalanced snow loading, the joists were found to be overstressed. This outcome differs from the 2024 assessment, which reported utilization ratios of up to 97%, and reflects updated analysis assumptions. As grade stamps were not visible and no in-situ lumber grading was completed, a conservative assumption of No. 1/2 grade lumber was adopted for this assessment, consistent with the age of the building, rather than the Select Structural grade assumed previously.
- Under unbalanced snow loading in accordance with NBC 2020, as described in Commentary L the web members were found to be overstressed. These load cases, which have been further refined in current buildings codes and reflect increased snow accumulation demands, result in increased axial force demands in the web members and higher utilization ratios relative to historical loading assumptions.

Figure 5: Balanced Snow Loading



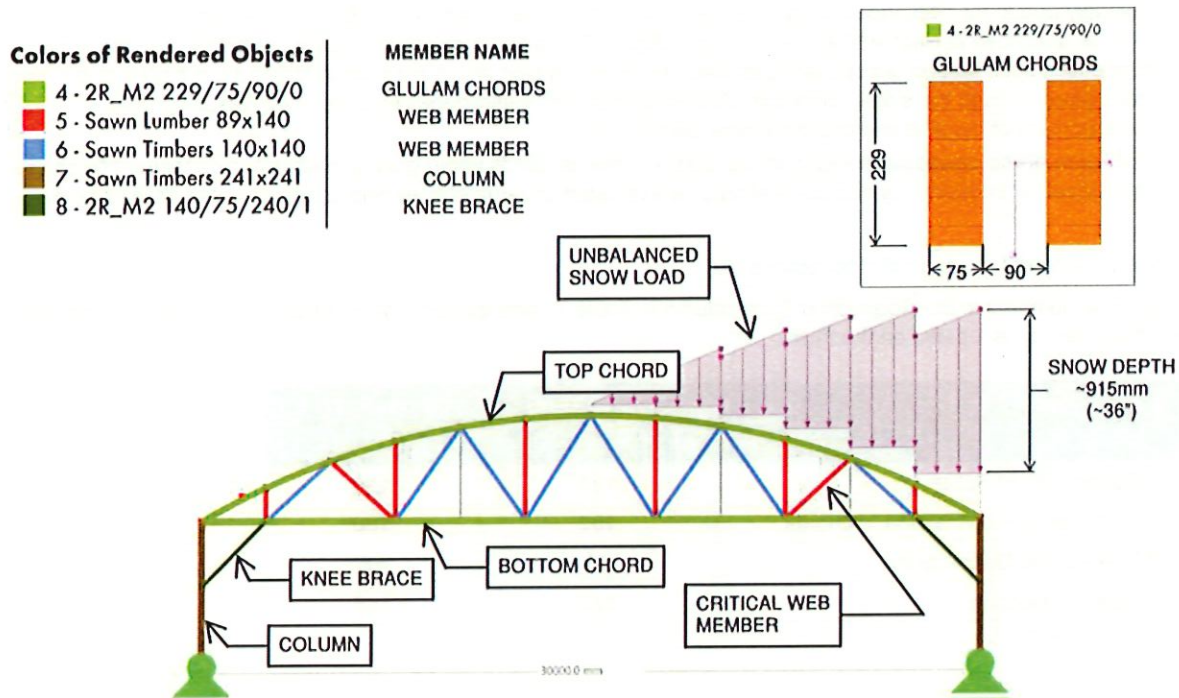


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Figure 6: Unbalanced Snow Loading



Deflections are not tabulated in this report but anticipated deflection of the structure under full-service loads exceeds the maximum limits prescribed by the current building code. However, this type of structure would have a higher tolerance for excessive deflection due to a lack of brittle finishes and there were no noticeable signs of excessive deflection or damage to finishes.

Deflection criteria would ultimately be addressed in conjunction with the ultimate limit state concerns (strength parameters, as per utilization values in Table 5), which should be viewed as the higher priority upgrade at this time.

5.4 Connection Assessment

An assessment of the key truss connections was performed. The key connections included the bottom chord splice, web member connection to chords, knee brace connection, and heel connection.

5.4.1 Major Assumptions – Timber Connection Details

- Ø3/4 in. diameter bolts are present at the timber connections.
- Ø4 in. split rings and Ø4 in. shear plates are present.
- Connector grooves and dimensions meet the minimum requirements of CSA O86:24 Engineering Design in Wood.
- Minimum connector spacing, including edge distance, end distance, and spacing between bolts, complies with CSA O86:24. Connection geometry factor $J_c = 1.0$ is achieved. When these requirements are satisfied, no reduction in connection capacity is required due to geometry effects, and the full factored resistance of the connectors may be used in design. The web connection end spacing necessitated $J_c = 0.63$ per CSA O86:24.
- Connections are free from standing water and dry service conditions can be assumed as per CSA O86:24.

5.4.2 Connection Assessment Results

- **Bottom-chord splice and heel connection** are governed by the balanced snow load combination, which produces the maximum tensile stresses in the bottom chord.

- The **web member-to-chord connection** is highly overstressed under the unbalanced snow load condition, primarily due to the presence of only a single connector unit, assumed to consist of a Ø3/4" bolt with a Ø4" split ring, as described in *Section 6.4.1*. As shown in Figure 7, the 140 mm web members are notched at the chord connection such that no direct bearing transfer exists; all tension and compression forces must therefore be transferred through the single connector. Additional demand is introduced by eccentricity resulting from misalignment of the web and chord member centrelines.
- The **knee brace connection** experiences relatively low demands under gravity loading and consequently shows low utilization; however, its adequacy should be evaluated under lateral loading conditions. See Table 7 below.

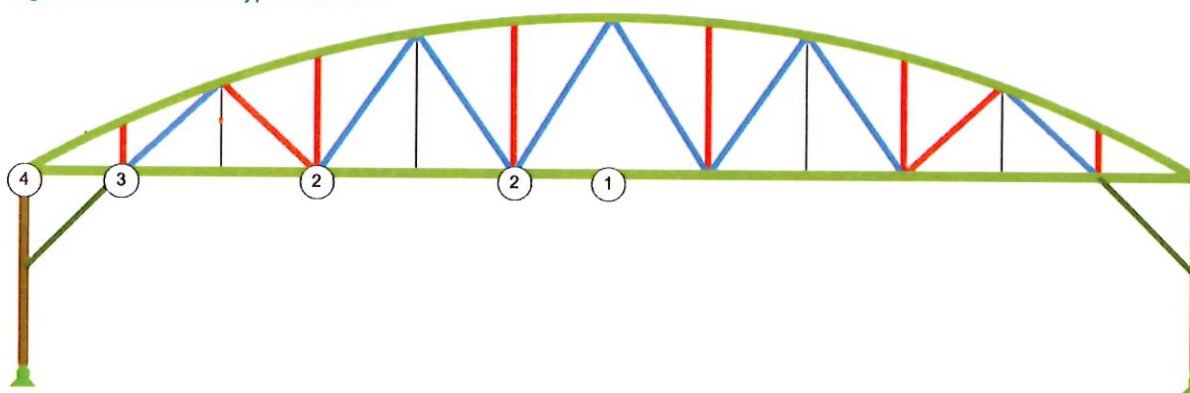
Table 7: Percent Utilization of Connections (%)

Note: The numbers in the *Connection Type* column in Table 7 correspond to the numbers in Figure 7 showing where each connection is located on the truss.

CONNECTION TYPE	NBC 2023 AE	Commentary L
	%	%
① Bottom Chord Splice	120	110
② Web member connection to chords	190	180
③ Knee Brace Connection ¹	15	15
④ Heel Connection	125	115

¹ Gravity loading only

Figure 7: Connection Type Locations





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Figure 8: Connection Type Photos



Photo 1: Web Member Connection



Photo 2: Web Member Connection to Chord



Photo 3: Knee Brace Connection



Photo 4: Knee Brace Connection



Photo 5: Heel Connection

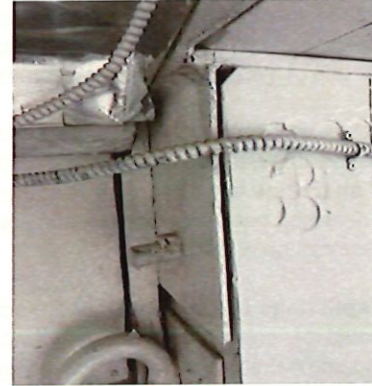


Photo 6: Heel Connection



Photo 7: Bottom Chord Splice

5.5 Structural Recommendations

5.5.1 Snow Management Strategy [Immediate Implementation]

The design roof snow load, as provided by Environment Canada, is calculated as 1.38 kPa for this structure, which amounts to a depth of approximately ~0.38 m (15") using a specific snow density of ~3.62 kN/m³. Using Commentary L factors, the truss web members become overstressed once the roof snow depth reaches ~0.3 m (12") in snow accumulation at one side of the truss. The roof joists, as assumed as structural grade No.1, become overstressed once the roof snow depth reaches ~0.25 m (10") on any part of the roof.



A regular snow management plan should be implemented immediately, and snow removed from all roof areas if the snow depth is approaching 10". ISL can assist in developing this plan if required. It is essential that during removals, the snow depth remains below 10" in all roof areas (i.e. piling snow in one area during shoveling is not permitted and may overstress that area). It should be noted that if in-situ visual grading of the roof joists indicate that select structural grade can be assumed, subsequent analysis could increase the allowable snow depth level to 12".

Snow removal is not permitted by the building code to allow for reduction of design snow loads on a building, nor as a long-term solution to overstressing. However, Bowden may find it appropriate in this case as a temporary measure until structural upgrades can be completed.

5.5.2 Further Materials Testing

Since original building drawings were not available for our review, assumptions regarding construction practices, wood species and grades were made based on our site observations and experience with similar structures built around the same time.

If upgrades are to be completed, we would recommend an in-situ visual grading plan to identify species and grades of truss members, eliminating any uncertainty in material properties. At a minimum, we would recommend sanding / scraping the paint off the bottom chords and the columns to confirm that they are glulam. A hazardous material test sample of the paint should be completed before removal.

However, if structural upgrades are to be deferred, or if there is a desire to reduce the extent of required upgrade work, we recommend, at a minimum, completing exploratory drilling at the bottom-chord splice locations to verify the presence of **split rings** and **shear plates** at these connections. For the purposes of our analysis, we have assumed this connection configuration to be accurate based on historical experience with similar bowstring truss and heavy timber construction of the day.

If **split rings** and **shear plates** are not present, all connection capacities would be significantly less, as load transfer would rely solely on bolt shear and wood bearing. This results in lower connection strength and stiffness, increased slip and deformation, and higher localized stresses in the timber, increasing the risk of crushing or splitting. In this scenario, the bottom-chord splice may govern the overall truss capacity and may not satisfy current CSA O86 or NBC requirements without supplemental strengthening, even if the member capacities themselves are adequate. There are upgrade strategies for increasing the capacity of the bottom chord that have been completed on similar bowstring trusses.

5.5.3 Reinforcement of Overstressed Members and Connections

Based on the completed analysis, a significant portion of the members are overstressed under design snow loading and a structural upgrade program should be prioritized to ensure continued safe use of the building.

ISL strongly recommends completing structural upgrades to the timber trusses as soon as possible, to increase their load-carrying capacity. The extent of upgrades would likely include (but is not limited to):

- Double up/sister roof joist members
- Truss bottom chord upgrades for increase tension capacity
- Web upgrades with strongback members, where compression forces exceed buckling capacity
- Tension web upgrades where bolted connections do not provide sufficient capacity
- Possible connection upgrading at other areas

Repairs should be designed and detailed by a professional engineer (P.Eng.) registered in Alberta, who has experience with timber construction and these types of structures. ISL has completed a similar repair program to other arenas in western Canada of the similar construction and would be well positioned to assist with this work.



6.0 Concept Design

6.1 Truss Upgrades

As noted in *Section 6.5.3* structural upgrades are recommended. Conceptual designs for three of the upgrades listed above are shown. This list is the priority of the items, and we recommend implementing these first are shown in our conceptual drawings provided.

1. Double up/sister roof joist members
2. Truss bottom chord upgrades to increase tension capacity
3. Web upgrades with strongback members, where compression forces exceed buckling capacity

Refer to Structural Sketches provided in Appendix A attached.

6.2 Probable Costs Estimates

ISL has prepared a Class 5 (order-of-magnitude) construction cost estimate for the Bowden Arena truss upgrade. The estimate is based on ISL's previous experience with similar projects and is summarized as an opinion of probable costs in Table 8 for the recommended scope of work. A Class 5 estimate is intended for early planning purposes and typically carries an accuracy range of approximately $\pm 30\%$ to $\pm 50\%$. Cost estimate classification is consistent with Alberta Infrastructure's Cost Management Services, which have adopted the ASTM E2516-11 Standard Classification for Cost Estimate Classification System (2024).

The recommendation as shown in *table 8* is an estimated opinion of probable cost. It should be noted that we are currently observing volatile cost fluctuations, specifically related to labour and material shortages in some facets of the construction industry.

- These costs were determined based on samples of observed unit rates for similarly performed work.
- The above estimates generally reflect standalone pricing for each line item described. Cost efficiencies realized could be significant if combined into complete scopes or a single multi-faceted project.
- Estimates are intended to demonstrate the magnitude of construction costs. Accurate costing can only be finalized through a detailed design and tendering of the work.
- The Consultant is not a professional cost estimator or construction contractor, nor should the Consultant rendering the opinions of probable cost be considered equivalent to the nature and extent of service a cost estimator or construction contractor would provide. The Consultant makes no warranty, expressed or implied, that the negotiated cost of the work will not vary from the Consultant's estimates.

Table 8: Probable Cost Estimate

Scope of Work	Proposed Year	Opinion of Probable Costs
Potential Structural Remediation Costs	2026	\$650,000 - \$850,000

7.0 Conclusion

As an interim measure, at the discretion of Bowden, the Bowden Arena may continue to be used safely until January 1, 2030, provided a strict snow management program is implemented and roof snow depths are limited to a maximum of ~250 mm (10") at all locations. Snow must be removed evenly to avoid unbalanced loading. Snow removal is not permitted by the building code to allow for reduction of design snow loads on a building, nor as a long-term solution to overstressing. However, Bowden may find it appropriate in this case as a temporary measure until structural upgrades can be completed.

To promote the long-term safety and serviceability of the Arena, ISL recommends proceeding with a structural upgrade program for the roof system. Anticipated upgrades which would be determined with future detailed engineering retrofit design, include reinforcement of overstressed joists and truss members and upgrading critical connections to meet current building code requirements.



8.0 Report Limitations

This report is not a certification, warranty, or guarantee. While this report may assist the Client in making an assessment, any decision as to whether any building considered in this report should be purchased, redeveloped, repaired, and/or strengthened is solely the responsibility of the Client. Any such decisions are at the Client's own risk.

This report has been prepared on behalf of, and for the exclusive use of, ISL's Client, and is subject to, and issued in accordance with, the provisions of the contract between ISL and the Town of Bowden. It is not possible to make a proper assessment of this report without a clear understanding of the terms of engagement under which it has been prepared, including the scope of the instructions and directions given to, and the assumptions made by, ISL. The report may not address issues which would need to be considered for another party if that party's particular circumstances, requirements and experience were known and, further, may make assumptions about matters of which a third party is not aware. No responsibility or liability to any third party is accepted for any loss or damage whatsoever arising out of the use of or reliance on this report by any third party.

Without limiting any of the above, in the event of any liability, ISL's liability, whether under the law of contract, tort, statute, equity or otherwise, is limited in as set out in the terms of the engagement with the client.

Corporate Authorization

This document entitled *Bowden Igloo Arena – Structural Condition Assessment*, has been prepared by ISL Engineering and Land Services Ltd. for the use of the Town of Bowden. The information and data provided herein represent ISL's professional judgement at the time of preparation. ISL denies any liability whatsoever to any other parties who may obtain this report and use it, or any of its contents, without prior written consent from ISL.

Prepared by:
ISL Engineering and Land Services Ltd.

ISL Engineering and Land Services Ltd.

Justin Brown, P.Eng., P.E., Ph.D.
Senior Structural Engineer

Chris Collins, E.I.T.
Structural Engineer-in-Training

Reviewed by:
ISL Engineering and Land Services Ltd.

