

**Town of Bowden - Regular Council Meeting**  
**AGENDA**

A Regular Council Meeting of the Town of Bowden  
to be held in Council Chambers, at 2101 – 20 Avenue, Bowden,  
on **Monday 14 July 2025, 7:00pm.**

**1. CALL TO ORDER**

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

**3. ADOPTION OF PREVIOUS MINUTES**

3.a June 23, 2025, Regular Council Meeting.

**4. PUBLIC HEARING**

None scheduled.

**5. DELEGATION**

None scheduled

**6. BUSINESS ARISING FROM PREVIOUS MINUTES**

6.a Council Resolutions Follow Up Action.

6.b Key Dates.

**7. BYLAWS & POLICIES**

No agenda item.

**8. NEW BUSINESS**

No agenda item.

**9. FINANCIAL**

9.a Operating Statement Qtr 2 ending June 30, 2025

**10. CORRESPONDENCE**

10.a Red Deer County Protective Services

10.b Invitation from Karen Fegan CAO Village of Delburne

10.c Letter received from Mrs V Dye Bowden Grandview School

**11. REPORTS**

11.a CAO's Report.

11.b Council Committee Reports.

11.c Society & Other Reports.

**12. CLOSED SESSION OF COUNCIL**

12.a Society Reports (Confidential). **CLOSED SESSION**

This closed meeting of Council is permitted by section 197(2) 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 on the basis of: Section 16 "harmful to the business interests of a third party".

**13. MEETING ADJOURNMENT**



**Town of Bowden – Regular Council Meeting  
held on Monday June 23, 2025  
at Town of Bowden Council Chambers.**

**MINUTES (unapproved)**

**1. CALL TO ORDER**

Mayor Robb Stuart called the meeting to order at 7:07pm.

**PRESENT**

Mayor	Robb Stuart
Councillor	Paul Webb
Councillor	Deb Coombes
Councillor	Randy Brown
Councillor	Sandy Gamble
Councillor	Wayne Milaney

**ABSENT**

Councillor	Marie Flowers
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**ADMINISTRATION**

CAO	Arno Glover
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**DELEGATIONS**

Devin Dreesen MLA - Minister of Transportation and Economic Corridors  
Acting S/Sgt Jamie Day, Detachment Commander, Olds RCMP

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

**Motion 2.a**

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

**MOTION CARRIED UNANIMOUSLY**

**3. ADOPTION OF PREVIOUS MINUTES**

**Motion 3.a.**

Moved by Councillor Sandy Gamble that Council adopts the minutes of the Regular Council Meeting of June 9, 2025, as presented.

**MOTION CARRIED UNANIMOUSLY**

**4. PUBLIC HEARING**

There was no public hearing.

**5. DELEGATION**

**Agenda item 5.a Devin Dreesen MLA - Minister of Transportation and Economic Corridors**

Devin Dreesen MLA met with Council to provide an overview of relevant projects and developments with regard to transportation.

**Agenda item 5.b Acting S/Sgt Jamie Day Detachment Commander, Olds RCMP**

Acting S/Sgt Jamie Day provided an overview of the Community Policing Report and Quarterly Crime Statistics for the period January to March 2025.

## 6. BUSINESS ARISING FROM PREVIOUS MINUTES

### Agenda item 6.a Council Resolutions Requiring Follow Up Action

Administration provided Council with a summary of Council resolutions that remain as work in progress / ongoing.

Administration requested that Council provide a decision on the elected officials orientation training.

#### Motion 6.a

Moved by Councillor Deb Coombes that Council instruct Administration to make confirmation bookings for Councillor Orientation Training on Tuesday October 28, 2025 at Blackfalds.

**MOTION CARRIED UNANIMOUSLY**

### Agenda item 6.b Key Dates

Administration provided Council with forthcoming key dates.

#### Motion 6.b

Moved by Councillor Sandy Gamble that Council accepts agenda item 6.b as information.

**MOTION CARRIED UNANIMOUSLY**

## 7. BYLAWS & POLICIES

There was no agenda item.

## 8. NEW BUSINESS

### Agenda item 8.a Library Board Appointments

The Library Legislative Advisor, Government of Alberta, requested that Council provide a revised resolution regarding the appointment of members to the Town of Bowden Public Library Board.

#### Motion 8.a

Moved by Councillor Randy Brown that Council appoints Shawna MacDonald and Justina Klassen-Fehr to the Town of Bowden Public Library Board for a 2-year term effective November 1, 2025 until October 31, 2027."

**MOTION CARRIED UNANIMOUSLY**

### Agenda item 8.b Access to Information Act & Regulations

Administration submitted a memorandum received from Dale Nally, Minister of Service Alberta and Red Tape Reduction for information.

The Government of Alberta requires the appointment of a Privacy Officer.

The current Town of Bowden Designated Officer Bylaw refers to the appointment of a FOIP Coordinator. Designated Officer Bylaw 04 / 2020 will therefore require updating and repeal.

Administration will submit a revised bylaw to Council in due course.

#### Motion 8.b

Moved by Councillor Sandy Gamble that Council accepts agenda item 8.b as information.

**MOTION CARRIED UNANIMOUSLY**

**Agenda item 8.c Level of Service Engagement – Fire Services**

Administration submitted information received from the Alberta Government with regard to an engagement survey to establish a level of service for fire services.

Administration stated that Red Deer County is better placed to establish and submit proposals regarding level of service for Municipal Fire Departments.

**Motion 8.c**

Moved by Councillor Randy Brown that Council accepts the submitted discussion guide and email as information.

**MOTION CARRIED UNANIMOUSLY**

**Agenda item 8.d Alberta Government Real Property Governance - Schools**

Administration submitted information received from the Alberta Government and Alberta MUNIS with regard to ownership of real property related to new schools.

**Motion 8.d**

Moved by Councillor Paul Webb that Council accepts the submitted documents as information.

**MOTION CARRIED UNANIMOUSLY**

**Agenda item 8.e Fortis Alberta AMI Program**

Administration submitted information received from Fortis Alberta with regard to the installation of AMI Network Equipment and a number of home and business meters during the period August 2025 to December 2029.

**Motion 8.e**

Moved by Councillor Sandy Gamble that Council accepts the submitted document as information.

**MOTION CARRIED UNANIMOUSLY**

**Agenda item 8.f Subdivision & Appeal Board Hearing – Administration Report**

Administration submitted the Administration Report reference the SDAB appeal scheduled to be held on Wednesday June 25, 2025 at 1:30pm at Council Chambers, Red Deer County.

Administration informed Council that will have representation at the hearing (the MPC Chair & the CAO).

**Motion 8.f**

Moved by Councillor Paul Webb that Council accepts the submitted document as information.

**MOTION CARRIED UNANIMOUSLY**

**Agenda item 8.g MGA Change – Role of the Chief Administrative Officer**

Administration provided Council with details of sections 208.1(1) to (5) of the revised MGA (current as of May 15, 2025).

Administration outlined proposed changes in the reporting procedure to Council.

Administration proposed to implement the changes with immediate effect.

The new procedures would however be submitted to Council for formal approval in the future as a revision to the Councillor Procedural Bylaw.

**Motion 8.g**

Moved by Councillor Randy Brown that Council adopts the new procedures and forms as presented in agenda item 8.g subject to future review and discussion by Council through the procedures to be followed during the revision and repeal of Council Procedural Bylaw 04 / 2025.

**MOTION CARRIED UNANIMOUSLY**

**9. FINANCIAL**

There was no agenda item.

**10. CORRESPONDENCE**

**Agenda item 10.a Fuzail Beriwala**

Council reviewed the submitted item of correspondence.

Council discussed the request submitted requesting changes to be made to provisions within the Red Deer County / Town of Bowden Intermunicipal Development Plan.

The decision made by Council was to not to action amendment to clauses within any of the provisions within the current planning and development statutes. Going forward into 2026 Council will restate and document its overall vision as to long-term future land use and economic development within the Town. Some of this planning activity will have to be done in conjunction with Red Deer County.

**Motion 10.a**

Moved by Councillor Paul Webb that Council instructs Administration to provide a written response to the correspondent stating the decision of Council.

**MOTION CARRIED UNANIMOUSLY**

**11. REPORTS**

**Agenda item 11.a CAO's Report**

CAO Arno Glover provided Council with an overview (and update) on the items included within the CAO's report.

**Motion 11.a**

Moved by Councillor Sandy Gamble that Council accepts the submitted CAO report as information.

**MOTION CARRIED UNANIMOUSLY**

**Agenda item 11.b Council Committee Reports**

- i. Bowden Cemetery Association (Meeting Minutes March 11, 2025).
- ii. Bowden Cemetery Association (Meeting Minutes May 7, 2025).

**Agenda item 11.c Society & Other Reports**

- i. FCSS Monthly Report (June 2025)
- ii. Alberta Counsel News (Issue 225, June, 2025)

**Motion 11.c**

Moved by Councillor Deb Coombes that Council accepts the submitted reports in agenda item 11.b in agenda item 11.c as information.

**MOTION CARRIED UNANIMOUSLY**



## 12. MEETING ADJOURNMENT

### Motion 12.a

Moved by Councillor Paul Webb at 8:58 pm to adjourn the meeting.

**MOTION CARRIED UNANIMOUSLY**

**Meeting adjourned.**

**Minutes signed by:**

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**Mayor  
Robb Stuart**

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**CAO  
Arno Glover**

<b>Regular Council Meeting:</b> July 14, 2025.	<b>Agenda Item:</b> 6.a
<b>Prepared by:</b> Arno Glover	<b>Approved by:</b> Mayor Robb Stuart
<b>Report Type:</b> Information	<b>Attachment(s):</b> 1 Council Resolutions Follow Up

Matters arising from past minutes.

### 6.a Council Resolutions Requiring Follow Up Action

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

1

With reference to the Intermunicipal Collaboration Framework the Municipal Government Act dated May 15, 2025 states:

#### **Requirements for framework**

**708.28(1)** *Municipalities that have common boundaries must create a framework with each other by April 1, 2020 unless they are members of the same growth management board.*

#### **NEW CONTENT**

**(1)** *A framework must describe the services to be provided under it that benefit residents in more than one of the municipalities that are parties to the framework.*

**(1.1)** *The content of the framework required under subsection (1) must address the provision of the following mandatory services:*

- (a) transportation*
- (b) water & wastewater*
- (c) solid waste*
- (d) emergency services*
- (e) recreation.*

**708.32(1)** *The municipalities that are parties to a framework must review the framework at least every 5 years after the framework is created, or within a shorter period of time as provided for in the framework.*

2

As previously notified to Council in 2023 the Intermunicipal Collaboration Framework (Bylaw 11-2018) was signed on November, 26, 2018.

The MGA requires a review every 5 years. The review was due in November 2023.

However, a moratorium provided by the Alberta Government was issued – this expired in December 2024.

The Intermunicipal Collaboration Framework therefore now requires a review and update.

In addition, the Municipal Services Agreement between Red Deer County and the Town of Bowden covering Planning & Development Services is due to expire on December 31, 2025.

