

A Regular Council Meeting of the Town of Bowden to be held in Council Chambers,  
at 2101 – 20 Avenue, Bowden, on Monday April 24, 2023, commencing 7:00pm.

- |   |                              |
|---|------------------------------|
| <b>1. CALL TO ORDER</b>   |                              |
| <b>2. ADDITIONS / DELETIONS TO THE AGENDA &amp; ADOPTION OF THE AGENDA</b>  |                              |
| <b>3. ADOPTION OF PREVIOUS MINUTES</b><br>April 11, 2023, Regular Council Meeting   | <b>Pages</b><br><b>2 - 5</b> |
| <b>4. PUBLIC HEARING</b><br>None scheduled.   |                              |
| <b>5. DELEGATIONS</b><br>No delegation scheduled.   |                              |
| <b>6. BUSINESS ARISING FROM PREVIOUS MINUTES</b><br>6.a Bowden Hotel<br>6.b Bylaw Matter<br>6.c Police Service Delivery in Alberta  | <b>6 - 10</b>                |
| <b>7. BYLAWS &amp; POLICIES</b><br>7.a Asset Management Policy 02 / 2023.   | <b>11 - 19</b>               |
| <b>8. NEW BUSINESS</b><br>8.a Intermunicipal Collaboration Framework Agreements – date extension.   | <b>20 - 22</b>               |
| <b>9. FINANCIAL</b><br>9.a Statement on variance to Operating Budget.<br>9.b Operating Revenue & Expenditures Report - YTD 2023.  | <b>23 - 26</b>               |
| <b>10. CORRESPONDENCE</b><br>10.a March Enforcement Contract (received from Red Deer County)  | <b>27 - 28</b>               |
| <b>11. REPORTS</b><br>11.a CAO's Report<br>11.b Council Committee Reports<br>11.c Society & Other Reports   | <b>29</b><br><b>30</b>       |
| <b>12. CLOSED SESSION OF COUNCIL ("in camera")</b><br><b>12.a CAO Performance Review</b><br>Section 197(4) of the MGA applies: 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) on the basis of: Section 17 "is harmful to personal privacy". |                              |
| <b>13. MEETING ADJOURNMENT</b>  |                              |



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**Town of Bowden – Regular Council Meeting  
held on Tuesday April 11, 2023  
at Town of Bowden Council Chambers.**

## **MINUTES**

### **1. CALL TO ORDER**

Mayor Robb Stuart called the meeting to order at 7:00pm.

#### **PRESENT**

Mayor	Robb Stuart	(Chair)
Councillor	Deb Coombes	
Councillor	Sandy Gamble	
Councillor	Randy Brown	
Councillor	Marie Flowers	
Councillor	Wayne Milaney	

#### **ABSENT**

Councillor	Paul Webb
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#### **STAFF**

CAO	Rudy Friesen
Recorder	Arno Glover

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

#### **Motion 2.a**

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

*Note: (amended as follows):*

*Item 8(a) New Business – emergent item. 17<sup>th</sup> Annual Mayor's Prayer Breakfast*

*Item 8(b) New Business – emergent item. Bowden Institution Structured Intervention Unit Open House*

*Item 8(c) New Business – emergent item. Councillor Paul Webb*

**MOTION CARRIED UNANIMOUSLY**

### **3. ADOPTION OF PREVIOUS MINUTES**

#### **Motion 3.a.**

Moved by Councillor Deb Coombes that Council adopts the March 27, 2023, Regular Council Meeting Minutes as presented.

**MOTION CARRIED UNANIMOUSLY**

### **4. PUBLIC HEARINGS**

There were no public hearings.

### **5. DELEGATIONS**

Ryan Wachter / Dylan Thudium - BDO Canada.

Keith Bailey - Bowden Agricultural Society (cancelled – rescheduled to RCM 8 May 2023)

BDO Canada provided Council with an overview of the draft Consolidated Financial Statements for year ended 31 December 2022.

BDO Canada stated that the audit was a "clean audit" with no cause for concern (the financial results were stable in comparison with the previous year).

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Council was provided the opportunity to discuss the financial statements with the auditors in a closed session of Council.