Robin Zirnhelt, P.Eng.,
General Manager, Buildings – BC, Yukon, Rocky Mountains



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APPENDIX
Conceptual Structural Sketches

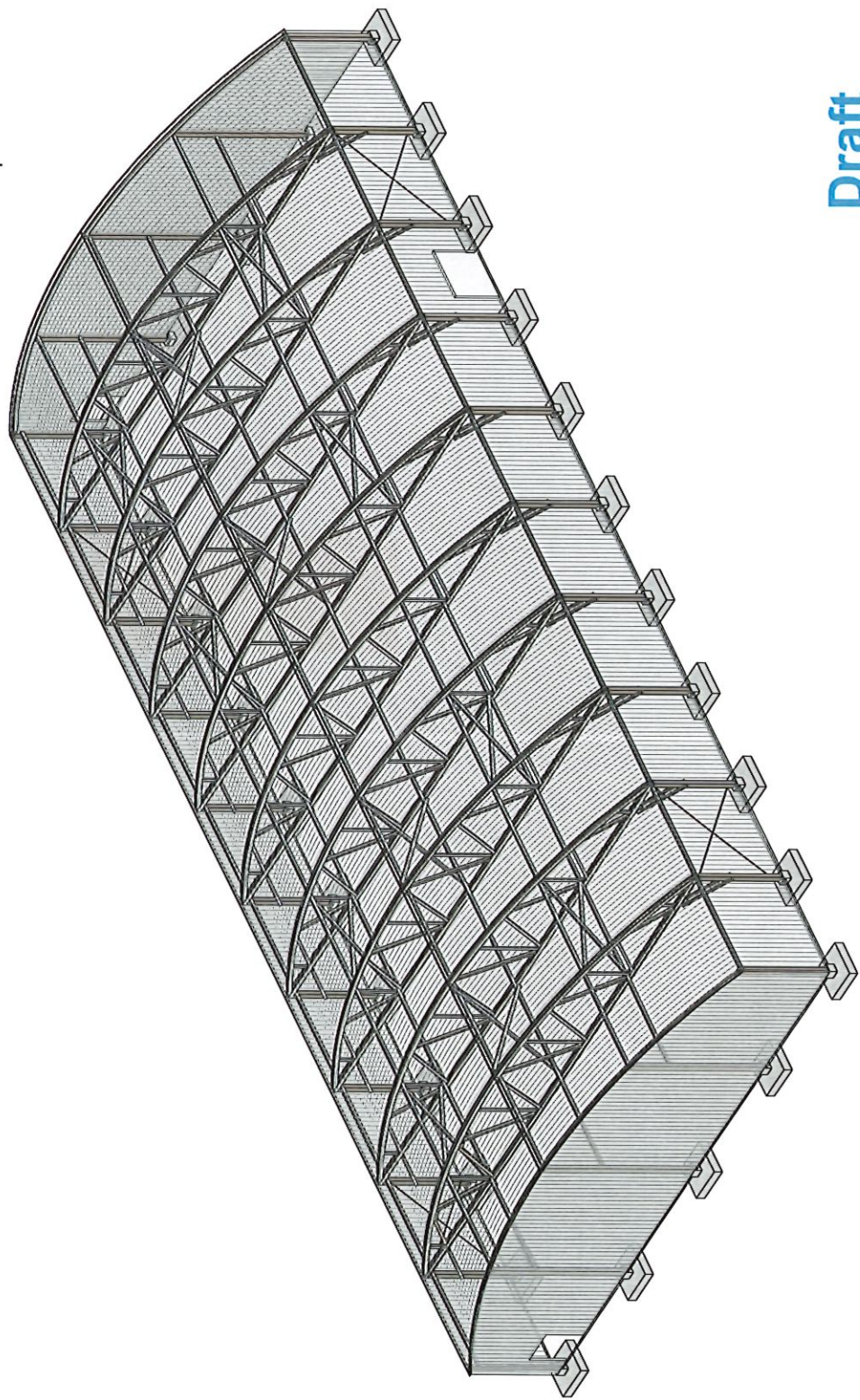
A

BOWDEN ARENA

BOWDEN, AB



DRAWING LIST	
SJ.2	COVER SHEET
SJ.3	SECTION
SJ.4	ELEVATIONS



REVISIONS
1. FRONT ENTRANCE VESTIBULE AND WEST ENTRANCE EXTENSION NOT SHOWN IN 3D VIEW FOR CLARITY.

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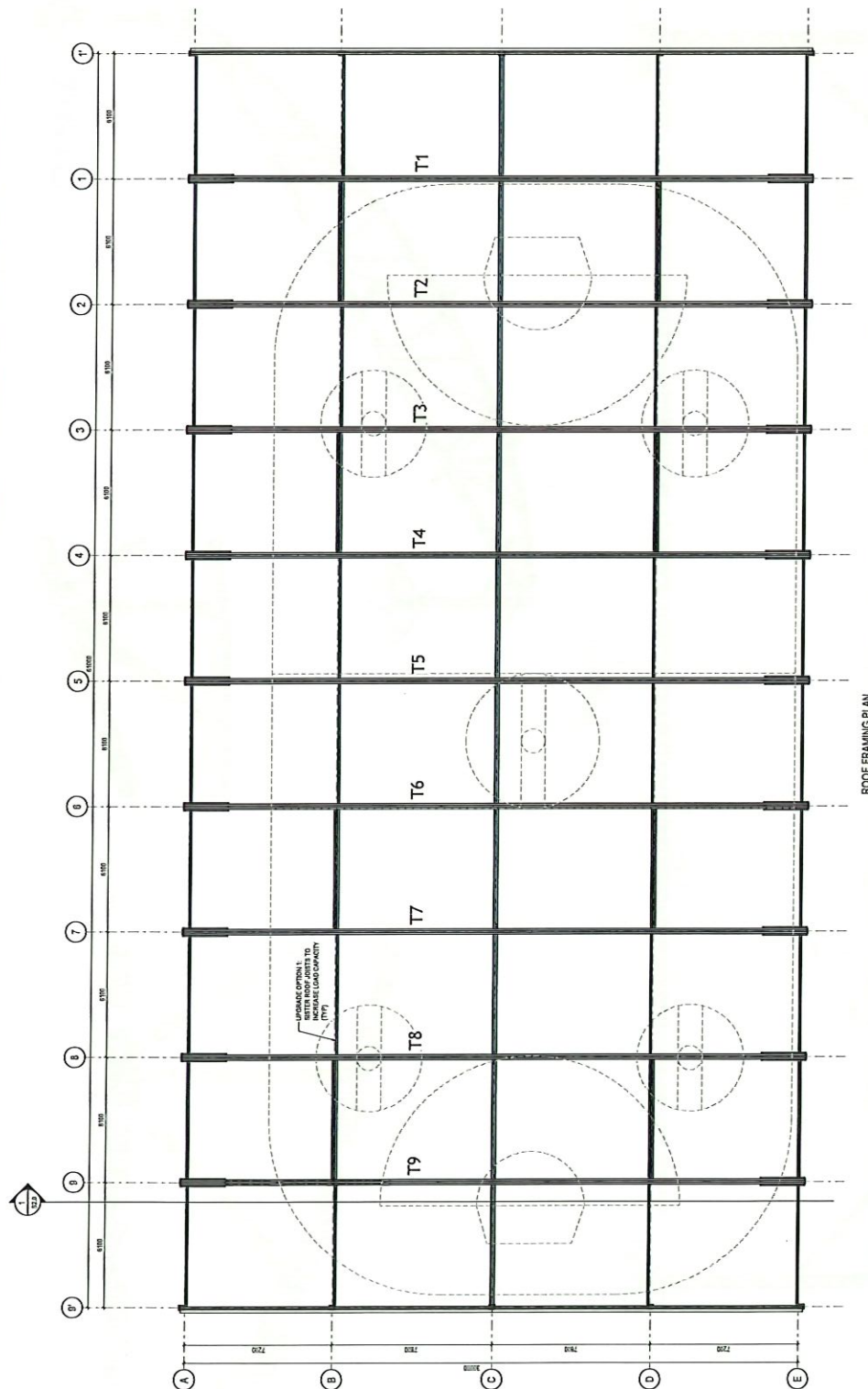
Whitkins Office: 403.222.8862
1000 17th Street NW, Suite 100
Calgary, Alberta T2M 4K6
www.isl.ca

REVISIONS	
No.	DESCRIPTION
1	REVISIT LOCALITY R202427687, Bowden, Arena, Structural Assessment, ST, R24, duc, cun, g, uoc, m

BOWDEN ARENA
BOWDEN, AB

COVER SHEET

Project No.	20247	Revision No.	1
Client No.	17	Drawing No.	S0.0
Design Checked	TD	Date	2025.12.19
Discipline Reviewed	RZ	Date	2025.12.19



ROOF FRAMING PLAN

[illegible]

BOWDEN ARENA

BOWDEN, AB

ROOF FRAMING PLAN

Scale	Project No.	27687	CT	HD	Design Checked: TH	Date: 2025.12.19
Drawn	Designed				Discipline Review: RZ	Date: 2025.12.19
Revision No.			Drawing No.			
1			S1.0			

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NOTES:
1. REMOVE EXISTING WHITE PAINT FROM EXISTING TIMBER TRUSS MEMBERS, COMPLETE HAZARDOUS MATERIALS TEST OF PAINT SAMPLE BEFORE REMOVAL.

Whitehorse Office 867.322.8882
Unit 17, 55th Street North Whitehorse, YT X1A 2A8

Skills

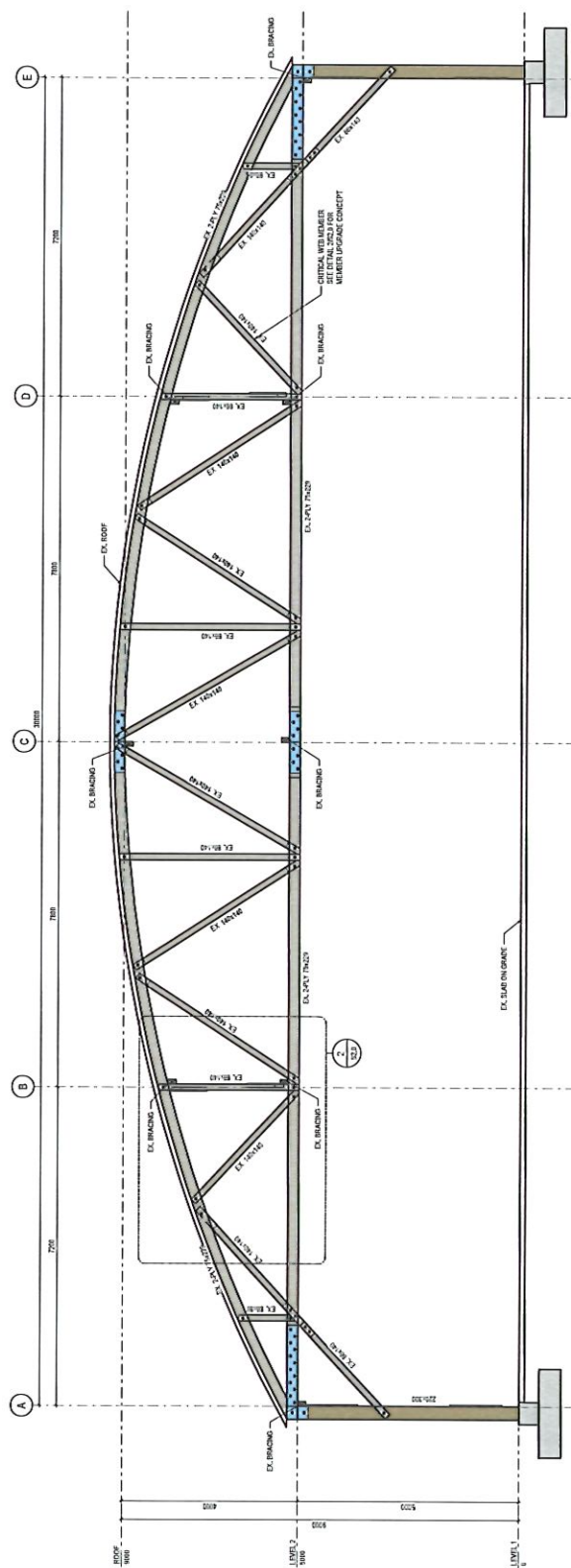
When drawing is an instrument of research, the capacity of the Engineer and user to be independent and autonomous is essential. The Engineer must be able to identify the problem, to select the appropriate conceptual parameters and address the representation question more fully, and design and control information on the basis of the problem. The user must be able to represent a problem and use that to control information without the assistance of the Engineer.

When decisions that have preordained or coded solutions, constraints should exist and be responsible for decisions and constraints, where as the user and the Engineer shall be independent of any constraints. When the constraints and conditions change in the drawing, the drawings shall be submitted to the Engineer for review.

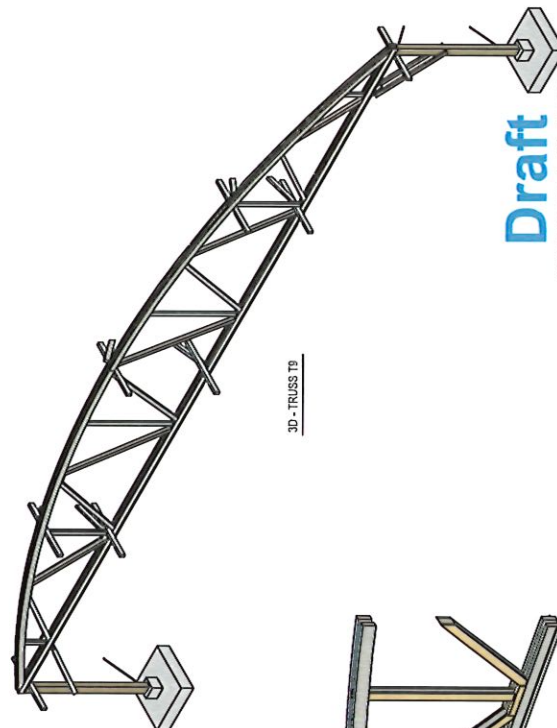
[illegible]BOWDEN ARENA
BOWDEN, AB

ELEVATIONS

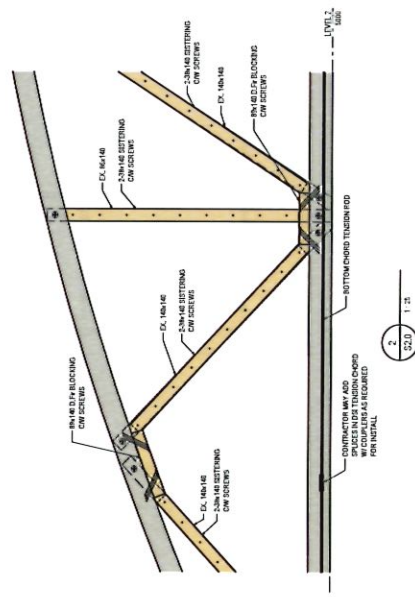
Scale	Project No.	Revision No.
	27527	1
Drawn	CT	Drawing No.
Designed	HD	S2.0
Design Checked	TH	Date
Discipline Review	BT	Date



1	EXISTING TRUSS TO
52.0	1.50



3D - TRUSS T9



2
\$2.0

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Regular Council Meeting: 2026-02-09	Agenda Item: 6.a
Prepared by: Laurie Miller	Approved by: Mayor Laurie Miller
Report Type: Information	Attachment(s): Council Resolutions Follow Up Action Report Email: Hi-way Golf

Matters arising from past minutes.

6.a Council Resolutions Requiring Follow Up Action Report

A summary of past Council resolutions that require follow up action is attached.

Action Items:

- 6.a.i Bowden Hi-Way Golf
- 6.a.ii ABmunis Spring 2026 Municipal Leaders Caucus
- 6.a.iii Open House Planning

Recommended Motions:

Motion 6.a

Motion by Councillor _____ that Council accepts the Council Resolutions Follow Up Action Report as information.

Motion 6.a.i

Motion by Councillor _____ that Council _____ regarding the advertising request from Bowden Hi-Way Golf.

Motion 6.a.ii

Motion by Councillor _____ that Council _____ regarding the ABmunis Spring 2026 Municipal Leaders Caucus.

Town of Bowden

COUNCIL RESOLUTIONS & FOLLOW UP ACTION

(updated comments in red - updated 2026-02-04)

Meeting Date	Resolution	Action By Whom	Date back to Council
24 Apr 23	Intermunicipal Collaboration Framework Motion 8.a ICF to be delayed for 2 years pending Provincial Government guidelines Municipal Services Agreement (planning services) with RDC expires 31 December 2025 ICF changes to be introduced into the MGA reference Bill 50. The current ICF expired in December 2022 – the provincial government's 2-year moratorium expired in December 2024. The latest MGA is now published, dated May 15, 2025. The requirement for an ICF is now a relevant statute.	CAO	progress
7 Nov 25	Following the 2025-12-31 Mayor's meeting, the ICF committee is working on convening a meeting before 2026-01-31 to start negotiations for the ICF, the IDP and the MSA. The ICF Committee met on 2026-01-23 and reached an agreement for the continuation of the existing MSA during CAO recruitment. Work on the ICF and IDP will be scheduled. The county advised it is still awaiting clarity from the provincial government regarding the ICF. *Received invitation to forum on March 11.		
23 June 25	Role of the Chief Administrative Officer Motion 8.g Revision of Council Procedural Bylaw This will also include amendments that are now required following the repeal of the FOIP Act. The MAP audit requires an update to this bylaw.	CAO	progress
22 Sept 25	Agenda item 6.c Bowden Grandview School Scholarship Awards Criteria Council to review and determine a revised criteria for the award of the scholarship. To be reviewed at 2026-02-23 RCM.	Council	progress
27 Oct 25	Agenda item 10.a Golf Sponsorship Request by Bowden Hi-Way Golf. To be reviewed at 2026-02-09 RCM for council decision.	CAO	RCM Feb 9, 2026
24 Nov 25	Agenda item 8.a Administration to adopt a scent-free environment policy.	CAO	Progress

08 Dec 25	Agenda item 10.a Council asked Administration to seek a delegation in the new year from Bowden Historical Society. A/CAO has requested the delegation. Update: delegation scheduled for 2026-02-23.	CAO	Progress
08 Dec 25	Agenda Item 11.a Annual Staff Appraisals Annual staff appraisals to be completed with the interim CAO. Staff submitting employee worksheets by February 5.	CAO	Pending
12 Jan 26	Agenda Item 12.a – Recruitment Motion 12.a Recruitment Committee to engage Richardson Executive Search to conduct CAO recruitment. Confirmed contract with the consultant, and the CAO has signed the letter of engagement. The recruitment committee submitted the Statement of Qualification to Council on January 19. The mayor is working on convening initial meetings with the consultant and recruitment committee to move forward. Committee meeting with consultant 2026-01-27. Update: meeting completed. Recruitment ads to launch February 2 or 3.	Cttee	Progress
21 Jan 26	Budget Discussion – Agenda Item 3.a Review in detail the requirements for Council in relation to council attendance and training requirements: Update: discussion at 2026-02-09 RCM specific to the Spring 2026 Municipal Leaders Caucus on March 26-27 in Edmonton	Council	Pending
26 Jan 26	Discussion Council requested that Admin prepare a draft operating budget for review. Operating Budget approved January 21, 2026. Council requested that Admin prepare a draft capital budget for review.	CAO/CFO	Completed/Pending
26 Jan 26	Agenda Item 8.b – Open House Planning Council discussed the preferred format to be individual booths (Randy-Ryan, Cam – Carol, Laurie – CAO, Marietta – Amanda) with a poster board outlining committee representation. May to open and Liz to present on MDP/LUB with community engagement process. Requirements – Immediate advertising, invite to RCMP-Bylaw, discussion with Vicinia, Brochure on Emergency Preparedness, Sign-up sheet, volunteer applications, swag for giveaway. RCMP and Bylaw Officer will be in attendance.	CAO/Council	Progress
26 Jan 26	Agenda Item 10.h – Brownlee – Emerging Trends in Municipal Law Follow-up for offering later in the year.	CAO	Pending
26 Jan 26	Agenda Item 11.c – Enhance Volunteerism Council requested that Administration forward the mayor's report and JustServe PowerPoint to FCSS for research about the program and report back.	CAO	Pending

26 Jan 26	Agenda Item 12.a – Strategic Planning Administration to engage McCarroll Consulting to provide ½ day workshop to the council. Determine availability for either February 20 or 21. Strategic planning session set for February 20th at 10AM. Bowden Event Centre booked.	CAO	Pending
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CAO

From: Bowden Golf <bowdengolf@gmail.com>
Sent: October 13, 2025 2:11 PM
To: CAO
Subject: Bowden Hi-Way Golf Course cart advertising |

Hi Arno,

Thank you for supporting the Bowden Hi-Way Golf Course this season with the power cart advertising. I'm reaching out to see if you're interested in renewing the advertisement for next season.