## Town of Bowden

### COUNCIL RESOLUTIONS REQUIRING FOLLOW UP ACTION

(new comments in red - updated 9 July 2025)

Meeting Date	Resolution	Action By Whom	Date back to Council
24 Apr 23        9 July 2025	<b>Intermunicipal Collaboration Framework</b> 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. Current ICF expired in December 2022 – the provincial government 2-year moratorium expired in December 2024. Email sent to CAO of RDC to commence planning / discussions. No response to date. Latest MGA is now published dated May 15, 2025. The requirement for an ICF is now a relevant statute.	Council / CAO	progress
26 Aug 24	<b>Firehall Flag Poles</b> Motion 8.c Administration to liaise with RDC Protective Services This may form part of the future discussion on firehall building updates.	CAO	progress
10 Mar 25      23 June 25	<b>Elected Officials Orientation Training</b> Council requested that Administration investigate the possibility of other options for the required training. Olds Event cancelled due to lack of interest A meeting of the local Returning Officers in Innisfail may lead to a development. Regional Orientation Session Tuesday 28 <sup>th</sup> Oct at Town of Blackfalds Motion 10.a Administration to confirm booking for 28 <sup>th</sup> October. Reservations have been made.	CAO	complete
23 June 25	<b>Fuzail Beriwalla</b> Motion 10.a Administration to provide written response to Fuzail Beriwalla stating Council's decision (re: amendment of provisions within the Red Deer County / Town of Bowden Intermunicipal Development Plan. Correspondence sent 27 June. A follow up meeting with Fuzail took place on 3 July	CAO	complete
23 June 25	<b>Role of the Chief Administrative Officer</b> Motion 8.g Revision of Council Procedural Bylaw	CAO	progress



**Agenda item 6.a Council Resolutions Follow Up (continued)****Recommended Motion:**

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

<b>Regular Council Meeting:</b> July 14, 2025.	<b>Agenda Item:</b> 6.b
<b>Prepared by:</b> CAO Arno Glover	<b>Approved by:</b> Mayor Robb Stuart
<b>Report Type:</b> Information	<b>Attachment(s):</b>

**6.b Key Dates** *(for information)*

**JULY**

**July 15**                      **Annexation Public Hearing (9:00am in Council Chambers by WebEx)**  
**Attendees:**    Councillor Paul Webb  
                          Councillor Deb Coombes  
                          CAO Arno Glover  
                          Elizabeth Armitage  
                          Paul Leussink

**July 21 to 25**              **CAO on vacation (Council agenda to be prepared by Administration)**

**July 28**                      **Regular Council Meeting (7:00pm Council Chambers)**

**OCTOBER**

**October 28**                      **Elected Officials Education Program**  
**Regional Orientation Session hosted by Town of Blackfalds with George Cuff**

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**November 12**              **Alberta Municipalities Convention and Trade Show**  
**November 14**              **(Calgary TELUS Convention Centre)**

**Hotel reservations have been made for 7 Councillors for the nights of**  
**Tuesday 11<sup>th</sup> November to Thursday 13<sup>th</sup> November (3 nights)**  
**Hyatt Regency Calgary**

**December 12**              **Christmas Special Event Igloo Arena (tbc)**

**Recommended Motion:**

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

<b>Regular Council Meeting:</b> July 14, 2025	<b>Agenda Item:</b> 9.a
<b>Prepared by:</b> Arno Glover	<b>Approved By:</b> CAO
<b>Report Type:</b> RFD	<b>Attachment(s):</b> 1 Operating Revenues & Expenditures Report (YTD, 2025) 2 Water v Wastewater Comparative

## 9.a Operating Revenue & Expenditures Report

### 1 Purpose

Attached is the Operating Revenues & Expenditures Report which provides an analysis of actual performance for the period ending June 30, 2025.

### 2 Background

The report provides an analysis of (unaudited) financial performance with variance analysis against budgeted forecasts.

Administration believes that the report presents a true representation of the financial operating affairs for this period.

### 3 Notable Observations

Revenues in most cases are short of budgeted amounts which is expected at the time of this reporting period.

Tax Revenues are in line with budgeted amounts with one exception (refer to 3.1.i below).

Expenses are typically within budget which is expected at the time of this reporting period.

The following provides a brief explanation of notable observations particularly where actual revenues and expenditures vary materially from the estimated budgeted amounts.

#### 3.1 Revenues

- i. Municipal Non-Residential Taxes – the shortfall (\$867.99) is due to a successful appeal made by the owner of a commercial property.  
The assessment was conducted by Wildrose Assessments.
- ii. Investment Returns – the reconciliation of the savings accounts is not yet complete.  
This interest earned is not fully reported.
- iii. Summer Students STEP Grant – grant funding for 2 students was applied for, but the application was not successful.
- iv. Water / Wastewater / Solid Waste – the revenues reflect 5 months income as June's billings are made in July, one month in arrears.
- v. FCSS revenues due from City of Red Deer – these are paid in installments, further revenues are due.
- vi. Ag Society parade revenue – this was received in July.
- vii. Water (Other Income) these are planned billings to MVRWSC.

**3.2 Expenditures**

- i. Road Maintenance (Red Deer County Road Maintenance) – the budget figure did not reflect the contractual agreement that was effective for 2025.
- ii. Solid Waste (Goods & Supplies Bins) - this cost includes the purchase of new bins to replace damaged bins plus additional bins held in stock.
- iii. FCSS (Volunteer Appreciation Supper) this is an overspend.
- iv. Cemetery (Miscellaneous Goods & Supplies) – this is the purchase of urn vaults (additional vaults were not required so these were not budgeted for).
- v. Repairs & Maintenance (Olympia) - in addition to the estimated scheduled service costs further essential additional work was required.
- vi. Parks & Amenities (Small Equipment / Tool Purchases) – this includes the purchase of a new chainsaw which was not included within the original budget.
- vii. Library (Appropriation to Public Library Board) – this will be paid in July.
- viii. Museum (Repairs & Maintenance) – this is the installation of LED Lights (a non budgeted item).

**3.3 Payroll**

All payroll values include the payments made to Administration employees on 11<sup>th</sup> July.

**NOTE:**

Attached is a summary of water & wastewater purchases (by volume m<sup>3</sup>) for the first 6 months of 2025 (with a comparative from 2023 to 2025).



# Town of Bowden Operating Revenues & Expenditures (YTD 2025)

	2025 30th June	Variance Actual v Budget	2025 Budget
<b>REVENUES</b>			
<b>TAX REVENUES</b>	\$		\$
MUNICIPAL RESIDENTIAL TAXES	855,220.23	-0.00	855,220.29
MUNICIPAL NON-RESIDENTIAL TAXES	257,165.39	-0.34	258,033.38
MUNICIPAL FARM TAXES	76.34	13.64	67.18
SCHOOL RESIDENTIAL TAXES	305,286.85	-0.00	305,286.91
SCHOOL NON-RESIDENTIAL TAXES	63,963.95	-0.34	64,179.88
DESIGNATED INDUSTRIAL PROPERTY TAX REQSTN	211.39	0.00	211.39
POLICE FUNDING REQUISITION	63,295.86	-0.05	63,326.00
LATE TAX PAYMENT PENALTIES	8,602.29	-28.31	12,000.00
<b>TOTAL</b>	<b>1,553,822.30</b>	<b>-0.29</b>	<b>1,558,325.03</b>
<b>OTHER REVENUES</b>			
PROVINCIAL FINES	4,581.26	-8.37	5,000.00
FRANCHISE FEES - FORTIS ELECTRICAL	57,432.65	-58.68	139,000.00
FRANCHISE FEES - ATCO GAS	28,643.53	-63.74	79,000.00
INVESTMENT RETURNS (INTEREST EARNED)	11,001.59	-90.43	115,000.00
<b>TOTAL</b>	<b>101,659.03</b>	<b>-69.92</b>	<b>338,000.00</b>
<b>GRANT REVENUES</b>			
RED DEER COUNTY RECREATION GRANT	0.00	-100.00	86,500.00
MSI / LGFF OPERATING GRANT	0.00	-100.00	162,042.00
<b>TOTAL</b>	<b>0.00</b>	<b>-100.00</b>	<b>248,542.00</b>
<b>ADMINISTRATIVE REVENUES</b>			
PROPERTY TAX CERTIFICATES	675.00	-55.00	1,500.00
BUSINESS LICENSES	1,705.00	-31.80	2,500.00
SUMMER TEMP EMPLOY' PROGRAM (STEP) GRANT	0.00	-100.00	4,200.00
OTHER INCOME	518.44	3.69	500.00
PENALTIES (ACCOUNTS RECEIVABLE)	588.71	17.74	500.00
CREDIT CARD PROCESSING FEE	152.43	52.43	100.00
<b>TOTAL</b>	<b>3,639.58</b>	<b>-60.86</b>	<b>9,300.00</b>
<b>BYLAW REVENUES</b>			
BYLAW ENFORCEMENT FINES & PENALTIES	0.00	-100.00	100.00
<b>TOTAL</b>	<b>0.00</b>	<b>-100.00</b>	<b>100.00</b>
<b>ANIMAL REVENUES</b>			
DOG / CHICKEN LICENSES	1,090.00	55.71	700.00
<b>TOTAL</b>	<b>1,090.00</b>	<b>55.71</b>	<b>700.00</b>
<b>PUBLIC WORKS REVENUES</b>			
OTHER INCOME / SERVICE FEES	320.00	60.00	200.00
<b>TOTAL</b>	<b>320.00</b>	<b>60.00</b>	<b>200.00</b>
<b>WATER REVENUES</b>			
DISTRIBUTED WATER COLLECTIONS	134,577.06	-61.55	350,000.00
BULK WATER SALES	5,122.67	-35.97	8,000.00
WATER METERS & EQUIPMENT	726.00	-27.40	1,000.00
LATE PAYMENT PENALTIES	2,449.43	63.30	1,500.00
ACCOUNT SET UP FEE	0.00	#DIV/0!	0.00
OTHER INCOME	820.00	446.67	150.00
<b>TOTAL</b>	<b>143,695.16</b>	<b>-60.70</b>	<b>365,650.00</b>
<b>SANITARY SEWER REVENUES</b>			
WASTEWATER COLLECTIONS	137,206.09	-61.57	357,000.00
RV DUMP	144.80	-79.31	700.00
SRDRWC SERVICE INCOME	13,322.17	-50.66	27,000.00
<b>TOTAL</b>	<b>150,673.06</b>	<b>-60.83</b>	<b>384,700.00</b>
<b>SOLID WASTE REVENUES</b>			
SOLID WASTE COLLECTIONS	30,421.97	-56.54	70,000.00
<b>TOTAL</b>	<b>30,421.97</b>	<b>-56.54</b>	<b>70,000.00</b>
<b>RECYCLING REVENUES</b>			
RECYCLING INCOME	29,607.97	-58.30	71,000.00
ELECTRONICS RECYCLING INCOME	869.14	334.57	200.00
RECYCLING CIRCULAR MATERIALS	4,109.43	-81.45	22,152.00
<b>TOTAL</b>	<b>34,586.54</b>	<b>-62.95</b>	<b>93,352.00</b>
<b>FCSS REVENUES</b>			
CITY OF RED DEER - FCSS FUNDING	50,071.50	-25.00	66,762.00
FCSS JOINT EVENTS	600.00	200.00	200.00



COMMUNITY GARDEN	0.00	▶	-100.00	250.00
VOLUNTEER SUPPER GRANT	0.00	▶	-100.00	600.00
FAMILY DAY MOVIE	0.00	▶	-100.00	150.00
COOKING ON A BUDGET	0.00	▶	-100.00	100.00
CVITP GRANT	0.00	▶	-100.00	750.00
MISC DONATION OTHER PROGRAMS	0.00	▶	-100.00	100.00
<b>TOTAL</b>	<b>50,671.50</b>	▶	<b>-26.47</b>	<b>68,912.00</b>

**CEMETERY REVENUES**

GRAVE PLOT SERVICES	1,705.00	▶	-43.17	3,000.00
PLOTS & VAULTS SALES	660.00	▶	-73.60	2,500.00
COLUMBARIUM NICHE SALES	1,696.50	▶	-15.18	2,000.00
RED DEER COUNTY CEMETERY GRANT	0.00	▶	-100.00	5,000.00
OTHER INCOME	0.00		#DIV/0!	0.00
<b>TOTAL</b>	<b>4,061.50</b>	▶	<b>-67.51</b>	<b>12,500.00</b>

**ECONMIC DEVLPMNT REVNS**

OTHER INCOME / NEWSLETTER ADVERTISING	996.00	▶	-0.40	1,000.00
<b>TOTAL</b>	<b>996.00</b>	▶	<b>-0.40</b>	<b>1,000.00</b>

**LAND REVENUES**

RENTAL INCOME (BILLBOARDS & PASTURE LEASE)	5,400.00	▶	-30.77	7,800.00
<b>TOTAL</b>	<b>5,400.00</b>	▶	<b>-30.77</b>	<b>7,800.00</b>

**PARADE REVENUES**

CONTRIBUTIONS (Ag SOCIETY)	0.00	▶	-100.00	1,000.00
<b>TOTAL</b>	<b>0.00</b>	▶	<b>-100.00</b>	<b>1,000.00</b>

**SPECIAL EVENT REVENUES**

CONTRIBUTIONS / DONATIONS / SALE OF GOODS	1,420.00	▶	136.67	600.00
<b>TOTAL</b>	<b>1,420.00</b>	▶	<b>136.67</b>	<b>600.00</b>