### **CLOSED SESSION OF COUNCIL ("in camera")**

#### **Agenda Item 5 (Financial)**

*Section 197(4) of the MGA applies: 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) on the basis of: Section 27 "is deemed to be privileged information".*

**Motion 5.a.** Moved by Councillor Randy Brown at 7:20pm that Council moves to an "in-camera" session.

**MOTION CARRIED UNANIMOUSLY**

**Motion 5.b.** Moved by Councillor Deb Coombes at 7:26pm that Council return to an "open meeting" of Council.

**MOTION CARRIED UNANIMOUSLY**

#### **Motion 5.c.**

Moved by Councillor Wayne Milaney that Council accepts the Consolidated Financial Statements for year ended 31 December 2022 as presented.

**MOTION CARRIED UNANIMOUSLY**

## **6. BUSINESS ARISING FROM PREVIOUS MINUTES**

### **Agenda item 6.a Bowden Hotel**

CAO Rudy Friesen provided Council with an update on the Bowden Hotel.

An email received from Mahmudul Shojib, Properties Manager, Alberta Government was read to Council stating that tender specifications would be sent out in May for the clean up of the site. A tentative date of June / July was given.

### **Agenda item 6.b Council Committee Meetings**

Council is to arrange meetings (date tbc) for the Special Events & Cultural Committee and the Emergency Advisory Committee.

CAO Rudy Friesen (Director of Emergency Management) is required to update Council annually on current emergency management matters.

### **Agenda item 6.c Council Committees - Appointment of Chairperson**

Administration provided Council with information regarding the establishment of Council Committees and the procedures to be followed by Council Committees.

Section 145 of the MGA provides Council with the mandate to establish by bylaw Council Committees including the functions and procedures to be followed by these committees.

The Town of Bowden Council Committee Bylaw sets out the terms of reference for each Council Committee.

Within that bylaw the Public Library Board is the only Council Committee that has procedures for electing a chairperson this being a statutory requirement of the Libraries Act.

#### **Motion 6.a.**

Moved by Councillor Sandy Gamble that Council accepts all matters of Business Arising as information.

**MOTION CARRIED UNANIMOUSLY**

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**7. BYLAWS & POLICIES**

There was no agenda item submitted.

**8. NEW BUSINESS****Agenda item 8.a Annual Mayor's Prayer Breakfast**

Mayor Robb Stuart provided Council with registration information for the 17<sup>th</sup> Annual Mayor's Prayer Breakfast to be held on Thursday April 20, 2023, at 6:15am at the Parkland Pavilion at Westerner Park.

Council reviewed the information received. Mayor Robb Stuart and Councillor Deb Coombes will attend the event.

There was no motion made regarding this matter.

**Agenda item 8.b Bowden Institution Structured Intervention Unit Open House**

Mayor Robb Stuart provided Council with registration information for the Bowden Institution Open House to be held on Thursday April 20, 2023, between 1:00pm and 3:00pm at the Bowden Institution Structured Intervention Unit.

Council reviewed the information received. Mayor Robb Stuart, Councillor Deb Coombes, Councillor Marie Flowers, and Councillor Sandy Gamble will attend the event.

CAO Rudy Friesen is to submit a RSVP on behalf of Council.

There was no motion made regarding this matter.

**Agenda item 8.c Councillor Paul Webb**

CAO Rudy Friesen provided Council with a statement provided by Councillor Paul Webb that he is unable to attend the forthcoming Council Open House.

There was no motion made regarding this matter.

**9. FINANCIAL**

There was no agenda item submitted.

**10. CORRESPONDENCE**

There was no agenda item submitted.

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

CAO Rudy Friesen submitted his report to Council.

With reference to item 4, Asset Management, it was stated that Administration has almost completed all modules of the asset management program.

In addition to the items within the CAO's report it was stated that the design for the new library sign will be provided to Councillor Deb Coombes to submit to the Public Library Board for review.

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

No reports submitted.



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

RMA Convention / President's Summit / Leadership Caucus Reports

Mayor Robb Stuart provided Council with information from the RMA Convention.

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**Mayor Robb Stuart called for a brief recess at 7:55 p.m.****Mayor Robb Stuart called the meeting back to order at 8:00 p.m.**

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**12. CLOSED SESSION OF COUNCIL ("in camera")****Agenda Item 12.a. Bylaw Matter**

Section 197(4) of the MGA applies: 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) on the basis of: Section 27 "is deemed to be privileged information".

**Agenda Item 12.b CAO Performance Review**

Section 197(4) of the MGA applies: 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) on the basis of: Section 17 "is harmful to personal privacy".

**Motion 12.a.** Moved by Councillor Randy Brown at 8:00pm that Council moves to an "in-camera" session.**MOTION CARRIED UNANIMOUSLY****Motion 12.b.** Moved by Councillor Deb Coombes at 9:30pm that Council return to an "open meeting" of Council.**MOTION CARRIED UNANIMOUSLY****Motion 12.c.**

Moved by Councillor Sandy Gamble that Council instructs Administration to put procedures in place that alleviate the bylaw matter brought before Council in the manner agreed by Council.