The cost remains \$525, which includes advertising stickers on two power carts for the full season.

Kindly confirm whether you'd like to continue next year or not — we appreciate the support either way!

Cheers,

Evan Carr, BASc.
General Manager & Head Superintendent
Bowden Hi-Way Golf Course
403-224-2121
Bowdengolf@gmail.com
Evanbowdengolf@gmail.com
2313 17 Ave Bowden AB
Box #325 TOMOKO
BowdenGolf.com

Agenda for Spring 2026 Municipal Leaders' Caucus
March 26 and 27, 2026
Edmonton Convention Centre, 9797 Jasper Ave, Edmonton
Subject to Change

Day One – Thursday, March 26

8:00 a.m.	Registration and Breakfast
8:50 a.m.	President's Opening Remarks
9:00 a.m.	Premier's Remarks and Q&A
10:00 a.m.	Break
10:20 a.m.	Minister of Municipal Affairs' Remarks
10:30 a.m.	Ministers Dialogue Session
11:50 a.m.	President of RMA's Remarks
12:00 p.m.	Lunch
1:00 p.m.	Opposition Leader's Remarks
1:15 p.m.	<p>Property Taxes Reimagined Property taxes have doubled in the last 15 years, but few Albertans understand why. The cumulative impact of government decisions and market factors warrant a conversation in Alberta on the future of property taxes and how municipal infrastructure and services should be funded into the future. This session will help you get up to speed on our efforts to educate the public about why property taxes are increasing and how you can be involved.</p> <p>We will also share updates on our advocacy on priority financial issues and participants will discuss options to increase transparency around provincial property taxes that appear on municipal tax bills.</p>
2:15 p.m.	Break
2:45 p.m.	<p>Democracy with Manners: Local Elections & Codes of Conduct Coming off the municipal elections, ABmunis will share what we heard from members through post-election engagement and provide an update on advocacy related to the <i>Local Authorities Election Act</i>. We'll also explore ongoing advocacy around other items related to municipal governance, including universal codes of conduct and what it could mean for local governments across Alberta. This session includes time for members to share their perspectives, ask questions, and help shape the conversation on fair elections and respectful governance.</p> <p><i>*Session content may be adjusted based on emerging municipal governance issues.</i></p>
3:45 p.m.	<p>Governing with Confidence: Privacy, Information Access, and Councillor Liability Municipal councils operate in an increasingly complex legal environment, where decisions about information access, privacy, and conduct carry real consequences for both municipalities and individual councillors. Recent changes to privacy legislation have further heightened the need for clarity and confidence around councillor roles, responsibilities, and potential liabilities.</p> <p>This session provides practical legal insights into key governance issues facing councils today. Legal experts will unpack councillor authority as natural persons, appropriate access to municipal information, and the limits imposed by Access to Information and Privacy legislation (formerly FOIP). Participants will also explore personal liability risks, closed sessions of council, and disqualification considerations.</p>
4:45 p.m.	Wrap up
6:00 p.m.	Alberta Counsel Hospitality Night – Craft Beer Market, 10013 - 101A Avenue

Day Two – Friday, March 27

8:00 a.m.	Registration and Breakfast
9:00 a.m.	The Evolution of Enforcement: Collaboration, Technology, and Public Trust in Policing From shared borders to shared data, public security is no longer a solo act. This panel brings together public safety leaders from across Alberta to explore how policing is evolving—across jurisdictions, across technologies, and across community expectations. You can look forward to a forward-looking discussion on what's next for policing in Alberta.
10:15 a.m.	President's Report
10:30 a.m.	Update on Business Services
10:40 a.m.	Break
11:00 a.m.	Consider it Resolved! How to Turn Big Ideas into Winning Resolutions Got a big idea that won't leave you alone? Spotted a municipal issue that deserves a bigger stage? Consider it resolved! This session takes the mystery out of the ABmunis resolution process and shows you how to turn bold ideas into resolutions that get noticed—and adopted. Learn the secrets of a winning resolution, avoid common pitfalls, and discover how to team up with another municipality that's thinking along the same lines. Bring your idea, your curiosity, and maybe a little ambition—you'll leave ready to resolve with confidence.
11:30 a.m.	Requests for Decision
12:00 p.m.	Closing Remarks and Lunch to Go

Regular Council Meeting: 2026-02-09	Agenda Item: 6.b
Prepared by: Laurie Miller	Approved by: Mayor
Report Type: Information	Attachment(s): Red Deer County Regional Forum invite

6.b Key Dates *(for information)*

FEBRUARY 2026

February 12	Council Open House (Bowden Event Centre)
February 20	Strategic Planning Workshop (Bowden Event Centre) 10:00 am to 2:30 pm
February 23	Regular Council Meeting 7:00 pm Council Chambers
February 26	Special Events meeting (Rodeo)
March 11	Red Deer County Regional Forum Invitation

Recommended Motion:

Motion 6b

Motion by Councillor _____ that Council accepts agenda item 6.b as information.

Motion 6b.i

Motion by Councillor _____ that Council responds to Red Deer County that _____
_____ will attend the forum on March 11.

Regular Council Meeting: 2026-02-09	Agenda Item: 10.a to 10.g
Prepared by: Laurie Miller	Approved by: Mayor Laurie Miller
Report Type: Information	Attachment(s): As per content listing

Agenda item 10

Content:

- 10.a** Alberta Counsel
- January News
- 10.b** Red Deer County
- Letter: January 2026 Enforcement Contract
- 10.c** Dylan Bressey, ABmunis President
- email and Property Taxes Reimagined document (note request to promote the document on our website)
- 10.d** CAEP
- email and attachment: requesting support
- 10.e** Red Deer County
- email and invitation re Regional Forum on March 11.
- 10.f** ABmunis
- email: Call for resolutions for 2026 Convention (deadline May 31, 2026)
- 10.g** Municipal Information Network (MIN)
- email: Membership offer
- MIN bulletin
- MIN Job Board bulletin

Suggested Motion(s)

Motion 10

Motion by Councillor _____ that Council accepts agenda items 10.a to 10.____ as information.

AND/OR

Motion 10

Motion by Councillor _____ that Council accepts agenda items 10a. to 10. _____ as information.

Motion 10.b

Motion by Councillor _____ that Council _____

_____ with respect to the ABmunis request to promote the Property Taxes Reimagined document.

Motion 10.d

Motion by Councillor _____ that Council provide a support letter requesting the City of Red Deer stay with CAEP.

Motion 10.e

Motion by Councillor _____ that Council responds to Red Deer County that _____ will attend the forum on March 11.

Motion 10.f

Motion by Councillor _____ that Council _____ with the ABmunis request for resolutions for the 2026 fall conference.

Motion 10.g

Motion by Councillor _____ that Council _____ with the ABmunis request for resolutions for the 2026 fall conference.

THE NEWS

from ALBERTA COUNSEL

Alberta's Premier Review of
Politics and Government Vitality

ISSUE
240
JANUARY 2026



ALBERTA COUNSEL

Senior Editor: Aaron Singleton
Publisher: Alberta Counsel

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Trade-mark Agents

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The News from Alberta Counsel is Alberta's premier review of provincial politics and government vitality. As an original source of political news and commentary, The News will provide a fresh look at legislation, policy, committee debates, the civil service, along with party updates and events.

Alberta Counsel

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STUCK IN THE MIDDLE: WHY ALBERTA'S MID-SIZED CITIES STRUGGLE TO COMPETE

Reginald Warkentin

Mid-sized cities in Alberta occupy an uncomfortable middle ground. They are large enough to carry big-city responsibilities, but rarely large enough to command big-city attention. Red Deer offers a clear example of how a regional hub—expected to support major infrastructure, economic activity, and social services well beyond its borders—can still struggle to keep pace with the growth of smaller neighbouring communities. The experience of Red Deer is not unique, but rather illustrative of the structural challenges facing mid-sized cities across the province.

The 24 mid-sized cities in Alberta govern municipalities with a population over 15,000 which works out to around 25% of Alberta's population over 28 provincial ridings. To put things in perspective, the City of Calgary is home to 1.6 million people or 33% of Alberta's population and is represented by 26 MLAs. Naturally, it can be a challenge for the 24 mid-sized cities to get attention and funding for their various projects and initiatives.

For the purpose of this article I'll reference the City of Red Deer, a city that comprises a little over 2% of the provincial population where I currently live and spent nine years working for the Chamber of Commerce advocating to the city on behalf of businesses and advocating alongside the city for major decisions and infrastructure investments.

Working in the realm of business retention and economic development, conversations with partners and stakeholders are always similar. "What are our competitive advantages? What are the barriers to growth and investment attraction? How do we leverage our location, people, existing industry and infrastructure? What policy changes or infrastructure investments could take our community to the next level?"

No doubt there are many perks to living and working in a medium sized city. If you're staying within Red Deer city limits it's quite rare to have to drive further than 10-15 minutes. There's a great range of amenities and recreation facilities, trail systems and parks, affordable property, and easy access to resources and major population centres.

With all these obvious benefits you would think Red Deer would have been a large benefactor from Alberta's population boom over the past 10 years. Well, not really. Since 2014 Alberta saw its population increase by 24% while Red Deer increased by only 14%. Close neighbours, the Town of Blackfalds and Sylvan Lake saw their populations grow by 70% and 25% respectively.

So why the massive disparity? In short, mid-sized cities have big city problems while facing stiff competition from their smaller and often more nimble neighbours. Mid-sized cities offer many benefits to residents such as lower commutes, core services and a competitive cost of living, but there is a constant struggle to define and leverage their competitive advantages. Mid-sized cities are forced to compete and their rural and big-city counterparts for attention, funding and the attraction and retention of businesses and residence.

As a "big" mid-sized city focused on growth and community services Red Deer is expected to provide higher-level services like an exhibition and conference centre, a courthouse, large-scale sporting and recreation facilities, a post-secondary institution and an airport. The city is also responsible for supporting roles around social services like homelessness, addiction, seniors, etc. While the city is not directly responsible for all of the above, their participation requires substantial commitments that includes everything from outright oversight, direct funding and planning decisions that impact thousands. All things that lead to increased overhead and bureaucracy.

Along with funding the airport, exhibition centre, and recreation facilities Red Deer provides services around drugs and addiction, homelessness, all of which result in added costs and complexities. There is truth that "if you build it they will come" and these services are no exception. When discussions arise for a permanent homeless shelter site, the NIMBY's come out in full force. As a result, Red Deer City Council has failed to come up with an acceptable solution for a permanent homeless shelter. Ongoing decisions and questions around crime and social issues have plagued Red Deer businesses as employers and handcuffed investors and developers concerned with crime and safety.

By their nature bedroom communities are typically less bureaucratic and more focused in their governance. They recognized their role is to provide a community where people live but are likely to work, shop and consume entertainment elsewhere. Other municipalities offer the opposite and are more focused on commercial and industrial development. This specialization results in communities gaining a reputation for being open for business, easy to work with seeing development and growth accordingly.

Growing up in Red Deer and then spending close to a decade working for the Chamber of Commerce, the unique challeng-



**REGINALD
WARKENTIN**
Associate

Born and raised in Red Deer, Alberta, Reg Warkentin possesses a diverse background in policy and advocacy. He has dedicated eight years to collaborating with businesses and non-profits through the Red Deer & District Chamber of Commerce, followed by three years of service with seven Alberta crop commissions, which collectively account for 30% of all Canadian crop production and 40% of Canada's honey production.

As a passionate community builder, Reg thrives on partnering with clients to identify barriers to their success and developing collaborative solutions to overcome these challenges.

Reg holds a Commerce Diploma from Red Deer Polytechnic and a Bachelor of Arts Degree from the University of Calgary. In his leisure time, he enjoys coaching his children's sports teams, as well as hiking and camping.

r.warkentin@albertacounsel.com



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es facing Alberta's third largest city became readily apparent. Strategic plans and economic development documents herald Red Deer's central location, market access and transportation links, skilled workforce, infrastructure and skilled workforce and relatively competitive tax rates. These advantages sound great on-paper but like many mid-sized cities, Red Deer has seen relatively modest growth.

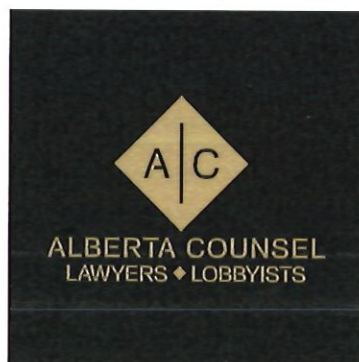
The primary source of competition for new residents and businesses come from neighbouring municipalities. Between 2014 and 2024 the City of Red Deer grew its population by 14.5%. In comparison, Red Deer County grew by 18.4%, Sylvan Lake by 34%, Penhold by 31% and Blackfalds grew its population by a staggering 52%. With only a 10-20 minute drive, residents of these smaller communities can easily benefit and take advantage of all Red Deer has to offer. This is often referred to as "service asymmetry" and subject to ongoing discussions around cost burden and shared funding.

Another common concern is how the Municipal Police Service Agreement breaks down costs for municipalities depending on their population. Those with more than 15,000 people pay 90%, municipalities with between 5,001 and 15,000 people pay 70%, and under the Provincial Police Service Agreement (PPSA) – which applies to towns under 5,000 and rural municipalities pay between 10-30%.

Regardless of the defacto competition between neighbouring municipalities and their innate differences, the greatest and most impactful advocacy I was part of came through teamwork and community collaboration.

In years past, Red Deer College had been advocating to transition into a Polytech Institute to allow additional supports around certificate, diploma and degree programs, apprenticeship and trade programs and applied research. The courthouse and hospital were far over capacity, the south overpass was an accident waiting to happen and Red Deer Regional Airport was not equipped to handle any serious investment. This all changed when Central Alberta groups combined their advocacy efforts and spoke as a single voice in favour of these investments that lead to growth.

Mid-sized municipalities must embrace and battle within the confines of friendly neighbourly competition while simultaneously communicating and exploring opportunities for collaboration and shared benefit.



Public Relations Services

We know how to win online.

Alberta Counsel's digital advocacy work can push your goals with the public or government forward.

Our public relations services are designed to:

- Increase awareness of your message
- Target your message to elected officials
- Make your issue relevant to voters
- Develop your election-messaging strategy

Our work gets attention and moves your key audience towards your desired outcomes. We're all about providing digital solutions that produce real, measurable results.

We're ready to elevate your communications to the next level!