**ARENA REVENUES**

ARENA RENTAL INCOME	53,036.21	▶	-44.17	95,000.00
OTHER INCOME (ADVERTISING BILLBOARDS)	180.00	▶	-94.00	3,000.00
RED DEER COUNTY RECREATION GRANT	0.00	▶	-100.00	25,000.00
<b>TOTAL</b>	<b>53,216.21</b>	▶	<b>-56.73</b>	<b>123,000.00</b>

**PARK REVENUES**

RED DEER COUNTY RECREATION GRANT	0.00	▶	-100.00	3,750.00
<b>TOTAL</b>	<b>0.00</b>	▶	<b>-100.00</b>	<b>3,750.00</b>

**LIBRARY REVENUES**

RED DEER COUNTY RECREATION GRANT	0.00	▶	-100.00	1,500.00
CONTRIBUTIONS & DONATIONS	0.00		#DIV/0!	0.00
<b>TOTAL</b>	<b>0.00</b>	▶	<b>-100.00</b>	<b>1,500.00</b>

**MUSEUM REVENUES**

RED DEER COUNTY RECREATION GRANT	0.00	▶	-100.00	3,000.00
<b>TOTAL</b>	<b>0.00</b>	▶	<b>-100.00</b>	<b>3,000.00</b>

**COMMUNITY HALL REVENUE**

RED DEER COUNTY RECREATION GRANT	0.00	▶	-100.00	5,000.00
<b>TOTAL</b>	<b>0.00</b>	▶	<b>-100.00</b>	<b>5,000.00</b>

<b>TOTAL (ALL REVENUES)</b>	<b>2,135,672.85</b>	▶	<b>-35.22</b>	<b>3,296,931.03</b>
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**EXPENDITURES****REQUISITIONS**

	\$		\$
PROVINCIAL SCHOOL EDUCATION (PUBLIC)	160,623.75	▶	44.66
PROVINCIAL SCHOOL EDUCATION (CATHOLIC)	4,399.40	▶	45.02
<b>TOTAL</b>	<b>165,023.15</b>	▶	<b>44.67</b>

**COUNCIL**

HONORARIUMS & PER DIEMS *	34,102.15	▶	43.96
EMPLOYMENT & CRA CONTRIBUTIONS	1,516.41	▶	50.55
TRAINING & DEVELOPMENT **	0.00	▶	0.00
CONFERENCE / WORKSHOPS / EVENT COSTS	17,353.24	▶	40.83
MEMBERSHIP AUMA	2,521.79	▶	93.40
PUBLIC RELATIONS & GRANTS & DONATIONS	1,646.90	▶	21.96
IT SUPPORT & SERVICES	397.04	▶	39.70
LIABILITY INSURANCE	336.00	▶	84.00
ELECTION COSTS	88.98	▶	1.78
MISCELLANEOUS GOODS & SUPPLIES	5.76	▶	0.07
AG SOCIETY DONATIONS	10,000.00	▶	100.00
<b>TOTAL</b>	<b>67,968.27</b>	▶	<b>41.28</b>

\* Base Honorariums & Per Diems  
for RCM / SCM

Council Committee Meetings  
Open House Events  
Public Hearings

\*\* eg: Strategic Planning  
Councillor Orientation

**ADMINISTRATION**

PAYROLL	151,092.46	▶	53.16
EMPLOYMENT & CRA CONTRIBUTIONS	27,052.83	▶	49.19
WORKERS COMPENSATION (WCB)	9,213.79	▶	70.88

TRAINING & DEVELOPMENT	225.00	▶	22.50	1,000.00
TRAVEL & SUBSISTENCE	618.33	▶	24.73	2,500.00
MEMBERSHIP FEES & CONFERENCE COSTS	935.14	▶	37.41	2,500.00
POSTAGE & COURIER	4,581.76	▶	65.45	7,000.00
TELEPHONE (LAND LINES & CELL PHONE)	2,727.77	▶	39.53	6,900.00
ADVERTISING / PROMOTIONS / MARKETING	457.00	▶	57.13	800.00
CONTRACTED SERVICES (IT SERVICES)	16,155.76	▶	64.62	25,000.00
PERSONNEL RELATIONS	543.04	▶	18.10	3,000.00
JANITORIAL & CLEANING SUPPLIES	2,900.00	▶	40.28	7,200.00
POSTAGE MACHINE LEASE	345.96	▶	49.42	700.00
COPIER & PRINTING	6,749.74	▶	51.92	13,000.00
INTERNET SERVICES	2,030.00	▶	56.39	3,600.00
SECURITY & ALARMS MONITORING FEE	202.05	▶	74.83	270.00
MATS	1,193.30	▶	51.88	2,300.00
WEBSITE & APP (HOSTING & SUPPORT)	0.00	▶	0.00	9,000.00
DEBIT MACHINE	378.46	▶	47.31	800.00
FIRE SYSTEMS & EQUIPMENT MAINTENANCE	52.75	▶	52.75	100.00
ASSESSMENT REVIEW COSTS	2,000.00	▶	100.00	2,000.00
CONTRACTED SERVICES OTHER	140.00	▶	14.00	1,000.00
ACCOUNTING & AUDIT FEES / SERVICES	29,826.25	▶	78.49	38,000.00
LEGAL & PROFESSIONAL FEES	81.00	▶	5.40	1,500.00
PROPERTY ASSESSMENT SERVICES	8,402.28	▶	49.72	16,900.00
REPAIRS & MAINTENANCE (EQUIPMENT)	179.80	▶	11.99	1,500.00
IT REPAIRS / UPGRADES	3,767.14	▶	83.71	4,500.00
REPAIRS & MAINTENANCE (BUILDING)	290.92	▶	14.55	2,000.00
INSURANCE (BUILDING & PROFESSIONAL LIABILITY)	14,515.15	▶	82.94	17,500.00
MISCELLANEOUS GOODS & SUPPLIES	2,127.64	▶	30.39	7,000.00
EQUIPMENT PURCHASES (CAMERA SYSTEM)	0.00	▶	0.00	5,000.00
UTILITIES (ELECTRICITY)	1,667.79	▶	33.36	5,000.00
UTILITIES (GAS)	2,050.71	▶	68.36	3,000.00
BANK CHARGES & SERVICE FEES	988.12	▶	54.90	1,800.00
CASH ROUNDING	-0.07	▶	#DIV/0!	0.00
BAD DEBTS - PROPERTY TAXES	0.00	▶	#DIV/0!	0.00
BAD DEBTS - TRADE	0.00	▶	#DIV/0!	0.00
TRANSFER TO CAPITAL FROM OPERATING	0.00	▶	#DIV/0!	0.00
TRANSFER TO CONTINGENCY RESERVES	0.00	▶	#DIV/0!	0.00
<b>TOTAL</b>	<b>293,491.97</b>	<b>▶</b>	<b>53.89</b>	<b>544,614.00</b>

**PROTECTIVE SERVICES  
(FIRE)**

REPAIRS & MAINTENANCE (BUILDING)	16,178.36	▶	323.57	5,000.00
INSURANCE (BUILDING)	1,238.00	▶	99.04	1,250.00
UTILITIES (ELECTRICITY)	1,782.40	▶	44.56	4,000.00
UTILITIES (GAS)	3,611.23	▶	65.66	5,500.00
<b>TOTAL</b>	<b>22,809.99</b>	<b>▶</b>	<b>144.83</b>	<b>15,750.00</b>

**EMERGENCY MANAGEMENT**

FEES & SUBSCRIPTIONS & CONSULTANCY	3,000.00	▶	100.00	3,000.00
TRAINING & DEVELOPMENT	133.15	▶	13.32	1,000.00
TRAVEL & SUBSISTENCE	0.00	▶	0.00	500.00
MISCELLANEOUS GOODS & SUPPLIES	107.97	▶	1.96	5,500.00
<b>TOTAL</b>	<b>3,241.12</b>	<b>▶</b>	<b>32.41</b>	<b>10,000.00</b>

**PROTECTIVE SERVICES  
(RCMP & BYLAW)**

TRAVEL & SUBSISTENCE	0.00	▶	#DIV/0!	0.00
TRAINING & DEVELOPMENT	0.00	▶	#DIV/0!	0.00
MEMBERSHIP FEES & CONFERENCE COSTS	0.00	▶	#DIV/0!	0.00
TELEPHONE	39.75	▶	26.50	150.00
CONTRACTED BYLAW ENFORCEMENT SERVICES	173.77	▶	0.58	30,000.00
CONTRACTED SERVICES OTHER	0.00	▶	#DIV/0!	0.00
ALBERTA POLICE FUNDING MODEL	63,326.00	▶	100.00	63,326.00
RED DEER COUNTY PROTECTIVE SERVICES	3,750.00	▶	41.67	9,000.00
LEGAL & PROFESSIONAL FEES	0.00	▶	#DIV/0!	0.00
MISCELLANEOUS GOODS & SUPPLIES	0.00	▶	#DIV/0!	0.00
<b>TOTAL</b>	<b>67,289.52</b>	<b>▶</b>	<b>65.66</b>	<b>102,476.00</b>

**ANIMAL**

CONTRACTED SERVICES (VETERINARY)	0.00	▶	0.00	100.00
MISCELLANEOUS GOODS & SUPPLIES	0.00	▶	0.00	250.00
<b>TOTAL</b>	<b>0.00</b>	<b>▶</b>	<b>0.00</b>	<b>350.00</b>

**PUBLIC WORKS**

PAYROLL	121,200.01	▶	50.17	241,561.00
PAYROLL (SUMMER STUDENTS)	9,087.32	▶	42.70	21,280.00
EMPLOYMENT & CRA CONTRIBUTIONS	23,364.87	▶	47.68	49,000.00
TRAINING & DEVELOPMENT	1,065.03	▶	106.50	1,000.00

TRAVEL & SUBSISTENCE	257.26	85.75	300.00
TELEPHONE (LAND LINES & CELL PHONE)	885.91	42.19	2,100.00
ADVERTISING / PROMOTIONS / MARKETING	0.00	0.00	750.00
ALBERTA ONE CALL SERVICES	510.60	100.07	510.23
FIRE SYSTEMS & EQUIPMENT MAINTENANCE	1,107.41	46.14	2,400.00
SECURITY & ALARMS	455.20	65.97	690.00
INTERNET SERVICES	630.00	48.46	1,300.00
CONTRACTED SERVICES OTHER	24.00	4.80	500.00
REPAIRS & MAINTENANCE (CASE GRADER)	6,324.80	105.41	6,000.00
REPAIRS & MAINTENANCE (DEERE 4 WHEEL LOADER)	2,090.39	83.62	2,500.00
REPAIRS & MAINTENANCE (BOBCAT SKID STEER)	3,562.28	50.89	7,000.00
REPAIRS & MAINTENANCE KABOTA	7,530.30	100.40	7,500.00
REPAIRS & MAINTENANCE (OTHER)	205.95	41.19	500.00
BUILDING REPAIRS & MAINTENANCE (WORKSHOP)	725.81	13.20	5,500.00
BUILDING REPAIRS & MAINTENANCE (GARAGE)	0.00	0.00	1,000.00
BUILDING REPAIRS & MAINTENANCE (QUONSET)	0.00	0.00	1,000.00
REPAIRS & MAINTENANCE (STERLING TRUCK)	1,029.46	51.47	2,000.00
REPAIRS & MAINTENANCE F150 (2007)	299.29	29.93	1,000.00
REPAIRS & MAINTENANCE F350 (SAND / WATER TRUCK)	772.42	38.62	2,000.00
REPAIRS & MAINTENANCE F250 (2018)	113.48	11.35	1,000.00
REPAIRS & MAINTENANCE F550 (2013)	693.54	19.82	3,500.00
REPAIRS & MAINTENANCE F150 (2018)	0.00	0.00	1,000.00
REPAIRS & MAINTENANCE F150 (2019)	219.95	7.33	3,000.00
REPAIRS & MAINTENANCE (EQUIPMENT)	0.00	0.00	1,000.00
EQUIPMENT RENTALS & SERVICES	0.00	0.00	400.00
INSURANCE	9,685.92	88.05	11,000.00
MISCELLANEOUS GOODS & SUPPLIES	2,451.84	81.73	3,000.00
SMALL EQUIPMENT/TOOL PURCHASES	1,592.49	53.08	3,000.00
VEHICLE MAINTENANCE CLEANING SUPPLIES	19.96	2.00	1,000.00
FUEL / OIL / ADDITIVES	3,809.04	25.39	15,000.00
PERSONAL PROTECTIVE EQUIPMENT	1,312.81	43.76	3,000.00
UTILITIES (ELECTRICITY)	1,601.26	44.48	3,600.00
UTILITIES (GAS)	1,786.86	51.05	3,500.00
TRANSFER TO PUBLIC WORKS RESERVES	0.00	#DIV/0!	0.00
<b>TOTAL</b>	<b>203,386.00</b>	<b>49.56</b>	<b>410,391.23</b>