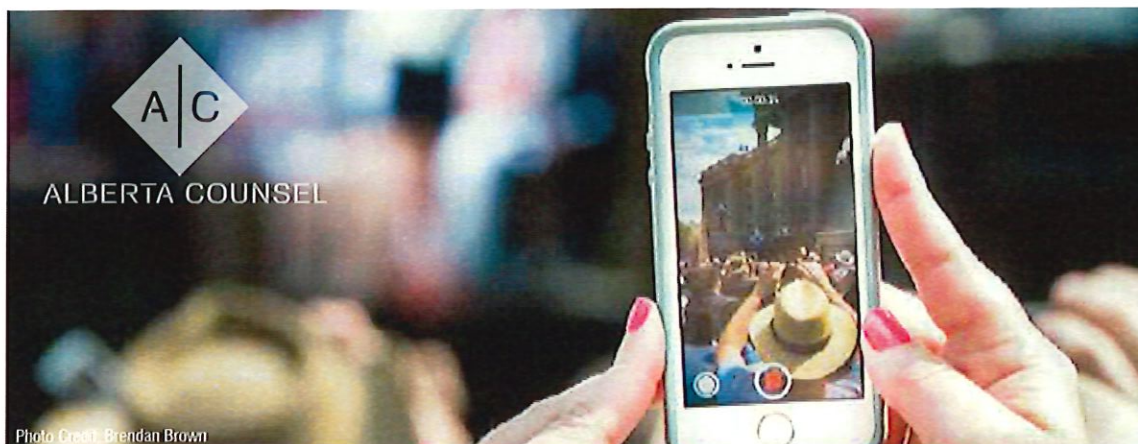


Photo Credit: Brendan Brown

POLITICAL EVENTS

City of Edmonton Leader's Reception & Dinner Edmonton Chamber of Commerce

Thurs, Feb 12 – 5-9pm

Location: Westin Hotel, Edmonton

- Evening designed to strengthen relationships between the City of Edmonton and the region's business and community leaders.

Transforming Alberta's Healthcare System Edmonton Chamber of Commerce

Tues, Feb 17 @ 11-1pm

Location: JW Marriott, Edmonton

- All four health ministers will be in attendance to discuss the ongoing changes in healthcare.

Alberta Chamber of Commerce - Political Action Day

Wed, March 11 – All Day (MLA Mixer in the evening)

Location: Chateau Lacombe, Edmonton

- Full day of sessions focused on provincial politics
- Evening MLA dinner well attended by MLAs, Ministers & staff

Provincial Prayer Breakfast

Wed, March 11 – 6:30 – 9:30am

Location: Edmonton Expo

- Usually attended by Premier Smith and numerous caucus members

THE **NEWS**
from ALBERTA COUNSEL



STEPHEN BLANCHETTE

Associate

Stephen Blanchette brings a results-driven background in real estate, public policy, and strategic communications to his role as an Associate Lobbyist with AB Counsel. He spent five years in the real estate sector as a valuation and property tax consultant, progressing from appraisal work to senior consulting roles. In 2025, Stephen transitioned into politics full-time, first managing a federal election campaign and later supporting an Indigenous self-government in the Northwest Territories, where he contributed to executive operations and communications strategy.

s.blanchette@albertacounsel.com



Source: Alberta Professional
Planners Institute

KEY INFLUENCER PROFILE

GREG KUNG

CHIEF OF STAFF TO THE MINISTER OF MUNICIPAL AFFAIRS

Scott Ratch

Greg Kung has served as Chief of Staff to the Minister of Municipal Affairs, Dan Williams, since November 2025. In this role, Kung supports the Minister in advancing the province's municipal governance and local services, working closely with municipalities, regional partners, and key stakeholders across Alberta. His background in federal politics and public service gives him a unique, cross-jurisdictional perspective on the Ministry's work.

Kung began his public service career in federal politics, holding several senior ministerial and advisory roles. Under Prime Minister Stephen Harper's government, he served as a senior advisor to Finance Ministers Jim Flaherty and Joe Oliver. In 2018, Kung was Director of Policy and Communications for the Parliamentary Office of MP Dan Albas. He also ran as the Conservative candidate for the Ottawa riding of Kanata-Carleton in the 2025 federal election.

In addition to his political experience, Kung served the Ottawa community directly as a primary care paramedic from 2018 to 2025. His frontline experience in the health care system informed his work in advocacy and policy development. He served as a political advocacy consultant with the Canadian Medical Association before founding GK Consulting in 2018. Through his consultancy, Kung provided strategic advice and government relations support to health, technology, and wellness-focused organizations, with a particular emphasis on health system modernization.

Kung has also been active in public service at the community level, serving as a senior adjudicator with the Ontario Parole Board and the Criminal Injuries Compensation Board. He holds a Bachelor of Arts degree from The King's University in Edmonton, majoring in Political Science and Economics.



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THE NEWS

from ALBERTA COUNSEL

Alberta's Premier Review of
Politics and Government Vitality

AT A GLANCE

In the Media



PASCAL RYFFEL

VP of Corporate
Development and
Government Relations

After completing his MA in Media and International Development, Pascal spent four years with the Alberta NDP Caucus. Pascal has been directly involved in Alberta politics for almost two decades, including as a candidate in 2008, and has a deep and current knowledge of Alberta politics. Pascal has been with Alberta Counsel since 2015.

pr@albertacounsel.com



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Peter Lougheed Centre Expansion Complete

The Government of Alberta announced the completion of a \$151 million expansion at the Peter Lougheed Centre in Calgary. Construction concluded in December 2025, and the new spaces are now being equipped with furniture and clinical tools. The project will provide room for 97 additional patient beds, including expanded emergency and specialized care areas, improving patient flow and reducing overcrowding.

Minister of Infrastructure, Martin Long, stated: "Albertans expect a health care system they can rely on, and strong infrastructure is part of delivering this. The investment at Peter Lougheed Centre adds capacity, improves patient flow and gives health care teams the modern, well-designed spaces they need to best care for patients."

New Exemptions to Improve Water Access and Storage

The provincial government has introduced updated Water Act exemptions to improve water storage, conservation, and access for farmers, ranchers, communities, and businesses. The changes allow agricultural dugouts to be filled to a maximum of 7,500 cubic meters, three times the previous limit, helping producers better prepare for droughts and support resilient operations. Expanded exemptions also permit larger stormwater ponds and newly constructed wetlands to retain more water without licensing.

"Reliable access to water is essential for Alberta's farmers and ranchers, especially as they manage drought risk and plan for the future. These practical changes respond directly to what producers and rural communities have been asking for – making it easier to store and use water responsibly so agricultural operations can remain strong, resilient and productive," commented Minister of Agriculture and Irrigation, R. J. Sigurdson.

Province Invests in U of A Revitalization

The Alberta government is investing \$27 million to revitalize the University of Alberta's Universiade Pavilion, commonly known as the Butterdome. The funding will support exterior and roof upgrades to address safety concerns, improve energy efficiency, and enhance lighting and pedestrian safety. Renovations are scheduled to begin in spring 2026, with completion expected by fall 2027.

"The Butterdome is a long-standing cornerstone of the University of Alberta's campus. Not only will these renovations enhance the Universiade Pavilion's appearance, but they will improve its ability to serve as a vibrant, inclusive and sustainable space for learning, athletics and community engagement," stated Minister of Advanced Education, Myles McDougall.

Alberta Sets Housing Starts Record in 2025

Alberta saw a record level of homebuilding activity in 2025. The province reported approximately 53,000 housing starts last year, up 14 per cent from the 46,000 recorded in 2024. Overall, housing starts across Canada increased by 5.6 per cent in 2025.

Minister of Assisted Living and Social Services, Jason Nixon, commented: "Even though we make up less than 12 per cent of Canada's population, Alberta built nearly a quarter of all housing starts in the country last year."

THE NEWS

from ALBERTA COUNSEL



D'ARCY VANE

Business Development
Consultant

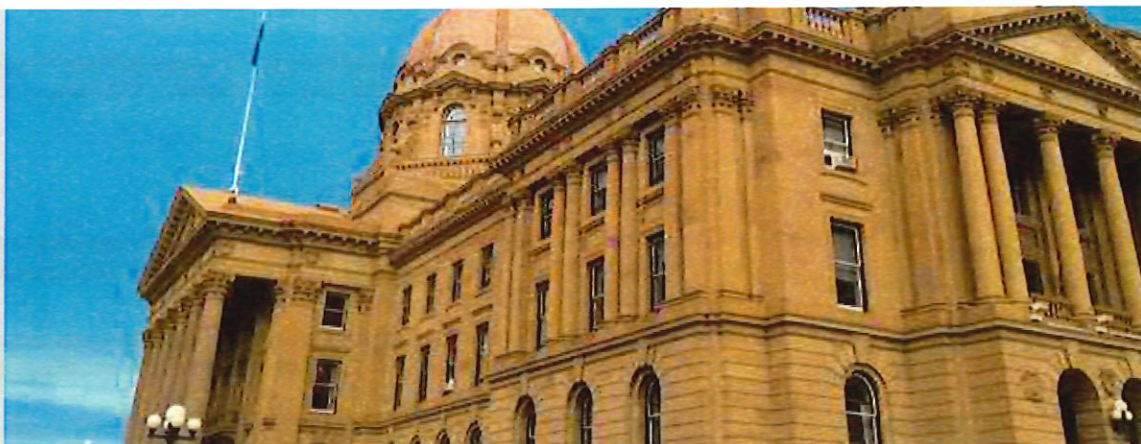
D'Arcy Vane is a senior economic development and growth strategy leader with experience supporting municipalities and regions across investment attraction, place branding, market strategy, and multi-stakeholder economic development initiatives. He has worked closely with municipal leaders, regional partners, and industry to advance diversification, capital attraction, and long-term economic resilience.

In parallel, D'Arcy has served as a private-sector CEO, CMO, CCO, and COO across technology, manufacturing, consumer products, and professional services, bringing a pragmatic, execution-focused perspective to municipal and regional economic development. He holds an MBA with Distinction and is an Adjunct Professor of Strategy and Marketing.

d.vane@albertacounsel.com



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FROM BIG IDEAS TO REAL IMPACT: INTRODUCING ALBERTA COUNSEL'S ECONOMIC DEVELOPMENT SERVICES

D'Arcy Vane

It usually starts with a well-intentioned plan.

A visioning session. A consultant report. A council resolution. A sense that this time, economic development will finally move the needle.

And then reality sets in.

Staff are stretched thin. Priorities compete. Elections happen. Momentum fades. The plan ends up on a shelf—again.

If this sounds familiar, you're not alone. Across Alberta, communities of all sizes are wrestling with the same challenge: how to turn good economic development intentions into real, sustained progress. That's exactly the problem Alberta Counsel set out to solve with the launch of its new Economic Development Services Program.

Built for the Way Communities Actually Work

Economic development doesn't fail because communities lack ideas. It fails when strategy, policy, capacity, and execution aren't aligned. Alberta Counsel's program is built around that reality—supporting economic development officers, CAOs, mayors, and councils with services that are practical, disciplined, and designed to work in the real world.

Starting With Strategy—But Not Stopping There

Every strong economic development effort starts with clear direction. Alberta Counsel works with communities to develop focused, realistic strategies that make hard choices, set priorities, and align with local capacity. Just as importantly, we review policies—zoning, fees, approvals, and timelines—to ensure they support investment rather than quietly slowing it down.

Stronger Together: Regional Economic Development in Alberta

For many of Alberta's communities—particularly smaller and rural ones—economic development works best when it's approached regionally. Alberta Counsel provides regional economic development services and strategic partnership development to help municipalities move beyond competition and toward collaboration, creating the scale, capacity, and credibility needed to attract investment, support business growth, advance tourism and hospitality, and pursue funding opportunities. From regional strategies to coordinated implementation support, our role is to help regions align priorities, clarify governance, and move forward together—so that when one community succeeds, the benefits are felt across the entire region.

Strengthening What You Already Have

Often, the biggest opportunities aren't new—they're local. Through Business Retention and Expansion (BRE) services, Alberta Counsel helps communities build structured programs that uncover expansion potential, surface business challenges early, and turn conversations into action.

When it comes to attraction, we help communities move past slogans and toward investment readiness. That means understanding what site selectors and investors look for, and ensuring land, infrastructure, and internal coordination are in place before opportunity arrives.

Thinking Bigger—When It Makes Sense

For communities considering Foreign Direct Investment (FDI), Alberta Counsel helps answer the most important question first: Is this realistic for us? From there, we support market targeting, regional coordination, and the systems needed to welcome and retain international investors.

We also help communities rethink tourism and hospitality—not as one-off events, but as a strategic part of the local economy. The focus is on building visitor economies that support local businesses, address workforce challenges, and create lasting value.

Because Capacity Is the Real Constraint

Many economic development teams are small. Some are one person wearing many hats. Alberta Counsel's capacity-building services provide practical tools, frameworks, and training that help teams work smarter—without burning out.

And because plans don't implement themselves, Alberta Counsel offers hands-on implementation support. We help turn council direction into action, maintain momentum through change, and keep initiatives moving when capacity or complexity becomes a barrier.

A Partner Focused on Progress

Alberta Counsel's Economic Development Services Program is built on a simple belief: economic development should be clear, focused, and doable. Our role is to bring structure, alignment, and follow-through—so communities can move from planning to progress with confidence.

Ready to Make Economic Development Work?

If your community is ready to move beyond good intentions and start seeing real results, Alberta Counsel is ready to help.

Learn more about our Economic Development Services Program or book a confidential introductory conversation by contacting Zack Ziolkowski at z.ziolkowski@albertacounsel.com

Because economic development isn't about having more plans.

It's about making the right one's work.

Our Services – Economic Development

Economic Development Strategy & Execution

Clear priorities paired with hands-on support to move strategy into action.

Business Retention & Expansion Delivery

Structured programs that turn business conversations into measurable growth.

Investment Readiness & Opportunity Execution

Preparing communities to respond quickly and effectively to real investment opportunities.

Regional Economic Development Delivery

Coordinating partners, governance, and implementation across regions to achieve shared outcomes.

Tourism Strategy & Product Development

Building visitor economies through practical tourism strategies and market-ready products.

Foreign Direct Investment (FDI) Execution Support

Targeted, realistic support for communities pursuing international investment opportunities.

Implementation & Capacity Support

Embedded support to maintain momentum, manage complexity, and deliver results.



PROTECTIVE SERVICES
38106 Range Road 275
Red Deer County, AB T4S 2L9
Phone: 403.343.6301

February 2, 2026

Town of Bowden
2101 – 20 Avenue,
Box 388
Bowden, AB T0M 0K0

Sent Via Email to: cfo@bowden.ca

Attention: Chief Administrative Officer

Dear Sir/Madam:

Re: January 2026 Enforcement Contract

Please be advised for the month of January, Red Deer County Patrol Officers spent 10 hours and 8 minutes in the Town of Bowden.

Two tickets were issued during patrols conducted between 0600-2100:

- Operate a Motor Vehicle without a Licence
- Driver Fail to Wear Seatbelt

There were no occurrences generated during the month of January.

I trust you will find the foregoing satisfactory, if you have any questions, please feel free to contact our office.

Sincerely,

Irv Heide
Patrol Manager
Red Deer County, Protective Services

Mayor

From: Dylan Bressey <president@abmunis.ca>
Sent: January 26, 2026 11:57 AM
To: Mayor
Subject: Op-ed highlights that investment in water infrastructure is needed across Alberta
Attachments: ABmunis Property Taxes Reimagined - Resources for Municipalities - Nov 2025.pdf

Dear Mayors, Councillors, and CAOs,

Earlier this month, about 1.6 million Albertans who live in and around Calgary experienced a massive water-main break that required immediate repairs and attracted national media attention. In that moment, Calgary's staff and elected leaders stepped up to communicate and address the challenge. And while Calgary hit the news, they aren't the only municipality that has experienced these types of emergencies. I am so proud of Alberta's municipal staff and elected leaders who are there for our residents in times of crisis.

As a municipal leader, you know that your community could experience similar emergencies at any time depending on the age and condition of your water and wastewater systems. Numerous communities in Alberta have experienced major water main breaks or boil water advisories in recent years, but it's not always picked up by media.

To draw attention to the water infrastructure challenges facing all municipalities, [Alberta Municipalities wrote an op-ed](#) that was published by *The Calgary Herald* on January 23 and seven other Postmedia newspapers over the weekend.

If you wish to engage with local reporters on this issue, here are some suggested key messages for your use:

- A safe water system is critical to the daily life of our residents and local businesses.
- Underground water and wastewater infrastructure is difficult to inspect and costly to repair.
- We hope the Governments of Alberta and Canada will take a good look at the amount of funding provided to communities for water and wastewater infrastructure.
- We are particularly concerned about the lack of funding in the most recent federal budget which includes the requirement to reduce development charges which is not helpful in Alberta.
- There is incredible pressure on municipal governments to keep municipal property taxes low but Alberta Municipalities' [Property Taxes Reimagined](#) website is shining a light on how the cost of this infrastructure is rising but municipal governments are getting less help.
- Talk about a major project your community is facing or recently overcame.

If you haven't already done so, we encourage you to help promote our [Property Taxes Reimagined](#) information through your municipality's website and social media. The attachment offers sample wording and other key messages that we previously shared with you in November 2025.

If you want to engage with provincial leaders about water challenges, infrastructure needs, or other issues, we encourage you to join us in Edmonton on March 26 and 27 for our [Spring 2026 Municipal Leaders Caucus](#).

Thank you,

Dylan Bressey | President

E: president@abmunis.ca

300-8616 51 Ave Edmonton, AB T6E 6E6

Toll Free: 310-MUNI | 877-421-

6644 | www.abmunis.ca



This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. If you have received this email in error please notify the sender. This message contains confidential information and is intended only for the individual named. If you are not the named addressee, you should not disseminate, distribute or copy this email.

We respectfully acknowledge that we live, work, and play on the traditional and ancestral territories of many Indigenous, First Nations, Métis, and Inuit peoples. We acknowledge that what we call Alberta is the traditional and ancestral territory of many peoples, presently subject to Treaties 4, 6, 7, 8 and 10 and Six Regions of the Métis Nation of Alberta.