## ROAD MAINTENANCE

STREET SWEEPING	0.00	0.00	6,000.00
ROAD PATCHING	0.00	0.00	55,000.00
RED DEER COUNTY ROAD MAINTENANCE	3,500.00	116.67	3,000.00
SNOW REMOVAL	0.00	0.00	25,000.00
ROAD / SIDEWALK REPAIRS	0.00	0.00	25,000.00
REPAIRS & MAINTENANCE (STREET LIGHTS)	808.36	16.17	5,000.00
REPAIRS & MAINTENANCE (STREET SIGNS)	808.36	23.10	3,500.00
ROAD CRACK FILLING	29,610.00	65.80	45,000.00
INSURANCE	1,900.00	79.17	2,400.00
MISCELLANEOUS GOODS & SUPPLIES	0.00	0.00	5,500.00
ROAD PAINT (MATERIALS & EQUIPMENT)	0.00	0.00	5,000.00
SMALL EQUIPMENT/TOOL PURCHASES	0.00	0.00	4,000.00
SAND & GRAVEL	0.00	0.00	10,000.00
UTILITIES (ELECTRICITY) STREET LIGHTS	42,377.57	44.61	95,000.00
<b>TOTAL</b>	<b>78,195.93</b>	<b>27.02</b>	<b>289,400.00</b>

## WATER &amp; PUMPHOUSE

TRAINING & DEVELOPMENT	0.00	0.00	1,100.00
TRAVEL & SUBSISTENCE	205.59	102.80	200.00
MEMBERSHIP FEES & CONFERENCE COSTS	0.00	0.00	600.00
TELEPHONE (LANDLINE)	169.50	42.38	400.00
SCADA & IT (REPAIRS & MAINTENANCE)	4,288.00	42.88	10,000.00
WATER TESTING SUPPLIES	206.16	20.62	1,000.00
HACH COLORIMETER CALIBRATION	-100.00	-13.33	750.00
SECURITY & ALARMS	311.65	86.57	360.00
INTERNET SERVICES	293.73	48.96	600.00
ENGINEERING & CONSULTANCY	0.00	0.00	2,000.00
EQUIPMENT INSPECTION (PUMPSx4 & FIRE PUMP)	0.00	0.00	4,500.00
REPAIRS & MAINTENANCE (EQUIPMENT)	4,908.28	54.54	9,000.00
REPAIRS & MAINTENANCE (BUILDING)	723.06	12.05	6,000.00
REPAIRS & MAINTENANCE (INFRASTRUCTURE)	34,079.82	113.60	30,000.00
REPAIRS & MAINTENANCE (CPR)	0.00	0.00	40.00
INSURANCE	13,162.00	94.01	14,000.00
MISCELLANEOUS GOODS & SUPPLIES	5,975.01	99.58	6,000.00
SMALL EQUIPMENT/TOOL PURCHASES	0.00	0.00	500.00

UTILITIES (ELECTRICITY)	6,394.65	53.29	12,000.00
UTILITIES (GAS)	2,396.96	47.94	5,000.00
REGIONAL WATER SUPPLIES (MVRWSC)	114,570.55	54.56	210,000.00
INFRASTRUCTURE LOAN (INTEREST)	3,749.67	52.36	7,161.49
INFRASTRUCTURE LOAN (PRINCIPAL REPAYMENT)	14,721.22	49.43	29,780.29
BAD DEBTS (UTILITY BILLING)	-1.60	-1.60	100.00
<b>TOTAL</b>	<b>206,054.25</b>	<b>58.69</b>	<b>351,091.78</b>

**WASTEWATER &  
STORMWATER**

TRAINING & DEVELOPMENT	0.00	0.00	1,000.00
REPAIRS & MAINTENANCE (NORTH LIFT STATION)	0.00	0.00	2,000.00
SMALL PROJECTS	0.00	0.00	2,000.00
REPAIRS & MAINTENANCE (OTHER)	0.00	0.00	2,000.00
REPAIRS & MAINTENANCE (INFRASTRUCTURE)	0.00	0.00	10,000.00
EQUIPMENT RENTALS & SERVICES	0.00	0.00	100.00
INSURANCE	803.00	94.47	850.00
MISCELLANEOUS GOODS & SUPPLIES	87.95	87.95	100.00
UTILITIES (ELECTRICITY)	2,385.57	31.81	7,500.00
UTILITIES (GAS)	330.56	47.22	700.00
REGIONAL WASTEWATER COSTS (SRDRWSC)	165,520.50	51.73	320,000.00
INFRASTRUCTURE LOAN (INTEREST)	2,946.44	51.95	5,672.23
INFRASTRUCTURE LOAN (PRINCIPAL REPAYMENT)	11,477.59	49.52	23,175.83
<b>TOTAL</b>	<b>145,256.54</b>	<b>38.72</b>	<b>375,098.06</b>

**SOLID WASTE**

CONTRACTED SERVICES (TOWN)	1,699.57	39.52	4,300.00
CONTRACTED SERVICES (RESIDENTIAL)	17,583.48	40.89	43,000.00
GOODS AND SUPPLIES BINS	2,016.00	201.60	1,000.00
REQUISITIONS (CARWMC)	1,873.57	129.21	1,450.00
<b>TOTAL</b>	<b>23,172.62</b>	<b>46.58</b>	<b>49,750.00</b>

**RECYCLING**

CONTRACTED SERVICES (RESIDENTIAL)	10,152.51	40.61	25,000.00
GOODS AND SUPPLIES BINS	923.00	92.30	1,000.00
<b>TOTAL</b>	<b>11,075.51</b>	<b>42.60</b>	<b>26,000.00</b>

**FCSS**

PAYROLL	30,291.67	53.69	56,420.00
EMPLOYMENT & CRA CONTRIBUTIONS	7,128.42	50.92	14,000.00
PROFESSIONAL DEVELOPMENT & CONFERENCES	221.08	13.82	1,600.00
TRAVEL & SUBSISTENCE	1,105.65	55.28	2,000.00
TELEPHONE	314.66	46.27	680.00
PARTNER PROGRAM HENDAY ASSOC	60.16	30.08	200.00
YES PROGRAM	235.00	23.50	1,000.00
SUMMER DAZE	0.00	0.00	460.00
CVTIP (TAX FILING)	288.81	72.20	400.00
FAMILY DAY MOVIE	0.00	0.00	200.00
COMMUNITY SUPPORT PROGRAMS	167.44	33.49	500.00
COMMUNITY GARDEN	450.97	69.38	650.00
BGS PARTNERSHIP PROGRAMS	233.22	38.87	600.00
COOKING ON A BUDGET	0.00	0.00	600.00
RETRO BINGO	45.10	22.55	200.00
VOLUNTEER APPRECIATION SUPPER	3,271.61	116.84	2,800.00
YOUTH WEEK EVENT	0.00	0.00	200.00
SENIOR'S WEEK	118.62	23.72	500.00
COMMUNITY SHOWCASE	0.00	0.00	500.00
INTERNET SERVICES	690.00	50.00	1,380.00
JANITORIAL	600.00	25.00	2,400.00
SECURITY & ALARMS	328.65	58.17	565.00
REPAIRS & MAINTENANCE (IT & EQUIPMENT)	99.98	33.33	300.00
REPAIRS & MAINTENANCE (BUILDING)	581.94	23.28	2,500.00
INSURANCE-FCSS	680.00	97.14	700.00
MISC GOODS & SUPPLIES-OFFICE	411.41	82.28	500.00
EVENT / MEETING SUPPLIES	231.09	27.51	840.00
CLEANING SUPPLIES	214.55	53.64	400.00
UTILITIES (ELECTRICITY)	1,092.61	43.70	2,500.00
UTILITIES (GAS)	1,464.84	48.83	3,000.00
REQUISITIONS (CITY OF RED DEER)	0.00	0.00	13,271.66
<b>TOTAL</b>	<b>50,327.48</b>	<b>44.99</b>	<b>111,866.66</b>

**CEMETERY**

CONTRACTED SERVICES RDC (WEED CONTROL)	0.00	0.00	1,200.00
CONTRACTED SERVICES (BURIAL)	450.00	30.00	1,500.00
CONTRACTED SERVICES (PUBLIC FACILITIES)	280.00	33.33	840.00
REPAIRS & MAINTENANCE (GENERAL)	340.08	17.00	2,000.00



MISCELLANEOUS GOODS & SUPPLIES	2,293.00	229.30	1,000.00
DONATIONS (CEMETERY ASSOCIATION)	0.00	0.00	2,000.00
<b>TOTAL</b>	<b>8,298.80</b>	<b>97.18</b>	<b>8,540.00</b>

**PLANNING & DEVELOPMENT**

CONTRACTED SERVICES (INSPECTIONS)	3,550.00	101.43	3,500.00
PLANNING & LEGAL FEES	0.00	0.00	2,500.00
LAND TITLE FEES	10.00	20.00	50.00
ENGINEERING & CONSULTANCY	0.00	0.00	5,000.00
<b>TOTAL</b>	<b>3,560.00</b>	<b>32.22</b>	<b>11,050.00</b>

**ECONOMIC DEVELOPMENT**

MEMBERSHIP FEES & CONFERENCE COSTS	1,052.80	75.20	1,400.00
TRAVEL & SUBSISTENCE	0.00	#DIV/0!	0.00
ADVERTISING / PROMOTIONS / MARKETING	0.00	#DIV/0!	0.00
<b>TOTAL</b>	<b>1,052.80</b>	<b>75.20</b>	<b>1,400.00</b>

**SENIORS**

REQUISITIONS (PARKLAND)	4,004.00	100.10	4,000.00
<b>TOTAL</b>	<b>4,004.00</b>	<b>100.10</b>	<b>4,000.00</b>

**LAND**

PROFESSIONAL / CONSULTANCY FEES	5,538.54	30.77	18,000.00
LEGAL FEES	0.00	0.00	3,000.00
STATUTORY ADVERTISING	16.55	3.31	500.00
DESIGNATED INDUSTRIAL PROPERTY TAXES	0.00	0.00	220.00
<b>TOTAL</b>	<b>5,555.09</b>	<b>25.58</b>	<b>21,720.00</b>

**SPECIAL EVENTS (PARADE)**

MISCELLANEOUS GOODS & SUPPLIES	205.67	6.86	3,000.00
<b>TOTAL</b>	<b>205.67</b>	<b>6.86</b>	<b>3,000.00</b>

**SPECIAL EVENTS (CHRISTMAS)**

MISCELLANEOUS GOODS & SUPPLIES	0.00	0.00	2,500.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>2,500.00</b>