Property Taxes Reimagined – Resources for Municipalities

November 25, 2025

In addition to the papers, videos, and information on Alberta Municipalities' [Property Taxes Reimagined](#) webpage this document offers:

- Sample wording to promote Property Taxes Reimagined on your **municipality's website**
- Sample wording for your municipality to promote Property Taxes Reimagined information on your municipality's **social media channels**
- **Key messages** that can be used by council members and administration

Sample Website Content

We encourage you to add a link on your website. Below are two options of sample text that you can use.

Option 1 – Long description

The [name of municipality] and all municipal governments across Alberta are facing significant challenges in how they pay for local services that their residents want and need. For example:

- Just like your household, inflation is making things more expensive for our [municipality type].
- Over the last 15 years, the Alberta government has lowered how much money it gives to municipal governments to help pay for local programs and community infrastructure like roads, water and sewer systems, and recreation facilities.
- [Add a local example here; e.g. policing costs have gone up by X% OR repaving Main Street has been delayed X years due to other priorities costing more]

These changes are making it more costly for the [municipality type] to provide the services you rely on. That's why municipal property taxes have gone up. The Alberta government is also increasing its property tax, which the [municipality type] collects on their behalf.

The non-partisan association, Alberta Municipalities, which represents the province's summer villages, villages, towns, cities and specialized municipalities, has conducted considerable research around property taxes and community funding. They are sharing their findings through an information project called [Property Taxes Reimagined](#). It explains what is happening and raises questions about whether Alberta needs to change how local services are funded.

Option 2 – Short description

The [name of municipality] and all municipal governments across Alberta are facing significant challenges in how to pay for local services that their residents want and need. The non-partisan association, Alberta Municipalities, which represents the province's summer villages, villages, towns, cities, and specialized municipalities, has conducted considerable research around property taxes and community funding. They are sharing their findings through an information project called [Property Taxes Reimagined](#).

It explains what is happening and raises questions about whether Alberta needs to change how local services are funded.



Sample Social Media Content

Please tag Alberta Municipalities in your Facebook & LinkedIn posts so we can Like and Repost, helping to spread the message even more!

Sample Post 1

On average, Albertans pay about 1.4% of their household spending on municipal property taxes. That pays for roads, sidewalks, transit, parks, playgrounds, recreation facilities, policing, fire services, social services, and bylaw enforcement. That's a lot!

Alberta's local governments are increasingly under pressure to reduce their property taxes. There are many things affecting municipal budgets and your council's ability to pay for the services, equipment, and infrastructure to have a thriving community.

Alberta Municipalities' project, 'Property Taxes Reimagined: Fair Funding for Strong Communities' helps Albertans understand why property taxes are increasing. It aims to start a conversation with <<name of your municipality>> residents & businesses, and with provincial leaders about reimagining how Alberta's local community services are funded.

Learn more here: www.abmunis.ca/property-taxes-reimagined

Sample Post 2

Over the past 15 years, the Alberta government has been giving less money to municipal governments, while also asking them to do more. In 2009, municipalities got about \$635 per person from the Alberta government. By 2023, that dropped to \$327 per person, after inflation.

Every municipal government has to balance their budget, so when we get less money from the provincial or federal government, or we have to take on new costs AND deal with inflation, your council has two choices:

1. Cut back on services like fixing roads or running programs, or
2. Find money somewhere else, usually by raising municipal property taxes.

We need to have a conversation about how Alberta's local community services are funded. Alberta Municipalities' project, 'Property Taxes Reimagined: Fair Funding for Strong Communities' has been created to help Albertans understand the pressures that are driving up municipal property taxes.

Learn more here: www.abmunis.ca/property-taxes-reimagined

Sample Post 3

You pay your property taxes to the <<name of your municipality>>. But did you know that some of your property taxes are actually a tax by the Alberta government? And the Alberta government significantly increased that tax in 2025?

Council has no control over the provincial property tax. Our <<municipality type>> collects those tax dollars and sends them to the Alberta government for their use. When the province increases its property tax, <<municipality type>> council is forced to consider whether the combined increase of the provincial tax and municipal tax is affordable to residents. If needed, council may choose to lower the municipal property tax but that may not leave the <<municipality type>> with enough money to take care of things like local roads, sidewalks, and community buildings in the long term.



We need to have a conversation about how Alberta's local community services are funded and what taxes are collected by each government. ABmunis' 'Property Taxes Reimagined: Fair Funding for Strong Communities' has been created to help Albertans understand how property taxes are structured.

Learn more here: www.abmunis.ca/property-taxes-reimagined

Key Messages for Conversations with Residents, MLAs, and Media

- Five reasons why property taxes are increasing:
 1. The province increased its property tax by 14% in 2025
 2. Over the last 15 years, the province has cut its funding to municipalities in half, so local councils have had to raise municipal property taxes to make up for it
 3. The province has created new rules and downloaded costs onto municipal governments, like election rules and policing
 4. Residents are asking councils to spend money on services that are historically handled by the province, like social services, recruitment of doctors, and affordable housing
 5. Inflation is increasing the cost of things municipalities have to buy, like:
 - fire trucks and graders
 - water pipes and asphalt
 - wages for local contractors, workers, and employees
- The province has lowered its income tax rates but has been shifting the tax burden onto property taxes over the last decade.
 - Higher property taxes make life harder for Albertans whose income has not increased.
- Municipalities are mandated to balance their budget and set their tax rates to match.
 - The federal and provincial governments don't have to do this. They can plan to under tax and overspend in any year.
- Council has no control over provincial property taxes but is required to collect the province's tax from families and businesses.
- Visit [Property Taxes Reimagined](http://www.abmunis.ca/property-taxes-reimagined) on ABmunis' website to watch videos or read about the pressures on municipal property taxes and the need to reimagine how local services are funded.

Mayor

From: Paul Salvatore <psalvatore@investcentralalberta.ca>
Sent: January 30, 2026 9:48 AM
To: Jean Barclay
Subject: City of Red Deer - Support for CAEP
Attachments: CORD - CAEP renewal actions 0126.docx

Good morning CAEP communities.

Some of you may be aware that the City of Red Deer officially launched it's new Economic Development organization DRIVE earlier this week.

What you need to know about DRIVE is that it has secured \$750,000 for it's first year of operations and to arrive at that amount - it will be deciding whether or not to cut it's CAEP membership.

CAEP's 25+ years of service in Central Alberta was initiated by the City of Red Deer in collaboration with current CAEP member communities.

So, I'm asking you to support CAEP by connecting with officials from the City of Red Deer and reinforcing the message that we are much stronger together.

Please review the attached message for more details, contact information and templates that will help you to give the City more thought about the power of a regional alliance - CAEP.

Thanks for your time and attention to this.

Paul

Paul Salvatore, BA, ALUP, CLGM
Executive Director



Central Alberta Economic Partnership
Address: G11, 5550 – 45th St | Red Deer, AB | T4N 1L1
587.447.2237 Office | investcentralalberta.ca
403.334.4922 Cell (text or call)
Psalvatore@investcentralalberta.ca

[Book a meeting or presentation today.](#)

We acknowledge and honour that the land we work and live on is located in the Treaty 6 and Treaty 7 regions. This area is the traditional lands of the Cree, Niisitapi (Blackfoot), Tsuut'ina, Stoney Nakoda, Saulteaux, and Métis peoples.



Subject: Keeping Red Deer at the Table: A Regional Call to Action from CAEP

Preheader: Council votes Feb 10. Let's ensure Central Alberta doesn't end up with a donut hole where the hub should be.

Keep the City of Red Deer at the Table

CAEP and our industry connections through Team Central Alberta is strong when every spoke is connected to the hub. We always say that a strong Red Deer makes for a strong Central Alberta. The City can be the hub in the middle of Central Alberta, however the threat of the City's withdrawal from CAEP will weaken the City and the region.

We're asking all CAEP members **outside of Red Deer** to stand up now—because regional prosperity is a team sport and CAEP is your **truly regional** economic development organization.

Why this matters now

- **Feb 10:** Red Deer City Council will consider ending membership in CAEP.
- Red Deer currently represents a significant share of CAEP's operating base and market signal. Losing the City would reduce our ability to deliver shared outcomes at a cost for **every** member.
- Advocacy from neighbouring municipalities and industry partners carries real weight with Council. Your voice, can help keep the region connected.

What CAEP delivers for your community (and the region)

Getting everyone in the room

- One table for over 25+ municipal and industry partners, aligning with priorities and projects that help our members to be ready when opportunity knocks..

- CAEP helps to reduce duplication of services and unifies the region with over 175 elected officials that are connected to each other and 300,000 Central Albertans focused on growing Alberta's 3rd largest regional economy.

Investment Readiness and Attraction

- Focus on our core sectors **transport & logistics (incl. YQF & highway corridors), agriculture / agtech & agri-food, energy (conventional & alternative) and emerging technologies in CCUS, data centres & quantum, and advanced manufacturing.**
- CAEP ensures that our communities are prepared to respond to investment opportunities whether as a growing business or a new business from other parts of Canada and the world.
- We support the economic development goals of all our communities and back it with years of experience in economic development through CAEP's operations team.

Team Central Alberta

- A platform to bring major industry partners to the table to dial-in CAEP's connection to opportunities and leverage the power of our in-region relationships.
- <https://www.investcentralalberta.ca/team-central-alberta> - refer the top businesses in your community to CAEP's Team Central Alberta to strengthen our ties to industry through support of our events, projects and discussions.

Bottom line: CAEP converts regional coordination into **jobs, assessment, and deal flow**. If the City of Red Deer chooses to move away from CAEP – CAEP's focus ratchet-down on our members right next door to the City.

What's at risk if Red Deer steps away

- **Fragmented market signal:** Site selectors and investors get mixed messages; opportunities slow or go elsewhere.
- **Duplicated costs:** Multiple organizations building parallel functions instead of one coordinated regional engine. We need to "dove-tail" not duplicate.
- **Weaker sector plays:** Logistics, ag-food processing, energy transition/CCUS, and digital infrastructure rely on regional scale—with Red Deer as the hub.
- **Lost leverage:** Fewer points for joint projects and competition for federal/provincial programs.

What we're asking you to do (next 7–10 days)

1) Send a letter of support to Red Deer Council

Use the template below. Place on municipal or organizational letterhead. Share a copy with CAEP.

2) Make 2–3 direct calls

Mayor and Councillors you know personally. Keep it constructive, regional, and practical. (Talking points below.)

3) Show public support

A short motion or statement of support at your next Council meeting. Post a supportive message (sample language below) and tag partners.

4) Share your projects

Give us an update regarding the projects and services that CAEP has offered or could offer in the future that mean the most to your community.

Let's share the stories that reinforce CAEP's importance where you live.

Letter of Support – Template (1 page max)

Re: Support for the City of Red Deer's continued membership in CAEP

[Date]

Mayor and Council, City of Red Deer,

On behalf of [Municipality/Organization], we strongly encourage the City of Red Deer to **maintain membership in CAEP**. CAEP is Central Alberta's **truly regional** economic development organization, enabling coordinated investment attraction, business retention, and workforce solutions that benefit every community—including Red Deer.

Red Deer is the **hub** for our region's sector strengths—transport & logistics, agriculture/agtech & agri-food, energy transition/CCUS, data centres/quantum, and advanced manufacturing. A regional approach, with Red Deer at the table, improves our competitiveness for site selectors and reduces duplication between organizations.

We value the City's leadership and believe the best path forward is **coordination, not fragmentation**. We support CAEP's commitment to align with DRIVE on roles and shared outcomes, and we offer our partnership to deliver measurable results in 2026.

Respectfully,
 [Name, Title]
 [Municipality/Organization]

Quick talking points for calls

- **Keep the hub, don't risk isolation.** Red Deer's presence ensures investors see a connected region.
 - **DRIVE will not deliver regional on regional economic development, if the City is the only member.**
 - **Near-term wins – giving our communities the tools to land deals.**
 - **The Ask:** The City should maintain CAEP membership for 2026 and review shared outcomes later this year.
-

Suggested public post (feel free to copy/paste on LinkedIn)

Municipal/Industry voice:

"Regional economies win when the hub is connected to the spokes. We support the City of Red Deer staying at the CAEP table so Central Alberta presents one strong, coordinated story to investors and employers. #TeamCentralAlberta #InvestCentralAlberta #RegionalCollaboration"

Hashtags

#TeamCentralAlberta #InvestCentralAlberta #RegionalCollaboration #YQF #AgriFood
 #AgTech #AdvancedManufacturing #EnergyTransition #CCUS #DataCentres #Workforce
 #Investment

What's in it for me? (for members outside Red Deer)

- **Shared credibility:** One coordinated message to site selectors increases your community's visibility.
 - **Lower cost per win:** Pooled research, profiles, and sector platforms are more efficient than duplicated systems.
 - **Faster execution:** Grants that serve the region – partnerships that strengthen the network and make us all faster and more competitive.
-

How CAEP will follow through in 2026

- Visiting with you and your Council
- Providing value added services to your organization, including:
 - Support for development and implementation of your community's Economic Development Strategy and plan
 - Facilitation of economic development discussions in your community
 - Sharpening your investment readiness tools to help you to be more competitive.
 - Connecting you to CAEP's members and strengthening your economic development network in-region, across Canada and beyond.
- Reporting on Progress and keeping you in the loop

I'm looking forward to discussing all these things with you and your organization. Reach out via email if you want to schedule a time to follow-up or hear more about what's happening.

Most appreciated.

Paul Salvatore, CLGM

403.334.4922 direct

psalvatore@investcentralalberta.ca

Contact List – City of Red Deer below:

Name	Email	Phone
Mayor Cindy Jefferies	mayor@reddeer.ca	403-342-8154 (Office) The City of Red Deer
Councillor Kraymer Barnstable	kraymer.barnstable@reddeer.ca	403-550-2010 (Cell). (The City of Red Deer)
Councillor Tristin Brisbois	tristin.brisbois@reddeer.ca	403-304-2061 (Cell). (The City of Red Deer)
Councillor Bruce Buruma	bruce.buruma@reddeer.ca	403-350-7646 (Cell). (The City of Red Deer)
Councillor Cassandra Curtis	cassandra.curtis@reddeer.ca	403-304-4641 (Cell). (The City of Red Deer)
Councillor Adam Goodwin	adam.goodwin@reddeer.ca	403-302-6652 (Cell). (The City of Red Deer)
Councillor Chad Krahn	chad.krahn@reddeer.ca	— (no direct number listed). (The City of Red Deer)
Councillor Jaelene Tweedle	jaelene.tweedle@reddeer.ca	403-304-7319 (Cell). (The City of Red Deer)
Councillor Dianne Wyntjes	dianne.wyntjes@reddeer.ca	403-505-4256 (Cell). (The City of Red Deer)

Mayor

From: Samantha Rodwell <SRodwell@rdcounty.ca>
Sent: February 3, 2026 10:10 AM
Subject: Red Deer County Regional Forum Invitation
Attachments: Regional Forum Invitation.jpg

Follow Up Flag: FollowUp
Flag Status: Flagged

Good Morning Regional Partners,

On behalf of Red Deer County Council we are inviting our neighbouring urban municipalities to a Regional Forum to provide an opportunity to provide an introduction to Red Deer County's Intermunicipal Collaboration Frameworks as per the attached invitation.

Please RSVP to cao@rdcounty.ca.

We look forward to seeing you soon!

Samantha Rodwell (she/her)

Legislative and Information Services Manager

p: 403.357.2366

38106 Range Road 275 | Red Deer County, AB T4S 2L9

srodwell@rdcounty.ca

www.rdcountry.ca



In the spirit of reconciliation, Red Deer County acknowledges that we live and work on Treaty 6 territory – north of the Red Deer River; and on Treaty 7 territory – south of the Red Deer River. We recognize and respect the many First Nations, Métis and Inuit Peoples whose footsteps have marked these lands for time immemorial.

Red Deer County



RED DEER COUNTY REGIONAL FORUM

Wednesday, March 11, 2026

5:00 p.m.

Red Deer County Centre

Red Deer County Council invites urban municipalities within Red Deer County's boundaries to come together for a Regional Forum where Red Deer County will introduce Red Deer County's Intermunicipal Collaboration Frameworks with a focus on the County's approach to recreation funding. We hope this evening will be an opportunity for our Council's to share, connect and build the foundation for continued collaboration. A social and appetizers will follow.

Municipal Councils and up to three members of Administration are invited to attend.

Please RSVP to cao@rdcounty.ca.

Mayor

From: Executive Assistant on Behalf of Dana Mackie <ea_dmackie@abmunis.ca>
Sent: February 2, 2026 2:03 PM
To: Mayor
Subject: 2026 Call for Resolutions

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Mayors, Councillors, and CAOs,

Is there a municipal issue that you think requires advocacy by Alberta Municipalities (ABmunis) to the provincial or federal governments? Sponsoring a resolution for debate at ABmunis' 2026 Convention is an excellent way to bring attention to an issue and empower ABmunis to take action if your resolution is supported by the majority of ABmunis' members.

Alberta Municipalities members are now invited to submit resolutions for debate at our 2026 Convention in Edmonton, September 23-25. If your municipal council is interested in sponsoring a resolution, please visit our [Resolutions page](#) to access all the details, including our Guide on 2026 Resolutions, Resolution Template, and Resolutions Policy.

Deadline for 2026 Resolutions

This year, the deadline for submitting a resolution is May 31, 2026. Don't delay because the councils for the moving and seconding municipality must approve the resolution by the May 31 deadline.

Notify Us!

Email resolutions@abmunis.ca as early as possible to notify ABmunis of your interest in submitting a resolution. ABmunis' advocacy staff can save you time by:

- Answering questions you might have about the resolution process.
- Providing input on your draft resolution before you present it to your council for approval.
- Informing you if another municipality is planning a similar resolution.
- Identifying municipalities that may be willing to second your resolution.

We look forward to seeing you all at the 2026 ABmunis Convention!

[Dana Mackie MBA](#) | Chief Executive Officer

D: 780.431.4535 | C: 780.271.7251 | E: DanaM@abmunis.ca
 300-8616 51 Ave Edmonton, AB T6E 6E6
 Toll-Free: 310-MUNI | 877-421-6644 | www.abmunis.ca



This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. If you have received this email in error please notify the sender. This message contains confidential information and is intended only for the individual named. If you are not the named addressee, you should not disseminate, distribute or copy this email.

We respectfully acknowledge that we live, work, and play on the traditional and ancestral territories of many Indigenous, First Nations, Métis, and Inuit peoples.

We acknowledge that what we call Alberta is the traditional and ancestral territory of many peoples, presently subject to Treaties 4, 6, 7, 8 and 10 and Six Regions of the Métis Nation of Alberta.

Mayor

From: Janice Picard <janice@municipalinfonet.com>
Sent: February 3, 2026 8:34 AM
To: Mayor
Subject: Follow-up: The Municipal Information Network - We met at the ABMunis trade show
Attachments: MN-WhySubscribe_Municipalities.pdf; MiN_JobPostingOptions.pdf

Follow Up Flag: FollowUp
Flag Status: Flagged

Good Morning Mayor,

I am following up on my previous offer to a corporate membership after meeting at the ABMunis trade show. I see you're recruiting for a new Chief Administrative Officer. Did you know? Our Job Board attracts over **60,000 page views monthly**, and our weekly job e-newsletter reaches **9,500+ active subscribers** seeking municipal employment opportunities. Additionally, we engage with **8,900+ followers** across Facebook, LinkedIn, and Twitter.

The [Municipal Information Network](#) (MIN) is Canada's only paid subscription daily dedicated to municipal affairs. Every morning, we deliver timely updates and insights on the latest developments impacting municipalities across the country.

A corporate membership for **the Town of Bowden** is **\$315 per year** and includes:

- ✓ Unlimited access to our daily e-newsletter and website for all staff and council members
- ✓ **FREE unlimited regular job postings on our Municipal Job Board**
- ✓ FREE posting of municipal-related events (e.g., trainings, seminars, webinars)
- ✓ Full access to over 14 years of archived articles
- ✓ Complimentary press release postings — simply email us at news@municipalinfonet.com
- ✓ Subscribe **NOW** and we will add 3 months to your first-year membership at no extra cost.

If you subscribe, I will place your CAO posting in the PREMIUM section of our job board for FREE (value of \$350 for members/\$700 for non-members), see posting details attached.

Let me know what you decide either way as I look forward to hearing back from you.

Best regards,

Janice



Janice Picard
 Account Executive
 475, montée Masson, suite 102
 Mascouche (Québec)
 Canada, J7K 2L6
 Toll Free: 1-888-504-0072 x235
 Fax: 888-243-4562

janice@municipalinfonet.com
www.municipalinfonet.com

From: Janice Picard
Sent: 3 décembre 2025 14:29
To: 'mayor@bowden.ca' <mayor@bowden.ca>; 'ryanhowlett@bowden.ca' <ryanhowlett@bowden.ca>; 'randybrown@bowden.ca' <randybrown@bowden.ca>
Subject: The Municipal Information Network - We met at the ABMunis trade show
Importance: High

Good Day Mayor & Councillors,

It was a pleasure meeting you at the ABMunis trade show a few weeks ago. Allow me to share with you, information towards a corporate membership for **the Town of Bowden** for access to municipal news, free job posting and more.

The Municipal Information Network (MIN) is Canada's only paid subscription daily dedicated to municipal affairs. Every morning, we deliver timely updates and insights on the latest developments impacting municipalities across the country.

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- ✓ Full access to over 14 years of archived articles
- ✓ Complimentary press release postings — simply email us at news@municipalinfonet.com
- ✓ Subscribe **NOW** and we will add 3 months to your first-year membership at no extra cost.

If you have any questions or wish to proceed with this opportunity, let me know. I look forward to hearing from you.

Best regards,

Janice



Janice Picard
 Account Executive
 475, montée Masson, suite 102
 Mascouche (Québec)
 Canada, J7K 2L6
 Toll Free: 1-888-504-0072 x235
 Fax: 888-243-4562
janice@municipalinfonet.com
www.municipalinfonet.com



For over 25 years, The Municipal Information Network has been delivering the most complete and comprehensive daily municipal news review in Canada.

In the last few years, the MIN Job Board has become the platform of choice for municipal job postings.

News SECTION

Our daily newsletter delivers the most complete coverage of municipal news in Canada:

- ▶ 30 to 75 news items every day
- ▶ Articles sorted into 18 topics for quick and easy review
- ▶ A Private Member Zone allows you to transfer and archive articles

Jobs SECTION



MIN Jobs is the only platform that maximizes your job postings

- ▶ Over 60 000 page views per month in the Jobs section
- ▶ Over 9 500 subscribers receive our weekly jobs newsletter (Every Tuesday)
- ▶ Over 9 700 social media subscribers

Annual Membership Includes:

- ▶ Unlimited amount of accounts for staff and elected officials
- ▶ A Private Member Zone for every user
- ▶ Free regular job postings
- ▶ Reduced rates on Premium & Featured Job Postings

2025 RATE CARD

Population of 0 to 500	\$160
Population of 501 to 1000	\$185
Population of 1001 to 2500	\$315
Population of 2501 to 5000	\$575
Population of 5001 to 10000	\$695
Population of 10 001 to 25 000	\$945
Population of 25 001 to 100 000	\$1275
Population of 100 001 +	\$1625





Job Board

Maximize your job posting exposure!

- ▶ Employment section generates over 60 000 page views per month
- ▶ The MIN Jobs Enewsletter is sent to over 9 500 subscribers every Tuesday
- ▶ Over 9 700 social media subscribers [f](#) [in](#) [X](#)

ONLY
8
PER WEEK

PREMIUM Job Postings

For one week during your broadcast,
your job posting will benefit from:

- ▶ Exposure on every page of the Jobs section
- ▶ Exposure on the weekly Jobs Enewsletter
- ▶ Exposure on the daily MIN Enewsletter
- ▶ A dedicated post on the **MIN Jobs Facebook** page
- ▶ A dedicated post on the **MIN LinkedIn** page
- ▶ 1 post on the **@MINjobs X account**

The job posting then stays online in the regular jobs section until the 30 day expiry date

MEMBERS
\$350

NON-MEMBERS
\$700

FEATURED Job Postings

For the first week of broadcast,
your job posting will be:

- ▶ Listed with yellow star ★ on the Home page of the jobs section
- ▶ Listed with its logo on the weekly Jobs Enewsletter
- ▶ 1 post on the **@MINjobs X account**

The job posting then stays online in the regular jobs section until the 30 day expiry date

MEMBERS
\$200

NON-MEMBERS
\$550

Regular Job Postings

- ▶ Posted in the regular jobs section until the 30 day expiry date
- ▶ Listed on the weekly Jobs Enewsletter for the first week

FREE

OPTION OFFERED TO MEMBERS ONLY

For more information, contact us at **1-888-504-0072**

Regular Council Meeting: February 9 th 2026	Agenda Item: 11.a
Prepared by: Greg Skotheim	Approved by:
Report Type: Information	Attachment(s):

CAO's Report

1 Staff Meeting \ Occupational Health & Safety

A staff meeting was held on January 28th at the Town Office. A toolbox meeting regarding safety issues is also done at this time and employees are encouraged to bring up safety issues or concerns. Staff was also notified that staff appraisals and work sheets are required February 5th. A general discussion centered on how we can increase revenues at our recreation facilities.

2 Water Break

The water break was repaired on our municipal water line on 17th Ave on January 26th. This water loss created ice issues that resulted in extra work clearing streets and around the FCSS building.

3 Capital Budget

Working with the CFO and Public Works regarding the 2026 Capital Budget. We do have funds available through the MSI and LGFF to complete some asphalt repairs, sidewalks, facility repairs and sewer lining projects.

4 Ongoing Tasks

An update on the ongoing task is provided below:

- i. ATCO Franchise Renewal - Meeting set for February 24th to start process.
- ii. Alberta Emergency Management Agency Meeting with Lorne Thompson
- iii. ARO (Asset Retirement Obligation) through ISL Eng. and BDO Canada Liability issues with AC water pipe and hazardous materials in buildings. **WIP**,
- iv. 2025 Annual Water Report to be submitted Alberta Environment (deadline 28 February)
- v. Red Deer County Development Partnership
- vi. CAO Executive search
- vii. Open House February 12th

Recommended Motion:

Motion by Councillor _____ that Council accepts the CAO's report as information.

Regular Council Meeting: 2026-02-09	Agenda Item: 11.b / 11.c
Prepared by: Laurie Miller	Approved by: Mayor Laurie Miller
Report Type: Information	Attachment(s): As per content

Agenda Item 11.b / 11.c

Content:

11.b Council Committee Reports

None submitted

11.c Other Bodies and Organizations

- i. Webinar - Rural Health Professions Action Plan (RhPAP)
 - Mayor's Report – 2026-01-22
- ii. Bowden Historical Society
 - Mayor's Report – Webinar – 2026-01-15
 - Minutes – 2025-10-28
- iii. Webinar – Digital Document Accessibility Compliance
 - Mayor's Report – 2026-01-28
 - Post presentation email and FAQ's

Note:

All meeting minutes where submitted should be assumed to be “unapproved”.

Recommended Motion:

Motion by Councillor _____ that Council accepts the submitted reports as information.

Webinar

Rural Health Professions Action Plan (RhPAP)

Thursday, January 22, 2026

Facilitator:

- Kara Westerlund, Counsellor, Brazeau County
- Debrah Reid-Miller, Mayor, Duchess
- Shanda Berns

The focus of the webinar was to present the efforts being made to help rural Alberta communities attract and retain health providers.

While I missed a few slides, I thought I would capture the presentation for your reading pleasure. I made a few notes throughout the presentation that you'll find below. Full details can be found at: <https://rhpap.ca>

Invest in health professionals

- Continuing professional development (individual & team-based)
- Locum services
- Rhapsody Physician Award & Healthcare Heroes Award
- BIEN
- Physician Skills Enrichment

Rhapsody awards are given to celebrate exemplary rural physicians.

Demonstrate impact

- Sharing success stories
- Newsletters & social media
- Presentations

Strong social media presence on many platforms (FB, x, insta, etc.)

Frequent presentations to council, rural advisory and advocacy groups.

Workforce development and recruitment

- **RESIDE Program:** 20 physicians in 17 rural communities (22,000+ Albertans impacted)
- **950+ years of total return-of-service commitments**
- High retention and strategic early engagement

Early exposure and rural training

- **1,000+ high school students** engaged through Let's Go Rural!
- **375 medical students** participated in rural immersion weekends
- **2,617 students and 1,173 residents** supported in rural placements
- **28% expansion** in rural housing network (now 154 accommodations in 52 communities)

Education, training, and retention

- **700+ professionals supported** through professional development programs
- **30 years of return-of-service** via Physician Skills Enrichment grants
- **100% of trained physicians remained** in rural Alberta post-training
- GEMS emergency response **training scaled up** with STARS partnership

Community-led solutions and integration

- **62 AIR committees active** in 171 rural communities
- **126 healthcare professionals integrated** in 2024–25 alone
- **649 local volunteers** driving grassroots solutions (48% growth)
- Expanded and modernized AIR Toolkit supports **long-term community success**

Community development and engagement team. AIR (attraction and integration rural).

Innovative collaborations

- RhPAP helped establish **Rural Surgery and Obstetric Network of Alberta (RSONA)**
- Secured **\$2.1M in annual AHS funding** for rural surgical support
- Established **new ESS/OSS training program** at U of A
- Developed quality improvement and coaching frameworks



Conclusion

- RhPAP has delivered measurable, province-wide rural health impact
- Strong alignment with Alberta's Rural Health Action Plan (2024–2027)
- Ongoing collaboration and investment critical for rural health sustainability
- Together, we are keeping healthcare close to home for all rural Albertans

Kara Westland RMA

Represent 85% of landmass, 15% of population

What We Know...

- ♦ Families are traveling long distances for basic care.
- ♦ Basic services risk being lost.
- ♦ Healthcare workers are stretched thin.
- ♦ Recruitment and retention challenges.
- ♦ Municipal leaders see these impacts daily.

Get to see a family doctor close to home, emergency response times reduced.

Strengthening Rural Healthcare

- ♦ Essential to community well-being and resilience.
- ♦ Supports local economies and quality of life.
- ♦ Rural residents face unique access challenges.
- ♦ Workforce shortages and restructuring increase pressure.

Economic driver. Limited service availability results in full day or more travel to access service.

RMA's Advocacy Focus

- ♦ Ensure equitable access to care for rural Albertans.
- ♦ Secure rural representation in health-system decisions.
- ♦ Promote sustainable, long-term workforce solutions.

Resolution 5-25S: Rural Participation on the Integration Council for Refocusing Alberta's Health Care System

- ♦ Alberta restructuring the healthcare system and rural voices are currently underrepresented.
- ♦ RMA is advocating for a rural GP or NP as a voting member on the Integration Council.
- ♦ Rural communities face distinct challenges.
- ♦ Decisions made without rural input risk widening these inequities.
- ♦ Local expertise improves system design and outcomes.

Rural AB must not be an afterthought.

Resolution ER1-24S: Government Support for Physician Assistants

- ♦ PAs expand capacity in primary care and emergency settings.
- ♦ Proven to reduce wait times and support team-based care.
- ♦ RMA is advocating for stable, long-term funding for PA positions and the integration of PAs into rural care teams.

Resolution 1-24F: Attraction and Retention Strategy for Rural Healthcare Professionals

- ♦ Rural Alberta faces chronic healthcare worker shortages
- ♦ Recruitment efforts are inconsistent and fragmented.
- ♦ RMA is advocating for a province-wide strategy that increases rural workforce numbers, coordinated recruitment and retention supports, and long-term planning tailored to rural needs.

What Next?

- ♦ Community-informed solutions require collaborative approaches.
- ♦ RMA is eager to work with the GOA and RhPAP to advance rural healthcare initiatives in the province.
- ♦ RMA will continue to monitor and analyze provincial healthcare legislation to understand the impacts on rural communities.
- ♦ Advocacy will not stop!

Deborah Reid Miller – Mayor, Duchess & VP Villages-Summer Villages ABmunis



Presentation Overview

- Who is ABmunis
- Access to healthcare as a priority initiative
- Active Resolutions
- Successful advocacy – Nurse Practitioners
- Initial Plans for 2026

Alberta Municipalities



Who we are:

- Founded in 1905
- Represents 264 municipalities across the province
- This includes summer villages, villages, towns, cities and specialized municipalities
- 85% of Albertans live within these communities
- 78% of members are municipalities of under 5,000

What we do:

- Advocate on behalf of members to the provincial and federal governments on key municipal issues.
- Offer member services including insurance , retirement services, group benefits, energy programs, and professional development opportunities.
- Work to strengthen local democracy and municipal autonomy, ensuring local voices shape provincial decision-making.

Access to Healthcare

- Rural Participation on the Integration Council for Refocusing Alberta's Health Care System
- Midwifery as an Option of Care for All Albertans
- Attraction and Retention Strategy for Rural Health Care Professionals
- Integration of Nurse Practitioners into the Alberta Healthcare System
- Expand Capacity to Train Combined Laboratory and X-Ray Technologists for Rural Alberta
- Sustainable Community Hospice Funding Model

Member-Driven Success Story

Nurse Practitioners

2015: First resolution passed, sponsored by Village of Wabamun

2016: Province launches \$10M Nurse Practitioner Demonstration Project

2019: \$38.5M Primary Care Network Nurse Practitioner Support Program announced

2020: ABmunis advances new resolution; province begins removing legislative barriers

2023: Town of Wembley sponsors updated resolution

2024: Province launches Nurse Practitioner Primary Care Program 33 Nurse Practitioners now providing care, primarily in rural communities

Nurse Practitioners

Impact:

- Nurse Practitioners can now practice autonomously and operate independent clinics
- 31,000+ rural Albertans now have timely access to primary care

2026 Advocacy Strategies

Engage with members to prioritize and build common solutions that strengthen municipalities

- Health and Social Wellbeing Committee to explore municipal role in access to health care
 - Discuss what is within municipal responsibilities
 - Identify successful advocacy strategies
- Build relationships with Alberta's new health care system
 - Enable Members to meet with GoA Officials

Support members through education, communication and resources to address municipal challenges and opportunities

- Ensure members have resources about attraction and retention of healthcare professionals
- ABmunis active in key spaces

Some Q&As

Myrna Lanctot – Mayor Donnelly

Q. Do you work with healthy aging Alberta

A. S. RHPAP COA part of service model adjudication team to help shape healthy aging.

Kara: wants to connect off-line to see where they can help

D: They are a key – have Health and Welfare Committee reach out to Healthy aging. There are a few grants available. ABmunis will contact them.

***** Need to engage with Healthy Living Alberta.***

Wayne Button – Daysland

Q Do you routinely meet with College of Physicians and Surgeons – recommended to keep up to date on scope of practice for GP.

A. Yes, they are on the Board of Directors for RhPAP.

Q. Town of Athabasca Ida Edwards – Commented that Regional advisory council engagement needed. Kara responded: yes to this and the previous question with College of Physicians and Surgeons

Q. Councillor Ketchum – What support does PhPAP provide to municipalities to assist in integrating the physician and their families and how does that connection take place.