**RECREATION (ARENA)**

PAYROLL	73,158.57	54.11	135,200.00
EMPLOYMENT & CRA CONTRIBUTIONS	15,391.48	59.20	26,000.00
TRAINING & DEVELOPMENT	787.15	131.19	600.00
TRAVEL & SUBSISTENCE	0.00	0.00	300.00
MEMBERSHIP FEES & CONFERENCE COSTS	369.67	18.48	2,000.00
TELEPHONE (LAND LINE & CELL PHONE)	885.19	46.59	1,900.00
SECURITY & ALARMS	328.65	54.78	600.00
CONTRACTED SERVICES (CIMCO)	4,125.00	91.67	4,500.00
CONTRACTED SERVICES (ICE PAINTING)	3,900.00	86.67	4,500.00
CONTRACTED SRVS (BLADE MAINTENANCE)	524.00	47.64	1,100.00
FIRE SYSTEMS & EQUIPMENT	2,128.37	96.74	2,200.00
INTERNET SERVICES	690.00	50.00	1,380.00
CONTRACTED SERVICES (PEST CONTROL)	1,230.00	49.20	2,500.00
REPAIRS & MAINTENANCE (PLANT ROOM)	155.94	6.24	2,500.00
REPAIRS & MAINTENANCE (OLYMPIA)	3,654.32	243.62	1,500.00
SMALL EQUIPMENT PURCHASES	0.00	0.00	800.00
REPAIRS & MAINTENANCE (OTHER)	420.00	84.00	500.00
REPAIRS & MAINTENANCE (BUILDING)	3,637.87	48.50	7,500.00
REPAIR & MAINTENANCE (ICE EDGER)	0.00	0.00	500.00
REPAIRS & MAINTENANCE (GENERAL)	0.00	0.00	500.00
EQUIPMENT RENTALS & SERVICES	50.89	5.09	1,000.00
INSURANCE	17,474.93	97.08	18,000.00
MISCELLANEOUS GOODS & SUPPLIES	2,424.38	48.49	5,000.00
PROPANE SUPPLIES	664.37	33.22	2,000.00
PERSONAL PROTECTIVE EQUIPMENT	159.00	10.60	1,500.00
UTILITIES (ELECTRICITY)	35,323.98	54.34	65,000.00
UTILITIES (GAS)	10,449.30	61.47	17,000.00
BAD DEBTS	0.00	0.00	500.00
<b>TOTAL</b>	<b>173,823.06</b>	<b>56.79</b>	<b>306,080.00</b>

**PARKS & AMENITIES**

CONTRACTED SERVICES (WEED CONTROL) OASIS	0.00	0.00	6,500.00
CONTRACTED SERVICES (NOXIOUS WEEDS) RDC	0.00	0.00	3,000.00
CONTRACTED SERVICES (CONTROL OFFICER)	0.00	0.00	6,500.00
REPAIRS & MAINTENANCE (LAWN MOWERS)	1,151.45	46.06	2,500.00
REPAIRS & MAINTENANCE (OTHER EQUIP)	703.17	46.88	1,500.00
REPAIRS & MAINTENANCE (PLAYGROUNDS)	89.60	2.24	4,000.00
REPAIRS & MAINTENANCE (COMMUNITY ACTION PARK)	0.00	0.00	1,000.00
TREES / SHRUBS / PLANTS	2,000.00	40.00	5,000.00
REPAIRS & MAIN WALKING TRAILS	0.00	0.00	4,500.00
REPAIRS & MAIN DOG PARK	0.00	0.00	500.00



REPAIRS & MAINTENANCE (HERITAGE DRIVE)	0.00	0.00	1,000.00
EQUIPMENT RENTALS	0.00	0.00	2,500.00
INSURANCE	219.00	73.00	300.00
MISCELLANEOUS GOODS & SUPPLIES (PARKS)	2,110.60	28.14	7,500.00
HANGING FLOWER BASKETS	0.00	0.00	3,500.00
GOODS & SUPPLIES COMMUNITY TRAILS	0.00	0.00	2,000.00
SMALL EQUIPMENT/TOOL PURCHASES	1,176.67	235.33	500.00
FUEL / OIL / ADDITIVES	550.38	13.76	4,000.00
<b>TOTAL</b>	<b>8,072.15</b>	<b>14.34</b>	<b>56,300.00</b>

**LIBRARY**

TELEPHONE	583.59	53.05	1,100.00
SECURITY & ALARMS	202.05	74.83	270.00
FIRE SYSTEMS & EQUIPMENT MAINTENANCE	18.50	37.00	50.00
REPAIRS & MAINTENANCE (BUILDING)	188.44	12.56	1,500.00
INSURANCE	1,022.00	102.20	1,000.00
JANITORIAL	0.00	0.00	2,400.00
UTILITIES (ELECTRICITY)	1,936.16	38.72	5,000.00
UTILITIES (GAS)	1,104.22	55.21	2,000.00
REQUISITION (PARKLAND LIBRARY BOARD)	6,278.40	53.81	11,667.78
APPROPRIATION (PUBLIC LIBRARY BOARD)	0.00	0.00	25,524.56
<b>TOTAL</b>	<b>11,333.36</b>	<b>22.44</b>	<b>50,512.34</b>

**MUSEUM**

FIRE SYSTEMS & EQUIPMENT MAINTENANCE	64.75	64.75	100.00
SECURITY & ALARMS	209.65	58.33	359.40
REPAIRS & MAINTENANCE (BUILDING)	389.80	#DIV/0!	0.00
INSURANCE	3,040.00	101.33	3,000.00
<b>TOTAL</b>	<b>3,704.20</b>	<b>107.08</b>	<b>3,459.40</b>

**COMMUNITY CENTRE**

DONATIONS (COMMUNITY CENTRES)	0.00	0.00	10,000.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>10,000.00</b>

<b>TOTAL (ALL EXPENDITURES )</b>	<b>1,556,901.48</b>	<b>47.22</b>	<b>3,296,931.03</b>
<b>OPERATING SURPLUS (578,771.37)</b>			<b>0.00</b>

# Water v Wastewater Comparative

2023

Water Quantity	Wastewater Quantity	
Invoiced by MVRWSC	Invoiced by SRDRWC	
m <sup>3</sup>	m <sup>3</sup>	Variance m <sup>3</sup>
11216	8470	-2746
12866	7858	-5008
19780	13630	-6150
10963	9748	-1215
11370	15959	4589
11264	15800	4536
7376	16540	9164
8234	14757	6523
6616	10764	4148
7098	10302	3204
6724	5782	-942
7253	7726	473
<b>TOTAL</b>	<b>120760</b>	<b>137336</b>
<b>AVERAGE</b>	<b>10063</b>	<b>11445</b>

2024

Water Quantity	Wastewater Quantity	
Invoiced by MVRWSC	Invoiced by SRDRWC	
m <sup>3</sup>	m <sup>3</sup>	Variance m <sup>3</sup>
7108	8488	1380
6980	7383	403
7204	7391	187
7443	12353	4910
7047	15689	8642
8456	11209	2753
9313	12714	3401
8403	8806	403
7904	9173	1269
9377	8245	-1132
8524	7594	-930
8274	8175	-99
<b>TOTAL</b>	<b>96033</b>	<b>117220</b>
<b>AVERAGE</b>	<b>8003</b>	<b>9768</b>

2025

Water Quantity	Wastewater Quantity	
Invoiced by MVRWSC	Invoiced by SRDRWC	
m <sup>3</sup>	m <sup>3</sup>	Variance m <sup>3</sup>
8636	7512	-1124
8042	6927	-1115
9025	8303	-722
9275	8519	-756
9474	14244	4770
9378	13775	4397
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
<b>TOTAL</b>	<b>53830</b>	<b>59280</b>
<b>AVERAGE</b>	<b>8972</b>	<b>9880</b>

**9.a Operating Revenue & Expenditures Report (continued)****4 Recommended Motion.**

Administration requests that Council review and accepts the Operating & Expenditures report by resolution.

Motion by Councillor \_\_\_\_\_ that Council accepts the Operating Revenues and Expenditures Report for the period ending June 30, 2025, as presented.

<b>Regular Council Meeting:</b> July 14, 2025.	<b>Agenda Item:</b> 10.a / 10.b / 10.c
<b>Prepared by:</b> Arno Glover	<b>Approved by:</b> Mayor Robb Stuart
<b>Report Type:</b> RFD	<b>Attachment(s):</b> 1 RDC June Enforcement Contract 2 Email received from Karen Fegan CAO Village of Delburne 3 Email received from Mrs V Dye, Bowden Grandview School

### Agenda item 10

#### 10.a Red Deer County Protective Services June Enforcement Contract

#### 10.b Invitation received from Karen Fegan CAO Village of Delburne

Council to submit to Administration names of Councillors wishing to attend the Summer Get Together Event in Delburne on Wednesday August 20th.

#### 10.c Letter of Request received from Mrs V Dye, Bowden Grandview School

Council is requested to consider the request made for a 2025 scholarship award.  
Council may wish to consider making this an annual award subject to the current or a revised qualification criteria.



**PROTECTIVE SERVICES**  
38106 Range Road 275  
Red Deer County, AB T4S 2L9  
Phone: 403.343.6301  
Fax: 403.347.0572

July 2, 2025

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

Sent Via Email to: [cfo@bowden.ca](mailto:cfo@bowden.ca)

Attention: Chief Administrative Officer

Dear Sir/Madam:

**Re: June Enforcement Contract**

Please be advised for the month of June, Red Deer County Patrol Officers spent 11 hours and 5 minutes in the Town of Bowden.

1 ticket was issued during patrols conducted between 0600-2100:

- 2025-06-06 at 0735 hrs – Fail to Stop at a Stop Sign

There were no incidents received for the month of June.

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

Sincerely,

A handwritten signature in blue ink, appearing to read 'Irv Heide', written over a horizontal line.

Sgt. Irv Heide  
Patrol Manager,  
Red Deer County, Protective Services



**From:** [karen.fegan@delburne.ca](mailto:karen.fegan@delburne.ca)  
**To:** [Curtis Herzberg](#); [cao@villageofelnora.com](mailto:cao@villageofelnora.com); [CAO](#); ["Rick Binnendyk"](#); [Todd Becker](#); [Tara Lodewyk](#); [dphillips@sylvanlake.ca](mailto:dphillips@sylvanlake.ca)  
**Subject:** Summer Get Together - August 20  
**Date:** June 23, 2025 3:04:35 PM

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Good afternoon everyone,

My Council has asked me to extend an invitation to you and your Councils for a summer get together on Wednesday, August 20 beginning at 5:00. We'll provide a meal and refreshments. Council wanted to have a get together before the election so we could celebrate our accomplishments together as a region and honor those who won't be returning. Please let me know who'll be attending by August 15.

Take care,  
Karen

*Karen M. Fegan, CLGM, CT*  
**Chief Administrative Officer**  
**Village of Delburne**  
[karen.fegan@delburne.ca](mailto:karen.fegan@delburne.ca)  
**Phone: (403) 749-3606**  
**Fax: (403) 749-2800**

**"It is often the small steps, not the giant leaps, that bring about the most lasting change." – Queen Elizabeth II**

**From:** [Jacqui Molyneux](#)  
**To:** [CAO](#)  
**Subject:** FW: Bowden Grandview School Awards Program  
**Date:** July 2, 2025 8:23:16 AM

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Arno

I think is something that council should consider, not an administrative decision. I will email Val and let her know we will take this to council to decide on this. Not sure when it was done previously.

*Jacqui Molyneux*  
*CFO*  
*Phone 403-224-3395*  
*Fax 403-224-2244*

**BOWDEN**

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 system manager. 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 e-mail. Please notify the sender immediately by e-mail if you have received this e-mail by mistake and delete this e-mail from your system. If you are not the intended recipient you are notified that disclosing, copying, distributing or taking any action in reliance on the contents of this information is strictly prohibited.

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**From:** Val Dye <vdye@cesd73.ca>  
**Sent:** June 25, 2025 10:27 AM  
**To:** Jacqui Molyneux <cfo@bowden.ca>  
**Subject:** Bowden Grandview School Awards Program

Hi Jacqui,

I was given your name as a contact from the front desk when I called to explain the following situation:

Bowden School has offered the "Town of Bowden Scholarship" for longer than I have been doing the awards program. We have never had a qualifying candidate for the award. I have several questions (that I should have investigated further in the past, but am hoping to square up for the fall program):

1) Is the Town of Bowden still interested in providing an award to students?

2) What is the monetary value of the award? My digital records date back to 2015 and nowhere can I find the value provided. (Most awards our school offers for graduating students are in the \$300 to \$500 range).

3) If the Town is interested in providing the award still, can we adjust the criteria to be more accessible to students? Here is the current criteria for the Town of Bowden Municipal Scholarship:

This scholarship is available to Bowden Grandview graduates who are entering studies in either administrative or non-administrative areas of municipal careers.

Please let me know your thoughts (or direct me to someone else if necessary). Our Awards Night is held on Friday, October 3 at 7pm in the school's gymnasium

Looking forward to connecting with you regarding this.

Sincerely,

Val

--

**Mrs. V. Dye**  
**High School Math/Science**  
**Bowden Grandview School**

**Agenda item 10.a (continued)****Recommended Motions:**

Motion 10.a by Councillor \_\_\_\_\_ that Council accepts the item of correspondence as information.

Motion 10.b by Councillor \_\_\_\_\_ that Administration confirm attendance for this event for the following Councillors \_\_\_\_\_.

Motion 10.c by Councillor \_\_\_\_\_ that Council provides a scholarship award for the sum of \$\*\*. \*\* for the Bowden Grandview School Awards program.

## Reports (1)

<b>Regular Council Meeting:</b> July 14, 2025.	<b>Agenda Item:</b> 11.a
<b>Prepared by:</b> Arno Glover	<b>Approved by:</b> Mayor Robb Stuart
<b>Report Type:</b> Information	<b>Attachment(s)</b> 1 CAO's Report

**Content:****Agenda item 11.a (CAO's Report)**



<b>Regular Council Meeting:</b> July 14, 2025	<b>Agenda Item:</b> 11.a
<b>Prepared by:</b> Arno Glover	<b>Approved by:</b> n/a
<b>Report Type:</b> Information	<b>Attachment(s):</b>

## CAO's Report

### 1 Occupational Health & Safety

Administration met with a representative from Occupational Health & Safety on Tuesday 24<sup>th</sup> June and again on Tuesday 8<sup>th</sup> July in order to conduct a review of OHS policy and procedures across all five Town workplaces.

This was a routine inspection requested by OHS (and not as the result of an investigation or complaint made).

The OHS inspector reviewed:

- OHS Code of Practice requirements,
- The Town of Bowden OHS Program, policies, and procedures,
- Workplace hazard assessments,
- Emergency Response plans,
- WHMIS,
- Worker Training,
- First Aid requirements,
- Personal Protective Equipment,
- Noise exposure and assessment reports,
- Aerial Work Platform (inspection requirements and fall protection training),
- Vehicles (inspections and maintenance records),
- Reporting.

An Order was issued with respect to the absence of a Code of Practice governing the storage, handling, use and disposal of crystalline silica a chemical substance listed as being hazardous in the Alberta OHS Code.

Crystalline silica (commonly known as traction sand / road salt) is the material used to provide road traction during icy weather conditions).

The Order required that a Code of Practice be written and put in place by Friday July 10, 2025.

A Code of Practice was written and sent to the OHS Inspector on Wednesday July 9, 2025.

A compliance report was issued by the OHS Inspector on Thursday 10<sup>th</sup> July.

The OHS Inspector will return to the Town on August 6 to review lawn maintenance operations.

**2 Cemetery**

The CAO has conducted a tour of the cemetery.

A number of headstones were out of position. It is believed this is a result of carelessness during cemetery maintenance operations.

As a result, changes have been made to operational procedures.

An inspection of the cemetery will be made immediately following each grass cutting operation.

**3 Meetings Attended**

The CAO attended the following meetings:

- i. Alberta Municipalities Summer Seminar & Conference,
- ii. Sub Development Appeal Board Hearing,
- iii. South Red Deer Regional Wastewater Commission Safety Meeting,
- iv. Occupational Health & Safety (Meeting & Inspection),
- v. Exploratory meetings & discussions with regard to future land development.

**4 Bylaws****4.1**

The CAO has reviewed the Councillor Code of Conduct Bylaw.

This bylaw cannot be repealed as embedded within the bylaw are other provisions that do not relate solely to procedures regarding sanctions and disciplinary actions.

For example, there are guidelines under the titles:

**6.1 Representing the Municipality**

**6.2 Communicating on behalf of the Municipality**

**6.5 Respectful Interactions with Councillors, Staff, the Public and Others**

**6.6 Confidential Information**

**6.7 Conflicts of Interest**

**6.9 Use of Municipal Assets and Services**

**6.10 Orientation and Other Training Attendance**

It is anticipated that these will be form part of a revised (consolidated) Council Procedural Bylaw.

**4.2**

Work is required to update the Traffic Bylaw and the Nuisance Bylaw in order to provide the Bylaw Enforcement Officer with a more effective suite of bylaws.

Administration is proposing to create a new bylaw covering all forms of vegetation titled, "Trees, Grass, Weeds, Parks & Green Waste Bylaw.

**Agenda item 11.a CAO's Report (continued)****Recommended Motion:**

Motion by Councillor \_\_\_\_\_ that Council accepts the submitted CAO Report as information.

## Reports (2)

<b>Regular Council Meeting:</b> July 14, 2025.	<b>Agenda Item:</b> 11.c
<b>Prepared by:</b> Arno Glover	<b>Approved by:</b> Mayor Robb Stuart
<b>Report Type:</b> Information	<b>Attachment(s):</b> As per content

### Agenda Item 11.c

#### Content:

### Council Committee Reports

No reports submitted

### Society & Other Reports

#### 11.c

- i. Mountain View Regional Water Services Commission (meeting of June 11, 2025)  
*(report submitted by Mayor Robb Stuart)*
- ii. FCSS (Update for Red Deer & District FCSS Program)  
*(report submitted by CAO Arno Glover)*
- iii. Parkland Foundation Annual Report 2025  
*(report submitted by CAO Arno Glover)*
- iv. Parkland Foundation Business Plan 2026 - 2028  
*(report submitted by CAO Arno Glover)*

#### The following reports are provided under separate cover (confidential)

An exception to disclose under Division 2 of Part 1 of the Freedom of Information and Protection of Privacy Act, RSA2000, Chapter F-25 applies on the basis of: Section 16 "harmful to the business interests of a third party".

#### 11.c

- v. Expanding Horizons Society (Meeting Minutes June 16, 2025)  
*(report submitted by Councillor Marie Flowers)*
- vi. Bowden Friendship Center (Meeting Minutes June 19, 2025)  
*(report submitted by Councillor Marie Flowers)*

#### Note:

All meeting minutes submitted should be assumed to be "unapproved".

# MOUNTAIN VIEW REGIONAL WATER SERVICES COMMISSSION

June 11, 2025

All members in attendance.

Chairman, CAO, operations Director, technical Manager, finance reports presented, discussed and accepted for information.

Tariff concerns have not materialized but could have the potential to see a 20 to 30% increase in capital costs estimates,

Operations Director participated in Bowden's Emergency Management tabletop exercise which was beneficial.

More minor leaks are occurring on the fifty-year-old transmission line. Repair costs are becoming significant and are trying to be proactive in finding and fixing the leaks.

Working with Carstairs and Didsbury on lateral lines to new new reservoirs. Provincial grant money has been allocated.

ISO 14001 report has been received. The water commission has been recertified for three years. This is a very significant report that only three water treatment plants in Alberta receive.

A copy of the report can be reviewed at the workstation.

Comparative Income Statement is attached.

Next meeting July 9, 2025.

## Mountain View Regional Water Services Commission Comparative Income Statement As at May 30, 2025

### REVENUE

Water Sales - Town of Innisfail  
Water Sales - Bowden Institution  
Water Sales - Town of Bowden  
Water Sales - Town of Olds  
Water Sales - Town of Didsbury  
Water Sales - Town of Carstairs  
Water Sales - Town of Crossfield

Actual May 1 to May 30, 2025	Year to Date	% YTD to YTD Budget	YTD Budget	Budget Jan 1, 2025 to Dec. 31, 2025
\$ 189,442.00	\$ 835,200.95	0.96	\$ 871,592.56	\$ 2,075,220.38
20,781.75	89,436.60	0.89	\$ 100,634.36	239,605.61
20,842.80	93,938.95	1.10	\$ 85,186.34	202,824.61
191,452.80	895,251.90	0.87	\$ 1,030,418.04	2,453,376.28
100,753.40	430,201.20	0.91	\$ 474,987.08	1,130,921.63
89,502.60	368,141.85	0.92	\$ 400,932.07	954,600.16
107,958.40	450,230.25	1.01	\$ 446,333.71	1,062,699.32



## CAO

**From:** Bobby-Jo Stannard <BobbyJo.Stannard@reddeer.ca>  
**Sent:** July 7, 2025 4:20 PM  
**To:** Jo-Ann Symington; Karen Fegan; 'Helen Overwater '; Tricia Willis; CAO; cao@villageofelnora.com  
**Cc:** Jason Klinck; Colleen Sharpe  
**Subject:** Updates for Red Deer & District FCSS Program

Good afternoon,

Just a couple of updates from our last meeting.

We are currently in the priority setting phase of the Red Deer & District FCSS Funding model which includes:

### Three-Year Funding Cycle



- 2027-2029 Priority Setting
  - Administration is currently renewing our 3 year cycle and identifying and ranking priorities
  - Surveys will be distributed to stakeholders (including of course all FCSS funded organizations) over the summer, to identify and rank priorities in Red Deer & District
  - There will be additional focus on community assets and strengths this funding cycle
  - Timeline for next 12 months:
    - Consultation with Community Workers/Navigators – June (complete)
    - Surveying and Trends in Review document – July/August
    - Board/Council Presentations and Finalization of Priorities – Sept/Oct/Nov
      - Trisha, Karen, Jo-Ann and I suggested that due to the Municipal Elections, local Council's may not have time to work through a Priority Setting feedback session as has been done in the past. The decision therefore was to create a report for information from the FCSS Board recommendation approvals in September that will be shared with all six municipal Council representatives to bring to their Councils.
    - Completion of Grant Application Process document – December
    - Open Call for 2027-2029 Applications – early 2026 (Jan/Feb)
    - Review of Applications – Mar/Apr

- Final Granting Decision – May/June
- Funding Announcement – June

- FCSS Staff Retreat

- We decided that the Staff Retreat would be more valuable on a bi-annual basis therefore rather than planning a retreat this year, we would use the funds to support staff to attend the FCSSAA Annual Conference. Please indicate how many staff you would like to send to the conference asap.

Thanks all, have a GREAT summer and we will chat soon 😊

Bobby-Jo Stannard | Manager  
Safe & Healthy Communities | City of Red Deer  
[BobbyJo.Stannard@reddeer.ca](mailto:BobbyJo.Stannard@reddeer.ca)  
403.877.6476 bus



# ANNUAL REPORT 2024



THE  
**BETHANY**  
GROUP

PREPARED BY THE BETHANY GROUP

PARKLAND   
FOUNDATION



# A MESSAGE FROM THE BOARD CHAIR

37

It gives me great pleasure to share our 2024 annual report to the community. On behalf of the Board of the Parkland Foundation we are very thankful to have had the opportunity to serve our residents and their families! Our seniors are the foundation that we were built upon and deserve to be well taken care of!!

We have once again been very grateful that our occupancy rates have remained steady, and it goes without saying that this means our residents are happy in their surroundings! It is our goal to have folks enjoy their surroundings and this means that many of our maintenance project mandates have been completed! We are thankful as well for the capital funding received from the AB Government which funds these projects and makes them possible.

As a board our composition is made up of appointed elected officials from Bowden, Delburne, Elnora, Innisfail, Penhold and Red Deer County. We have remained quite continuous in our board representation over the years, which has been good for us as we finish projects and set new goals!

Our staff are committed to ensuring the care and happiness of our seniors and I would like to take this opportunity to thank everyone for their ongoing efforts to ensure our seniors are well cared for! Positive attitudes and smiles go a long way!!

To my fellow board members, I would like to personally thank you for your efforts and dedication to our board and the seniors and families that we serve within our communities!! To the team at Bethany, I would like to thank you all for another year and such a positive working relationship!

It has been my honor to continue to serve as Board Chair for the Parkland Foundation and represent the communities within our mandate. First and foremost, we remain committed to serving our vulnerable seniors and their families.

**CONNIE HUELSMAN**

BOARD CHAIR  
PARKLAND FOUNDATION

## 2024 BOARD OF DIRECTORS

CONNIE HUELSMAN – CHAIR  
SANDY GAMBLE – VICE CHAIR  
DALE DUNHAM  
KEN DENSON  
TIM WILSON  
JUL BISSELL

# A MESSAGE FROM THE CAO

38

It is wonderful to see our lodge marketing strategies supporting the continued interest from residents to make their home at Autumn Grove throughout 2024. An organization-wide group of lodge managers and administrative staff have been working together and sharing creative strategies for helping the public to understand the services provided in a lodge setting and the benefits of lodge living. It has been great to see such collaboration and innovative thinking to demonstrate how our seniors' lodges support the community.