A. AIR committees working with 62 individuals right now. Connections are made in various ways.

Prepared by
Mayor Laurie Miller

Bowden Historical Society Meeting Minutes

Date: Tuesday, October 28, 2025

Time: 7:00 a.m.

Location: Bowden Historical Society

Call to Order: 7:00 a.m.

Attending: Dale Lenting, Sandy Gamble, Debbie Coombs (guest), Eric Bumstead, Angela Wilson, Robert

Approval of Agenda: Motion by Dale – approved

Approval of Minutes: Motion by Sandy – approved

Old Business:

- Canada Day: Event was a success with approximately 50 guests attending.
- GIC: Stan invested \$15,000 into a GIC with ATB and ordered checks.
- Donation: Shawna McDonald donated her mother's uniform, currently in storage; to be displayed later.
- Thrift Store Step: Still not level and poses a trip hazard.
- Donations Work Day: Date to sort donations to be determined.
- Historical Maps: Maps of the town from previous years (from Hank) are in a sea can.
- Summer Work Experience Student: Approved \$300 stipend for the student.

New Business:

- Canada Day Partnership with Library: Discussion held regarding repeating a partnership for next year with FCSS.
- Piano Tuning: Motion by Dale, seconded by Sandy, to spend \$25 for a key to tune the piano – approved.
- Brody Stipend: Motion by Deb, seconded by Rob, to give Brody \$300 – approved.
- Future Work Day: Date to be determined.

FCSS & Bowden Museum Partnership and Program Report 2025:

In response to questions regarding the financial impact and benefits of our partnership with FCSS, the following summary outlines the sponsorships, contributions, and outcomes for the 2025 season:

- Seniors Week Ice Cream Social: Partnership with FCSS; total sponsorship \$366.12.
- Summer Daze Youth Camp: Partnership with FCSS & Youth Empowerment Supports; total sponsorship \$45.00.
- FCSS & Museum Partnership 2025 Season: Total sponsor value \$481.61.

Note: A cheque for \$237.00 was received from the Town to cover museum ice cream and tours.

Breakdown:

Ice Cream Sales (32 x \$3.00 per dish) – \$96.00

Honorarium/Tour (32 x \$3.00 per person) – \$96.00

Ice Cream Sundae (15 x \$3.00 per person) – \$45.00

This is included in the total sponsorship calculation of \$481.61.

- Partnership Consideration: The Board agreed that partnerships will be considered going forward as they were beneficial.

Adjourned: 8:30 a.m.

Next Meeting: To be announced

Meeting

Bowden Museum

Tuesday, January 27, 2026

Attendees:

- Sandy Gamble, Chair
- Angela Wilson, Project Manager
- Eric Bumstead
- Kim Johnston
- Dale Lenting
- Stan Mills
- Jade Scott
- Laurie Miller, Bowden

FCSS Presentation:

FCSS partnered with the Historical Society to host events over the past year, such as the Seniors Week Ice Cream Social and Summer Daze Youth Camps. It was noted that the Fire Department partnered to present for the youth camp, and it is hoped to find other sponsors this year (i.e. Ag Society).

Jade presented ideas for other events:

- History walk (featuring facilities in the park and ending at the gazebo for refreshments).
- Other partners (i.e. Lions).
- Canada Day event.

Other notes/ideas:

- Summer Student employment opportunity. Honorarium for the student from 2025
- Discussion regarding the displays of the historical brands (formerly in the Lion's Hall)
- Discussion regarding fundraising ideas.
- Town Council engagement: Delegation to present at the February 23, 2026, Council meeting.
- Review of required facility repairs
- Stan presented the financial reports.

Introduction of Kim Johnson

- Has completed legacy videos on Roy Johnston and Gerald Robin O'Brien Hor (videos available on his YouTube channel for viewing).
- Would like to work on legacy pieces on other important families and groups in the area.

Prepared by:

Laurie Miller, Mayor

Webinar – AoD

Digital Document Accessibility Compliance

Wednesday, January 28, 2026

Facilitators:

- Steve Todd, Director Polar Imaging Inc
- Babi Das, Chief Architect, AoD
- Robert Booth

Key Takeaway

The Accessible Canada Act (ACA) is legislation that is aimed at making Canada barrier-free by January 2024. While we usually think of this as environmental items such as wheelchair access, programs, and transportation items, it also includes barriers related to communication.

Alberta has not yet developed provincial policies related to the ACA that I could find. However, Manitoba and Ontario have already implemented legislation. Ontario's Accessibility for Ontarians with Disabilities Act (AODA) requires that all documents on a website meet accessibility standards (i.e. WCAG – Web Content Accessibility Guidelines). These standards ensure that there is inclusive access and reduce the risk of human rights complaints due to inaccessible content. WCAG ensures digital content is accessible for people who may use:

- Screen readers (blind or low vision)
- Keyboard-only navigation (mobility impairments)
- Captions or transcripts (deaf or hard of hearing)
- Simplified layouts (cognitive disabilities)

The transition to WCAG documents will be cumbersome if municipalities in Alberta are required to comply in the future. This presentation was provided by a company that provides a platform to automate the process.

Prepared by
Mayor Laurie Miller

I've captured the webinar slides for your review.

Webinar Objective & Agenda

- **Understanding AODA requirements** for public-facing PDFs and where municipalities run into challenges
- **Why PDFs remain non-compliant** and why accessibility backlogs continue to grow
- **Common questions municipalities are asking** and how others are addressing them
- **Modern, scalable approaches** municipalities and government agencies are using to make steady progress
- **Accessibility on Demand™ (AoD™)** as one real-world option being used today
- **Prioritization strategies** for day-forward documents and legacy backlogs

Quick Reflection: PDF Accessibility Awareness

As you watch this, consider the following:



- How familiar are you with PDF accessibility *and why it matters* for your organization?
- Are you *directly responsible* for managing or overseeing PDF accessibility, or does it fall across multiple teams?
- How is PDF accessibility *currently handled* in your organization?
 - Managed internally?
 - Outsourced to a third party?
 - Addressed only when issues arise?
- Have cost, turnaround time, or complexity made it *difficult to keep up* with accessibility requirements?
- Have you ever had to *scramble* to make agendas, reports, or last-minute documents accessible just before publication?

These are some of the most common situations we hear from municipalities and they set the stage for the discussion ahead.

Why Does Accessibility Matter Now?

- **What is Accessibility?**
 - Accessibility means everyone, regardless of ability **gets the same information**, speed, and control. No one's left out.
- **What does it mean for PDFs?**
 - If a PDF isn't tagged and structured right, **assistive technology can't read it**. Critical content is locked away.
- **Why does it matter?**
 - Miss the deadline and your organization risks **AODA non-compliance, fines, and public accountability issues**.



Note: How many PDF's are on your website right now?

There are tools available to scan your site to determine how many PDF's reside on the site.

Regulations

Understanding the Accessibility Requirements in Canada

Federal Accessibility Law

The Accessible Canada Act (ACA) sets national standards for accessibility, requiring federally regulated organizations to make information accessible to everyone.

Provincial Regulations

Provinces like Ontario enforce laws such as the Accessibility for Ontarians with Disabilities Act (AODA), which require public entities to ensure accessible information and services.

Public-Facing Information

All municipalities must ensure that public documents, including PDFs and websites, are accessible to comply with these legal requirements and support inclusivity.

Core Issue

Why Are PDFs a Core Accessibility Issue?



PDFs Are the Default

Municipalities rely heavily on PDFs for agendas, minutes, reports, and public notices, making them a critical communication tool.



Most PDFs Aren't Accessible

Many PDFs are scanned or image-based, lacking searchable or selectable text, which prevents screen readers from interpreting content.



Users Are Locked Out

Inaccessible PDFs exclude people who use screen readers or other assistive technologies, limiting access to important public information.

Challenges

Why do PDFs Still Fall Short?

Most municipalities recognize the importance of accessible PDFs and understand the legal and ethical requirements. However, non-compliance usually isn't due to ignorance or deliberate neglect.

The primary issue lies in operational barriers such as:

- limited staff capacity
- insufficient training
- cumbersome manual remediation processes
- Insufficient budgets

These challenges create bottlenecks that hinder consistent compliance, even when the intent to comply is strong.

Addressing these operational difficulties is crucial to improving accessibility outcomes across municipal PDF documents.

Barriers

The Backlog Keeps Growing



Large Volumes of Legacy Documents

Municipalities face thousands of existing PDFs accumulated over years, making full remediation a vast and resource-intensive task.



Ongoing Day-Forward Publishing

New PDFs are created and published regularly, adding continuously to the accessibility workload and complicating consistent compliance.



Manual Remediation Challenges

Fixing PDFs manually is slow, costly, and requires specialized skills, leading to limited capacity and reactive rather than proactive accessibility efforts.

BOTTOM LINE



Manual Remediation Doesn't Scale



SLOW

- 15-30+ Min/Page (Industry Estimate)
- Cripples deadlines; large projects take months or years (e.g., 1M pages = 9-19 staff-years)



EXPENSIVE

- \$5-\$25+ /page
- Financially impractical at scale; costs quickly escalate (\$50k-\$250k+ per 10k pages)



INCONSISTENT

- 30% Error Rate
- Different remediators, different results - audits still fail



UNMANAGEABLE

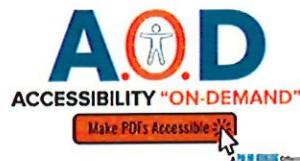
- Trillions of PDFs (Adobe)
- Millions of backlog pages keep growing faster than humans can clear them

Manual effort (even with tools) offers only incremental savings, **not transformation**. Automation **IS NEEDED** to break the bottleneck.

Compliance-checking software exists to determine whether our documents are accessible to people with disabilities (e.g., visual impairments).

A Practical Path Forward:

Take an Automation First Approach



Automation dramatically reduces time and more importantly cost. Allowing the mission of Accessibility to scale across organizations, achieve compliance and avoid litigation.

Accessibility on Demand™

The First Truly Automated PDF Remediation Platform

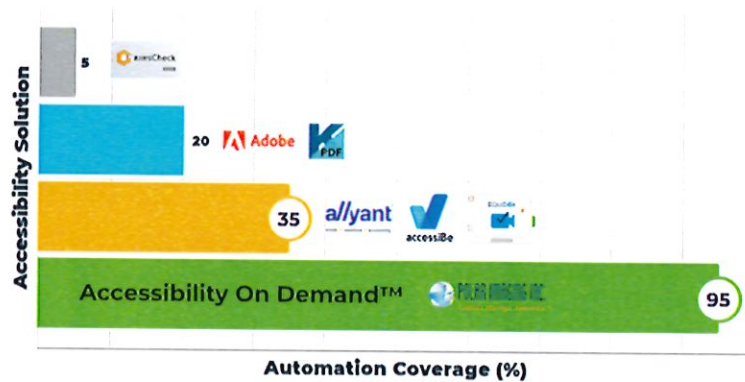


- **Dramatically Lower Cost & Increase Scale**
 - Process thousands of pages in minutes - at a fraction of the cost.
- **Guaranteed & Scalable Compliance**
 - 95%+ options, audit-proof, with detailed reporting.
- **No Expertise Required**
 - Intuitive workflow - **anyone can use it**, experts only step in when needed.

How AoD™ Closes the Accessibility Gap



% of Accessibility Process Automated: AoD™ vs. Other Tools



EVEN THE BEST-KNOWN TOOLS LEAVE MOST OF THE WORK TO EXPENSIVE SPECIALISTS—WITH AOD™, YOU GET SPEED, SCALE, AND CERTAINTY - NO BOTTLENECKS.

Why We Brought AoD to Canada



01 Listening to Our Clients

Over 25 years, clients increasingly requested PDF accessibility solutions. Existing tools were insufficient, prompting Polar Imaging to seek a better approach.

02 Identifying the Market Gap

Feedback highlighted existing solutions as costly, slow, and manual. This consistent response revealed a real need for innovation in PDF accessibility.

03 Industry Think Tank Collaboration

As members of BIMDA, Polar Imaging joined 25 top firms across North America to explore solutions, sparking the creation of AoD.

04 Expert-Driven Development

AoD was developed by experts in PDF accessibility, AI, and document automation, designed to address gaps seen in traditional tools and provide a superior solution.

How AoD Works

REMEDiate YOUR PDFs IN 3 EASY STEPS



Upload your PDFs

Drag & drop or bulk upload any PDF - scanned, digital, or complex layouts welcome.



Select your Service Level

Pick Standard, Enhanced, or Full Remediation to match your deadline and regulatory needs, and hit go!



Download Accessible PDFs

Download your remediated PDFs - often in minutes, even for large batches. Ready for immediate use.

Demonstration

Document Review										
	Document Name	No. of Pages	Pages	Current Level	Target Level	Current Date	Last Processed	Status	PDF Size (KB)	PDF Date
	Health Board - 870.docx	8	85	1	2	1/10/2018	1/10/2018	Success	870 KB	1/10/2018
	Office Plan - Executive Brief	8	1	1	2	1/10/2018	1/10/2018	Success	870 KB	1/10/2018
	Merged Agenda Package - B...	6	1	1	2	1/10/2018	1/10/2018	Success	870 KB	1/10/2018
	Agenda Package - Executive...	4	1	1	2	1/10/2018	1/10/2018	Success	870 KB	1/10/2018
	B. The London Plan - B...	6	1	1	2	1/10/2018	1/10/2018	Success	870 KB	1/10/2018
	Full Meeting Minutes - Audit...	3	1	1	2	1/10/2018	1/10/2018	Success	870 KB	1/10/2018
	Full Meeting Minutes - Comm...	3	1	1	2	1/10/2018	1/10/2018	Success	870 KB	1/10/2018
	Full Meeting Minutes - Infor...	3	1	1	2	1/10/2018	1/10/2018	Success	870 KB	1/10/2018
	B. The London Plan - Our St...	12	1	1	2	1/10/2018	1/10/2018	Success	870 KB	1/10/2018
	B. The London Plan - B...	14	1	1	2	1/10/2018	1/10/2018	Success	870 KB	1/10/2018

Create Batch

Batch Details

Municipal World Demonstration

Demo

Drag file here or select file(s)
Attach PDF file

File name	Size	No of Pages	
Merged Agenda Package...	0.34MB	6	⋮
Post-Meeting Minutes - ...	0.07MB	3	⋮
Post-Meeting Minutes - ...	0.01MB	3	⋮
Post-Meeting Minutes - L...	0.12MB	9	⋮
Agenda Package - Envir...	0.25MB	4	⋮

Total files : 5 [Create Batch](#)

They have remediated documents up to 10,000 pages, multi-megabytes..

Fully searchable PDF accessible to all known accessibility tools.

MAKE DOCUMENTS ACCESSIBLE

CREDIT REQUIREMENTS PER PAGE

Level	Requirement	Credits per Page	
1	Standard	1	
2	Enhanced	4	
3	Expert Review	40	

Per Credit Pricing: \$125
 Total Credits Required: 55

Selected Documents: 5

Post Meeting Minutes - Council, Planning, April 25, 2018 - English.pdf	Level 1	✓	✗
Post Meeting Minutes - Audit Committee, Nov 13, 2018 - English.pdf	Level 1	✓	✗
Merged Agenda Package - Budget Committee, Nov 18, 2018.pdf	Level 2	✓	✗

You will consume 55 CREDITS in this process. [View Accessibility](#)

Compliance Results: [MunW_Demo / Agenda Package - Environmental Stewardship, Jan 22, 2026.pdf]

Document Title: eSCRIBE Agenda Package | Language: en-US | Pages: 206 | Pages: 4 | Size (in MB): 2.41 MB

WCAG 2.1 Compliance | PDFUA Compliance

WCAG 2.1 Compliance Score: 99%

Passed 2030 • Warnings: 0 • Failed: 13

Category	Passed	Warnings	Failures
✓ Perceivable			
Text Alternatives	0	0	0
Time-Based Media	0	0	0
Adaptable	1217	0	0
Distinguishable	109	0	0
✓ Operable			
Keyboard Accessible	0	0	0
Enough Time	0	0	0
Seizure And Physical Reactions	0	0	0

[illegible]

File Name		Language	Date
Agenda Package - Environmental Stewardship Jun 22, 2026.pdf		en-US	6/28/2026
AoD Level		Pages	Pages
Level 1		1	206

PDF/A Compliance Score		WCAG 2.1 Level AA Score	
99%		99%	
PASS	WARNINGS	PASS	WARNINGS
100%	5	20/20	5

PDF/A Compliance Breakdown				
Category	Status	Pass	Warning	Fail
1. Basic Requirements				
PDF Specifier (ISO 32000-1)	PASS	222	0	0
Fonts	PASS	396	0	0
Content	PASS	588	0	4
Embedded Files	PASS	0	0	0
Natural Language	PASS	201	0	0
2. Logical Structure				
Structure Elements	FAIL	4	0	19
Structure Tree	PASS	201	0	0
Role mapping	PASS	206	0	0
Alternative Descriptions	PASS	0	0	0
3. Metadata & Settings				
Metadata	FAIL	0	0	2
Document Settings	PASS	3	0	0

WCAG 2.1 Level AA Compliance Breakdown				
Category	Status	Pass	Warning	Fail
1. Perceivable				
1.1.1 Non-text Content	PASS	1	0	0
1.2.1 Audio Description	PASS	0	0	0
1.2.2 Captions	PASS	0	0	0
1.3.1 Meaningful Sequence	PASS	0	0	0
1.3.2 Lip-Motion	PASS	0	0	0
1.4.1 Text Contrast	PASS	0	0	0
1.4.2 Color Contrast	PASS	0	0	0
1.4.3 Contrast Minimum	PASS	0	0	0
1.4.4 Contrast Contrast	PASS	0	0	0
1.4.5 Contrast Contrast	PASS	0	0	0
1.4.6 Contrast Contrast	PASS	0	0	0
1.4.7 Contrast Contrast	PASS	0	0	0
1.4.8 Contrast Contrast	PASS	0	0	0
1.4.9 Contrast Contrast	PASS	0	0	0
1.4.10 Contrast Contrast	PASS	0	0	0
1.4.11 Contrast Contrast	PASS	0	0	0
1.4.12 Contrast Contrast	PASS	0	0	0
1.4.13 Contrast Contrast	PASS	0	0	0
1.4.14 Contrast Contrast	PASS	0	0	0
1.4.15 Contrast Contrast	PASS	0	0	0
1.4.16 Contrast Contrast	PASS	0	0	0
1.4.17 Contrast Contrast	PASS	0	0	0
1.4.18 Contrast Contrast	PASS	0	0	0
1.4.19 Contrast Contrast	PASS	0	0	0
1.4.20 Contrast Contrast	PASS	0	0	0
1.4.21 Contrast Contrast	PASS	0	0	0
1.4.22 Contrast Contrast	PASS	0	0	0
1.4.23 Contrast Contrast	PASS	0	0	0
1.4.24 Contrast Contrast	PASS	0	0	0
1.4.25 Contrast Contrast	PASS	0	0	0
1.4.26 Contrast Contrast	PASS	0	0	0
1.4.27 Contrast Contrast	PASS	0	0	0
1.4.28 Contrast Contrast	PASS	0	0	0
1.4.29 Contrast Contrast	PASS	0	0	0
1.4.30 Contrast Contrast	PASS	0	0	0
1.4.31 Contrast Contrast	PASS	0	0	0
1.4.32 Contrast Contrast	PASS	0	0	0
1.4.33 Contrast Contrast	PASS	0	0	0
1.4.34 Contrast Contrast	PASS	0	0	0
1.4.35 Contrast Contrast	PASS	0	0	0
1.4.36 Contrast Contrast	PASS	0	0	0
1.4.37 Contrast Contrast	PASS	0	0	0
1.4.38 Contrast Contrast	PASS	0	0	0
1.4.39 Contrast Contrast	PASS	0	0	0
1.4.40 Contrast Contrast	PASS	0	0	0
1.4.41 Contrast Contrast	PASS	0	0	0
1.4.42 Contrast Contrast	PASS	0	0	0
1.4.43 Contrast Contrast	PASS	0	0	0
1.4.44 Contrast Contrast	PASS	0	0	0
1.4.45 Contrast Contrast	PASS	0	0	0
1.4.46 Contrast Contrast	PASS	0	0	0
1.4.47 Contrast Contrast	PASS	0	0	0
1.4.48 Contrast Contrast	PASS	0	0	0
1.4.49 Contrast Contrast	PASS	0	0	0
1.4.50 Contrast Contrast	PASS	0	0	0
1.4.51 Contrast Contrast	PASS	0	0	0
1.4.52 Contrast Contrast	PASS	0	0	0
1.4.53 Contrast Contrast	PASS	0	0	0
1.4.54 Contrast Contrast	PASS	0	0	0
1.4.55 Contrast Contrast	PASS	0	0	0
1.4.56 Contrast Contrast				

Report Preview

AOD Accessibility Optimization Design

AoD™ Compliance Score Certificate

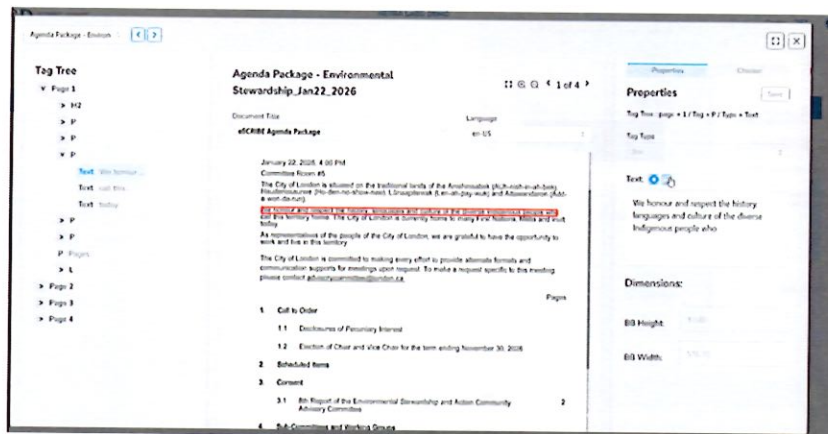
Compliance Score Calculation Methodology

The scores above are independently calculated using the PAC Checker, evaluating hundreds of violation points to ensure comprehensive compliance. Scores are determined using the following formula:

$$\text{Compliance Score \%} = ((\text{Total Checks} - \text{Failed Checks}) / \text{Total Checks}) \times 100\%$$

PDF/UA Compliance Score Attributes	
Category	Description
1. Basic Requirements	
1.1 1195.10200-1	Follows basic PDF standards ensuring documents are readable by PDF software. Important for consistent accessibility.
1.2 Fonts	Correctly embeds fonts so text displays and reads properly, essential for clarity and readability.
1.3 Content	Structures content so it's logically ordered, aiding for understanding by users using assistive technology.
1.4 Embedded Files	Properly manages embedded files so they don't disrupt accessibility. Important for users relying on assistive tech.
1.5 Natural language	Correctly identifies document language, enabling screen readers to pronounce words accurately.
2. Logical Structure	
2.1 Structure Elements	Clearly tags content sections (headings, paragraphs), allowing assistive tech users to navigate documents easily.
2.2 Structure Flow	Defines a clear logical structure, critical for accurate reading by screen readers.
2.3 Role mapping	Assigns correct roles to elements, enabling assistive technology to interpret content accurately.
2.4 Alternative Descriptions	Provides meaningful descriptions for images, ensuring for users unable to view visual content.
3. Metadata & Settings	
3.1 Metadata	Includes accurate document information (title, author), helping users quickly identify and access document content.
3.2 Document settings	Ensures correct accessibility settings are enabled, important for optimal document interaction via assistive technologies.

WCAG 2.1 Level AA Compliance Score Attributes	
Category	Description
1. Perceivable	
1.1 Text Alternatives	Provides descriptions for non-text items like images, allowing users with vision impairments to understand content.
1.2 Time-based Media	Includes captions or audio descriptions in videos and audio, helping users who can't hear or see media content.



Left – shows accessibility. Middle - shows the document - allows for change of language. Right - allows amendments and you can listen to the text as it presents.

Prioritizing PDF Accessibility: Where to Start

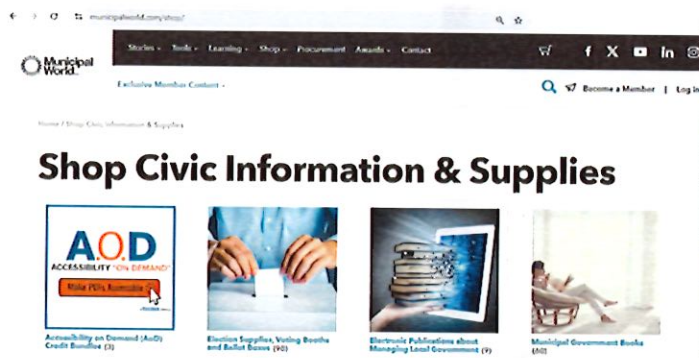
Focus on High-Visibility Content

Target frequently accessed and public-facing documents like agendas and reports to maximize the impact of accessibility improvements.

Day-Forward Documents

Prioritize accessibility for all new documents going forward to prevent backlog growth and ensure compliance from the outset.

AoD Available in Municipal World Shop



You can purchase credits to get started through Municipal World.



Products • Services • Solutions • Industry • Equipment • [P](#)

Welcome to Accessibility on Demand (AoD™)

Fully Automated PDF Accessibility at Scale

Make PDFs accessible in seconds, without the premium price tag. Achieve AODA/FACA compliance – accurately, reliably, and affordably with AoD™. AoD™ handles ANY format to include both scanned or digitally born PDFs that contain complex layouts such as tables, charts, graphs and forms – on demand – whether its one PDF, or several hundred.

Exclusive Offer: Access 250 FREE Credits as a member of Municipal World!



Mayor

From: Ausbeth Ajagu <Ausbeth@municipalworld.com>
Sent: February 3, 2026 11:32 AM
To: Ausbeth Ajagu
Subject: AODA & Document Accessibility Webinar Followup (Municipal World) - January 28th
Attachments: AOD Document Accessibility – FAQ.pdf

Follow Up Flag: FollowUp
Flag Status: Flagged

Hello there, on behalf of Municipal World, and our partners at Polar Imaging, thank you for your interest and participating in the important discussion regarding AODA & Document Accessibility in the Municipal space.

Here is the link to the full webinar recording (you just need your email to access it): <https://crowdcast.io/c/2tp2nr44cpu6>

As a thank-you for registering for the webinar, Municipal World members are eligible for complimentary access to Accessibility on Demand (AoD), along with **250 free credits** (which allows for up to 250 pages to be remediated) to try the platform, and join the journey towards document accessibility.

These credits can be used for any level of document remediation, regardless of complexity.

AoD is designed to help organizations:

- Remediate PDFs to meet WCAG 2.1 AA and PDF/UA standards
- Receive clear compliance scoring with each document
- Work with a few documents or larger batches as needed

There are no licences, contracts, or ongoing commitments. Access is pay-as-you-go using credits, only when needed.

I've also attached some answers to questions you might have about the remediation process.

To request access and claim your complimentary credits, complete the form below:

<https://polarimaging.ca/accessibility-on-demand-Municipal-World/#order>

Feel free to reach out if you have any more questions, or you can reach our friends at Polar Imaging directly through the form above.

Regards,

-Ausbeth



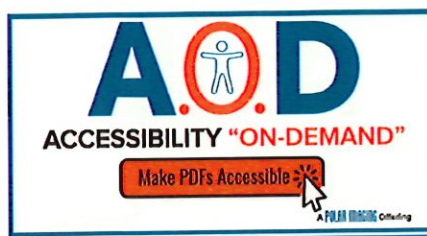
WE SHARE YOUR
STORIES™

Ausbeth Ajagu

Digital Media & Web Developer

ausbeth@municipalworld.com

Municipal World acknowledges that the land on which we gather is the traditional territory of the Attawandaron, Anishinaabeg, Haudenosaunee, and Lunaapeewak peoples who have longstanding relationships to the land, water, and region of southwestern Ontario. We value the significant historical and contemporary contributions of local and regional First Nations of Turtle Island (North America) including but not limited to the Chippewas of the Thames First Nation, Oneida Nation of the Thames, and Munsee-Delaware Nation.



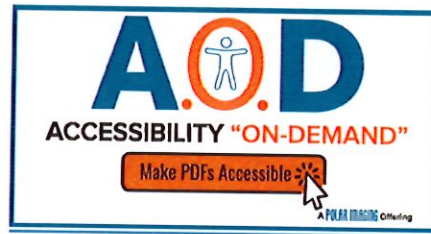
Municipal World Webinar Follow-Up: Frequently Asked Questions

Thank you for registering for the **AODA & Digital Document Accessibility** webinar hosted by Municipal World.

This FAQ is designed to help Municipal World members better understand **Accessibility on Demand (AoD)**, a practical, cloud-based option for making public-facing PDFs accessible without overwhelming staff or budgets.

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1. What is Accessibility on Demand (AoD)?	2
2. Who is AoD designed for?	2
3. What types of documents can AoD handle?	2
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Level 2 – Enhanced Remediation	3
6. How long does remediation take?	3
7. How does pricing work?	3
8. What is the Municipal World exclusive offer?	4
9. What if multiple people from our municipality attended?	4
10. What happens if we need more credits?	4
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12. What should we expect after signing up?	5
13. What is the best next step?	5



1. What is Accessibility on Demand (AoD)?

Accessibility on Demand (AoD) is a **secure, cloud-based PDF accessibility platform** that helps public-sector organizations remediate PDFs to meet **WCAG 2.1 AA and PDF/UA standards**.

AoD is designed for municipalities and public agencies that need:

- A realistic way to address ACA/AODA requirements
- A scalable approach for both new and existing documents
- Faster turnaround without relying on manual tagging

There is **nothing to install**, and you only use it when you need it.

2. Who is AoD designed for?

AoD is used by:

- Municipal clerks and records teams
- Communications and web teams
- IT and digital services teams
- Accessibility coordinators
- Anyone responsible for publishing public-facing PDFs

It works well whether you are just getting started with accessibility or looking to scale existing efforts.

3. What types of documents can AoD handle?

AoD is commonly used for:

- Council agendas and minutes
- Reports, budgets, and plans
- Notices, forms, and public communications
- Strategy documents and policies

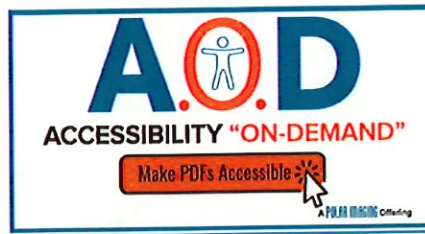
It supports both **day-forward publishing** and **legacy backlogs**.

4. How does AoD work?

The process is intentionally simple:

1. Upload your PDF
2. Choose the remediation level that fits your document
3. AoD remediates the file
4. Download the accessible PDF and compliance report

Before anything runs, AoD shows you how many pages and credits are required so there are no surprises.



5. What remediation levels are available?

Most municipal documents use one of the following:

Level 1 – Standard Remediation

Best for straightforward, text-heavy documents such as agendas, minutes, notices, and basic reports.

Includes:

- Automated tagging and structure
- Reading order
- Basic alternative text
- Document metadata
- WCAG 2.1 AA and PDF/UA compliance score report

This level is often used for routine, day-forward publishing.

Level 2 – Enhanced Remediation

Best for more complex documents such as budgets, multi-page reports, strategy documents, and files with complex tables or layouts.

Includes everything in Level 1, plus:

- Enhanced structural tagging
- Improved handling of complex tables and layouts
- More descriptive alternative text
- Refined reading order
- Higher compliance score target

6. How long does remediation take?

In most cases, remediation completes very quickly, often within minutes.

In rare cases, processing may take up to approximately 30 minutes, depending on document size and complexity.

This makes AoD suitable for both planned publishing and time-sensitive updates.

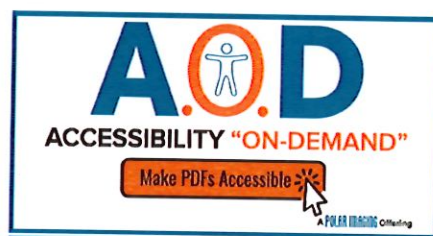
7. How does pricing work?

AoD uses a **credit-based, pay-as-you-go model**.

Key points:

- No cost to create or maintain an account
- No contracts or licenses
- No credit card required to get started
- Credits are only used when documents are processed

If you do not have enough credits, the batch will not run. There are **no automatic overages** or unexpected charges.



8. What is the Municipal World exclusive offer?

As a Municipal World webinar registrant, you are eligible for:

- Free AoD account access
- 250 complimentary AoD credits
- No credit card required

This allows you to test AoD with real documents at no cost.

👉 Request your free AoD account and complimentary credits:
<https://polarimaging.ca/accessibility-on-demand-Municipal-World/#order>

9. What if multiple people from our municipality attended?

The complimentary credits are provided **per participant**. If multiple staff members from the same municipality registered, credits can be combined under **one shared AoD account**. AoD supports team-based access, allowing credits to be distributed across users as needed.

Example:

- 2 registrants = 500 complimentary credits for the municipality

10. What happens if we need more credits?

Additional credits can be purchased at any time through the **Municipal World Store**.

👉 **Municipal World AoD Credit Bundles:**
<https://www.municipalworld.com/product-category/accessibility-on-demand-bundles/>
 You choose the bundle that fits your needs and scale only when required.

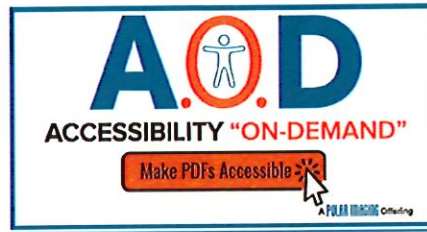
11. Is support included?

Yes. While AoD is self-service, **you are not on your own**.

Polar Imaging's support team is included with AoD and available to:

- Answer questions as you explore the platform
- Help interpret compliance results
- Discuss remediation levels and credit usage
- Share best practices based on municipal use cases

This support is one of the reasons Municipal World partnered with Polar Imaging.



12. What should we expect after signing up?

Once you complete the access form, you can expect:

- One email with your login details
- A short welcome email with tips for navigating the platform

Based on feedback from other municipalities, we also recommend a **brief 15-minute onboarding walkthrough**.

During this optional session, Polar Imaging can:

- Confirm your complimentary credits
- Walk through the platform
- Remediate a sample document together
- Answer questions specific to your organization

13. What is the best next step?

The best way to understand AoD is to try it.

Create your free account, upload a document you already publish, and see how the process works. There is no cost, no commitment, and no risk.

👉 **Get started with Accessibility on Demand:**

<https://polarimaging.ca/accessibility-on-demand-Municipal-World/#order>