Board members and administration were pleased to participate in the provincial lodge program review engagement session to identify areas within the provincial lodge program that require a different approach in order to meet the changing needs of clients accessing this service. The provincial Lodge Program Review Committee prepared a report with a number of recommendations for the Minister. We look forward to the release of this report to assist us in planning for future direction.

The new Continuing Care Act came into effect April 1, 2024 and for our lodges, this meant a change in the areas of compliance monitoring and accommodation licensing renewals. It has taken a number of months to sort out these changes with the ministry staff but we are seeing resolution and receiving our renewed licenses as well as responding positively to changes to compliance monitoring with successful audits.

We have also been able to participate at a number of provincial tables discussing lodge, housing and continuing care system changes and advocating for areas that require further consideration.

In terms of workplace culture and employee support, a number of opportunities presented themselves over the past year...we were able to include lodge employees with our continuing care teams in a Wellness Conference that was funded through an Alberta Health grant; we initiated a workplace culture program that we call mYsoul@work that teaches staff about the importance of emotional intelligence, how to bring spirit to the workplace, why they matter and how they make a difference as well as how to bring your best self to work.

I would like to take this opportunity to thank our staff for their ongoing work and dedication to make the lodges a warm and inviting home for the residents that we serve.

I would also send my thanks to the many residents and families who put their trust in us all to provide quality housing that includes lodge services such as housekeeping, enticing meals and enjoyable activities. The Lodge program allows residents to participate in the life of the lodge as much as they choose while enabling them to continue to participate in the external community as they like. We are also pleased to be able to provide quality, affordable housing for seniors in the Parkland service area.

The Bethany Group is proud to provide the administrative function for Parkland Foundation and we thank the Parkland Foundation Board for their ongoing support of Administration for Autumn Grove Lodge in Innisfail and Seniors Self-Contained and community housing in Innisfail, Bowden, Penhold, Delburne and Elnora.

Respectfully,

**CARLA BECK**

CEO, THE BETHANY GROUP  
CAO, PARKLAND FOUNDATION



# BUSINESS PLAN 2023-2025

## YEAR THREE ACCOMPLISHMENTS

### OUTCOME # 1 INVESTING NOW AND IN THE FUTURE

Parkland Foundation is happy to report that they have been very successful in receiving funding for repairs for the Seniors Self Contained apartment program over the three years of this planning cycle.

Work on eleven suite renovations in Bowden and Innisfail was completed in 2024. Funding for mechanical systems was awarded in 2024, and that work has continued into 2025 with the equipment now arriving for installation. In April 2025, \$130,000 has been awarded to address sidewalk replacement in Bowden and renovations in community housing.

Parkland Foundation would like to thank DEEP, a community organization in Delburne, for their ongoing support of Elk Haven Manor.

The Foundation recognizes that with the increasing senior population in Alberta, good planning to meet projected increased demand is extremely important. Funds were set aside in 2024 to assist in planning the process. While this formal work has not started, the board is discussing community needs regularly and watching for opportunities.

### OUTCOME # 2 INTEGRATED HOUSING AND SUPPORTS

Parkland Foundation is committed to providing an affordable housing option for seniors so they can live in their community of choice. Receiving regular resident feedback and seeking out areas of improvement are an important part of meeting the needs of our residents and communities.

#### QUALITY IMPROVEMENT

The 2024/2025 initiative is Admission and Move-Ins: A Welcoming Experience. Residents and families were consulted on their move-in experience and with this feedback, improvement to processes have been suggested. Sites are currently testing standardized checklists and making additional recommendations.

A Food Services committee has been established and is building on the work of the previous quality improvement initiative to ensure consistent food quality and cost-effective ordering. Seasonal menus are shared with residents in advance to allow an opportunity for their feedback.

## OUTCOME # 3 TRANSITIONS AND AGING IN THE COMMUNITY

Parkland Foundation is monitoring legislative changes and best practices in the continuing care and affordable housing sectors of Alberta. Assisted Living Alberta was established by the Province on April 1, 2025 and the Foundation is looking for opportunities for improved coordination of the delivery of services to our residents.

Applications have been made regarding in-house Home Care services and Adult Day support programming. No decision on these applications from AHS has been communicated at this time.

## OUTCOME #4 FAIR AND FLEXIBLE

Parkland Foundation looks to find a balanced approach to offering fair and affordable rent and service packages, identifying operational efficiencies and best practices while being mindful of the use of local tax requisition dollars. Increasing costs and Inflationary pressures are a top-of-mind issue for our lodges.

With our partnership with The Bethany Group we have been able to have some shared staff positions to provide full-time, quality work for qualified individuals.

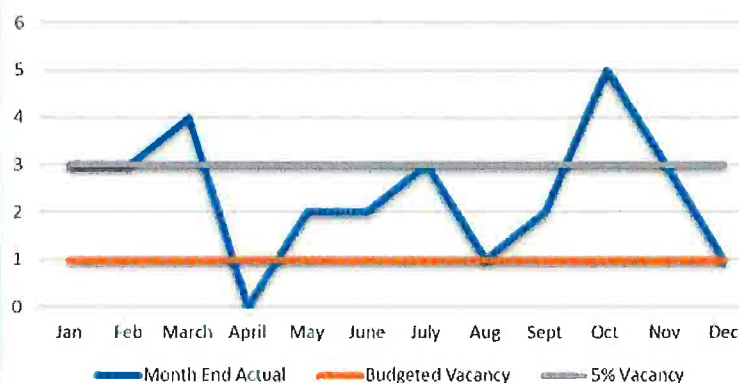
Board members from Parkland Foundation and The Bethany Group Administration participated in the Seniors Lodge Program Review consultations in March 2024 and have advocated for needs of rural lodges and fair funding support from the Provincial Government. We are awaiting the release of the final report, and hope to see recommendations that can be implemented that will enhance the lives of the residents and improve the sustainability of the lodge program.

## OUTCOME #5 A SUSTAINABLE SYSTEM

Parkland Foundation has completed a board skills assessment to ensure targeted skills and knowledge at the board level to support good local governance.

The lodge marketing working group continues to review and update best practices and develop new promotional tools. Autumn Grove Lodge has a vacancy rate of less than 5%.

Autumn Grove 2024 - 60 rooms

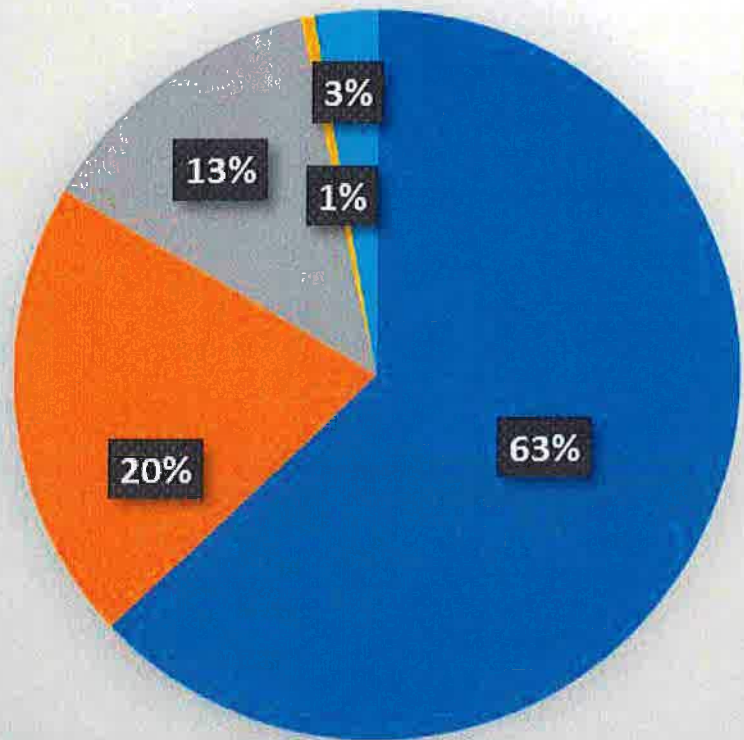


Parkland Foundation continues to advocate for increased sustainable financial support from the provincial government, to address rising costs and to protect low to moderate income seniors without sacrificing service quality.

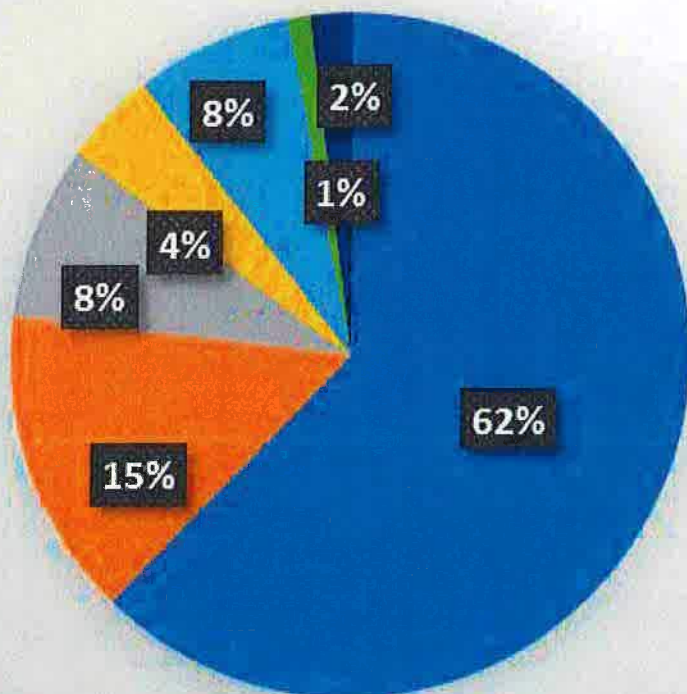


# PARKLAND FOUNDATION 2024 REVENUE

- Rent and Service Package
- Lodge Assistance grant
- Requisition
- Interest and Other
- Recoveries



# PARKLAND FOUNDATION 2024 EXPENSES



- Wages and Benefits
- Food and Kitchen supply
- Utilities
- Administration fees
- Maintenance
- Supplies, Laundry, Equipment
- Insurance and other

To view the full 2024 Financial statements, please visit our website at [www.parklandfoundation.ca](http://www.parklandfoundation.ca)







# CONTACT US



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@ Autumn Grove Lodge



# Business Plan

## 2026-2028

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Parkland Foundation



PARKLAND   
FOUNDATION

## EXECUTIVE SUMMARY

The top three priorities of the Parkland Foundation are:

1. Work with Assisted Living Alberta to establish a community hub at Autumn Grove to provide enhanced services to residents and community members.
2. Assess the recommendations of the forthcoming Lodge Program Review report, and advocate for sustainable and fair funding for the lodge program.
3. Collaborate with municipal, provincial and community agency partners to determine community needs that could be supported through further development adjacent to Autumn Grove.

## ACCOUNTABILITY STATEMENT

This Business Plan was prepared under the direction of the Board of Directors of the Parkland Foundation in accordance with legislation and associated ministerial guidelines, and in consideration of all policy decisions and material, economic or fiscal implications of which the Board is aware. This business plan was approved by the Board of Directors June 19, 2025.

## PARKLAND FOUNDATION

Parkland Foundation operates pursuant to the Alberta Housing Act under the purpose to enable the efficient provision of a basic level of housing accommodations for persons, who because of financial, social or other circumstances require assistance to obtain or maintain housing accommodation.

- Member municipalities are Red Deer County, Town of Bowden, Town of Innisfail, Town of Penhold, Village of Delburne, and the Village of Elnora.
- Parkland Foundation operates Autumn Grove, an integrated lodge and seniors self-contained apartment building in Innisfail. Opened in 2020, Autumn Grove offers 54 single lodge suites, 6 couples lodge suites and 30 suites of SSC. In the social housing portfolio, there are six more Seniors Self Contained Apartment Buildings with 90 units in Bowden, Delburne, Elnora, Innisfail and Penhold and 2 Family Housing Units in Bowden. All properties are owned by the Province of Alberta through the Alberta Social Housing Corporation.
- Resident Profile and Waiting Lists - Current Average Age at the Autumn Grove is 86. The Lodge operates at full capacity with a current waiting list of 36 applicants. The average age in the Seniors apartments is 76 and the average stay is currently 4 years. The seniors' apartment portfolio has a waiting list of 53 applicants.

- **Staffing Profile and Organizational Structure** - Parkland Foundation directly employs 26 permanent and 6 casual staff for the lodge and maintenance services. The Foundation also uses shared positions with The Bethany Group for operational efficiency. The Bethany Group acts as the Chief Executive Officer per the Ministerial Order; working with local resources to provide support to the Board of Directors and in any of the following areas: Business Planning, Management & Administration, IT Systems, Financial Services, Property Assessment & Management, Payroll, Workplace Health & Safety, Human Resources and Education.
- **Financial Profile and Budgets** - The 2025 Parkland Foundation operating budget for the Seniors Lodge is \$1.68 million with revenues generated from accommodation charges of \$1.2 million, the provincial lodge assistance program of \$329,595 and municipal contributions from member municipalities of \$280,000 by way of Municipal Requisitions. Resident rents are calculated by Rent Geared to Income plus service package formula. The social housing portfolio operated by the Foundation has an operating budget for 2025 of \$1,043,00 which is offset with rent recovered based on income and provincial deficit funding of \$110,814 through the annual budget approval process. The annual local payroll is \$1.58 million.

## **INSTITUTIONAL CONTEXT**

The Parkland Foundation enjoys a positive relationship with The Bethany Group and the other Housing Management bodies that use The Bethany Group as CEO. Parkland Foundation is a member of the Alberta Seniors and Community Housing Association. The Foundation participates in various community-led committees in order to build relationships and identify opportunities with community-based organizations.

## **PLAN DEVELOPMENT**

Activities undertaken by the Board in development of this plan:

- > Business planning session May 1, 2025

Member communities provide the following documents, plans or activities in support of local affordable housing initiatives or seniors support services:

- > Town of Innisfail Housing Needs Assessment 2023
- > Town of Innisfail Housing Action Plan 2024
- > Innisfail Age Friendly Community Action Plan 2023-2025
- > Red Deer County Aging in Place Strategy

Member communities have the following committees/supports that may deal with issues related to Parkland Foundation and its services and are open to potential collaborations:

- > Age Friendly Community Committee, Town of Innisfail
- > Community Partners in Action – Dementia Friendly Community Initiative
- > Red Deer County Seniors Community Support worker/FCSS Community Navigators
- > Joint Ad hoc seniors housing committee in Delburne and Elnora
- > Active Seniors groups and drop-ins in Bowden, Delburne, Innisfail and Penhold.
- > Golden Circle Seniors Resource Center

## ENVIRONMENTAL SCAN AND STRATEGIC CONTEXT

The primary impacts on our strategic environment are:

- Establishment of Assisted Living Alberta (ALA), under the Ministry of Assisted Living and Social Services
- Implementation of the Continuing Care Act 2024
- 2021 Stronger Foundations Affordable Housing Strategy
- 2024/2025 Lodge Program Review
- Continuing Care – Capital now under the Ministry of Assisted Living and Social Services
- Health Care System Refocusing initiative has led to delays in decision making
- Participation in the Continuing Care Alliance
- Participation in ASCHA Seniors Housing and Continuing Care Task Force and the Affordable Housing Task Force
- Participation in industry, provincial and community-based consultations and committees
- Impact of tariffs, and other factors that impact provincial and federal economic outlooks
- Federal and Provincial governments both highlighting the need for affordable housing, but needing clarity and improved coordination of available programs and supports
- Limited grant opportunities for affordable housing (% of support for capital construction) that impact the ability to create a sustainable operating model while providing achievable affordable rental rates
- Inflationary Pressures on organizations and individuals
- Household Income and Housing Affordability
- Availability of Affordable Housing and of deep subsidy housing units
- Availability of Rental Assistance Benefits
- Pressure on market housing availability
- Capital Maintenance and Renewal and needing to protect, maintain and upgrade existing assets
- Local Demographic information with the next federal Census occurring in 2026
- Aging population and shifts to home and community care
- Government is looking to operators and associations for solutions
- Workforce issues including recruitment and retention. Potential increases to WCB costs related to psychological health and safety and long covid
- Municipal Elections in October 2025 and changes to board members

## STRATEGIC RISKS AND OPPORTUNITIES

The primary impacts on the strategic environment for the Parkland Foundation are:

- > Waiting for the release of the Lodge Program review and its recommendations. Plans for implementation and preparation for any province-wide changes will have to be considered by the board once the review is released.
- > Successful completion of Autumn Grove in 2020. The new facility has maintained high occupancy.
- > Aging population and population growth in the Parkland Foundation catchment area, putting pressure on existing facilities.
- > Impacts on Lodge operations due to increases in Home Care assistance for seniors to remain in their homes. Individuals are delaying entry into the lodge environment resulting in residents of more advanced age and higher degrees of frailty.
- > Growing demand for services that support Age in Place philosophies and strong desire for seniors to remain in their community of choice.
- > Growing demand for mixed market housing and for more flexibility in service package offerings.
- > Strong collaborative approaches to senior housing and services issues within the catchment area.

## STRATEGIC PRIORITIES

Parkland Foundation has identified the following strategic priority areas:

1. CMR and New Capital
2. The Resident Experience
3. Community Connections
4. Sustainable Operations

The development of this business plan is in keeping with the Purpose of the Alberta Housing Act and the obligations of the Board of Directors of the Parkland Foundation pursuant to the Management Body Operations and Administration Regulation.

## OUTCOMES, KEY STRATEGIES AND PERFORMANCE MEASURES

### Outcome One: CAPITAL MAINTENANCE & RENEWAL AND NEW CAPITAL

Housing Accommodations operated by the Parkland Foundation will meet or exceed minimum housing standards.



## Key Strategies:

### 1.1 Improve and maintain the condition of existing Affordable Housing

## Performance Measures and Indicators

- Parkland Foundation will work with Alberta Social Housing Corporation to determine the best ownership arrangement for the vacant lands adjacent to Autumn Grove in support of future phases of development at the site.
- Parkland Foundation will develop a plan for expansion at the Autumn Grove site, based on community need and dependent on Provincial funding support.
- Funding is approved by the Ministry of Assisted Living and Social Services for the items requested under the 3-Year Capital Maintenance and Renewal List for the Seniors Apartments and Social Housing operated by the Parkland Foundation.

2026/2027	2027/2028	2028/2029	Total
\$ 620,000	\$ 785,000	\$ 115,000	\$ 1,520,000

- Completion of an Amenities, Furniture, Fixture and Equipment assessment of the Seniors Self-contained apartments. We will proactively ensure that buildings are modernized and maintained to align with the evolving needs and standards.
- All capital projects are completed in accordance with: approved standards, scope and specifications; on time; and on budget.

## Outcome Two: THE RESIDENT EXPERIENCE

Residents of Lodge Accommodations offered by Parkland Foundation have access to programs and services that enhance and enrich their quality of life and promote maximum independence within the supported living environment.

Residents of Housing Accommodations offered by Parkland Foundation will have access to community services and supports for a robust living experience.

## Key Strategies:

- 2.1 Identify needs based on the resident input
- 2.2 Staff training and support
- 2.3 Monitor industry trends



## Performance Measures and Indicators

- Parkland Foundation will engage with and survey residents to identify improvement opportunities and to identify successes.
- Parkland Foundation will engage in new Quality Improvement Initiatives, as identified through consultative processes.
- Parkland Foundation will build on the work of the previous QI assessments (e.g., meal time experience and Move-ins)
- Staffing recruitment and retention plans will support a well-trained and stable workforce that is invested in the well-being of the residents.
- Parkland Foundation will complete a review of the health, wellness and social activities offered at Autumn Grove to ensure a multi-faceted, rich resident experience that meets the residents' identified needs.

## Outcome Three: COMMUNITY CONNECTIONS

The operations of the housing accommodations and support programs offered by Parkland Foundation allows residents to easily access services that enable them to be affordably and safely housed, as well as successfully transition out of the system when necessary or able. Parkland Foundation will be a trusted partner of Assisted Living Alberta, member municipalities and other community organizations.

## Key Strategies:

- 3.1 Enable transitions through the continuum of housing and supports
- 3.2 Support the desire of Albertans to age in their community

## Performance Measures and Indicators

- Parkland Foundation will explore the options to optimize home care services in the Autumn Grove Lodge by pursuing a direct contract with Assisted Living Alberta.
- Parkland Foundation will pursue an Adult Day Support program to be offered at Autumn Grove.
- Parkland Foundation will explore options with Assisted Living Alberta to integrate Designated Supportive Living spaces into the planning for a Phase 2 development.
- Parkland Foundation will collaborate with and support any municipalities or organizations that are leading a housing or community needs assessment process to develop a business case for new local affordable housing or supportive living projects.
- Parkland Foundation will participate in community-based committees and working groups in the service area.

## Outcome Four: SUSTAINABLE OPERATIONS

The operations of the housing accommodations and support service programs that are mindful of resident needs, respectful of costs, flexible and responsive.

The Governance model of Parkland Foundation is sustainable based on competency and collaboration. The financial operations of Parkland Foundation are sustainable based on predictable funding, stewardship and innovative funding models.

### Key Strategies:

- 4.1 Understand the regulatory framework to support equitable treatment and housing stability
- 4.2 Improve System access and navigation
- 4.3 Promote enhanced understanding of and coordinated response to rural and urban needs
- 4.4 Support operational and environmental sustainability of affordable housing projects
- 4.5 Partner with other governments to support a sustainable system and meet the housing and support needs of Albertans
- 4.6 Improve the knowledge of the housing and support needs of Albertans

### Performance Measures and Indicators

- Parkland Foundation will evaluate costs related to inflationary pressures and will maximize revenues and stabilize expenses where possible.
- Parkland Foundation will review the findings of the Lodge Program review once it is released and create strategies for implementation of its recommendations.
- Parkland Foundation will maintain occupancy levels at an average of 95% in the lodge program.
- Parkland Foundation will maintain occupancy levels at an average of 95% in the Seniors Self-Contained and social housing program.
- Parkland Foundation will advocate for changes to the Lodge Assistance Grant program to be more consistent and predictable and to better reflect the needs of rural lodges.
- Parkland Foundation will advocate for local projects based on identified community need, innovation in the delivery model, reflection of the unique needs of rural communities and collaboration with other organizations and levels of government.
- An Orientation plan and educational supports for board members to increase understanding of both the lodge program and the social housing program will be available.
- Parkland Foundation board members will have tools and supports to advocate for the lodge program and the residents within the large ministry that holds both housing and assisted living.

## **APPENDICES**

- **Appendix A – Board Skills Matrix**
- **Appendix B – Non-Schedule A (no submission)**
- **Appendix C – Financial Budget and Forecasts Y1**
- **Appendix D – Capital Maintenance and Renewal**
- **Appendix E – Federal Funding and Capital Priorities (no submission)**
- **Appendix F – Asset Management (no submission)**
- **Appendix G – Capital Assets**

**Agenda item 11.c (continued)****Recommended Motion:**

Motion by Councillor \_\_\_\_\_ that Council accepts submitted reports 11.c.i to 11.c.iv as information.

<b>Regular Council Meeting:</b> July 14, 2025.	<b>Agenda Items:</b> 12 & 13
<b>Prepared by:</b> Arno Glover	<b>Approved by:</b> Mayor Robb Stuart

**Agenda item 12**  
**CLOSED SESSION OF COUNCIL ("in camera")**

**Motion 12.a**

Moved by Councillor \_\_\_\_\_ at \_\_\_\_\_pm that Council moves to an "in-camera" session.

**Motion 12.b**

Moved by Councillor \_\_\_\_\_ at \_\_\_\_\_pm that Council return to an "open meeting" of Council.

**Motion 12.c**  
**Resolution**

Moved by Moved by Councillor \_\_\_\_\_ at \_\_\_\_\_pm that Council accepts submitted reports 11.c.v and 11.c.vi as information.

**Agenda item 13**  
**MEETING ADJOURNMENT**

**Motion 13a** Moved by Councillor \_\_\_\_\_ at \_\_\_\_\_pm to adjourn the meeting.