**MOTION CARRIED UNANIMOUSLY****Motion 12.d.**

Moved by Councillor Marie Flowers that Council accepts the reports submitted as information.

**MOTION CARRIED UNANIMOUSLY**

There was no motion made regarding agenda item 12.b.

**13. MEETING ADJOURNMENT****Motion 13.a** Moved by Councillor Deb Coombes at 9:37pm to adjourn the meeting.**MOTION CARRIED UNANIMOUSLY****Meeting Adjourned****Minutes signed by:**

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**Mayor  
Robb Stuart**

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**CAO  
Rudy Friesen**

<b>Regular Council Meeting:</b> April 24, 2023.	<b>Agenda Item:</b> 6.a / 6.b / 6.c
<b>Prepared by:</b> Arno Glover	<b>Approved By:</b> CAO
<b>Report Type:</b> Information / RFD	<b>Attachment(s):</b> 1 Letter received from Minister Mike Ellis, Alberta Government.

Matters arising from past minutes are provided below – updates are highlighted in red.

**Content:****6.a Bowden Hotel**

There is no further update on this matter.

**6.b Bylaw Matter**

**Motion 12.c.** RCM April 11, 2023.

Moved by Councillor Sandy Gamble that Council instructs Administration to put procedures in place that alleviate the bylaw matter brought before Council in the manner agreed by Council.

Administration has contacted Olds RCMP Detachment. A process has been initiated.

**6.c Correspondence in support of Mayor Lance Colby, Town of Carstairs re Provincial Policing.**

**Motion 10.c.** RCM January 9, 2023.

Moved by Councillor Deb Coombes that Council endorses the correspondence and Administration to communicate accordingly with Premier Danielle Smith.

Administration sent a letter (dated February 7, 2023) to Premier Danielle Smith in support of the RCMP policing delivery model.

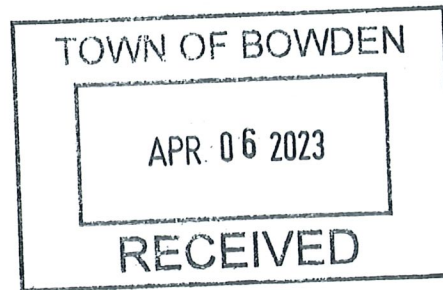
A response letter has been received (dated March 31, 2023) from the Honourable Mike Ellis, Minister of Public Safety and Emergency Services (copy attached).



000007

ALBERTA  
PUBLIC SAFETY AND EMERGENCY SERVICES

*Office of the Minister  
MLA, Calgary-West*



AR 54933

March 31, 2023

Mr. Rudy Friesen  
Chief Administrative Officer,  
Town of Bowden  
Box 338, 2101 - 20 Avenue  
Bowden AB T0M 0K0

Dear Mr. Friesen:

Thank you for your correspondence to the Honourable Danielle Smith, Premier of Alberta, regarding the ongoing exploration of alternative police service delivery models that is occurring at the local, regional, and provincial level in Alberta. Your email was forwarded to the Ministry of Public Safety and Emergencies Services, and I appreciate the opportunity to provide some additional information on this work.

First, let me state unequivocally that any discussion regarding alternate local, regional, or provincial police service delivery models is in no way reflective of the dedicated women and men who serve in the Royal Canadian Mounted Police (RCMP). Albertans and their provincial government are justifiably proud and grateful for the RCMP and their proud history of serving our province.

Over the last several years, there has been growing calls across Canada for modernization and reform of the way in which police services keep citizens safe and protected. While the Government of Alberta does not believe that “defunding the police” is an appropriate way to address these concerns, we have taken concrete steps to improve and modernize Alberta’s policing system. In December 2022, I introduced the *Police Amendment Act, 2022* into Alberta’s legislature, which was the first major update to the province’s *Police Act* in more than thirty years. These reforms include measures that will enhance transparency, accountability, and civilian involvement by establishing an independent and more straightforward process for public complaints, promote more diversity in policing and encourage greater collaboration between police and civilian partners to improve public safety.

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All across Alberta, communities are exploring new and innovative approaches toward local policing. In March 2023, the City of Grande Prairie decided to establish a municipal police service and transition away from the RCMP's contract policing model. The City of Grande Prairie is undertaking this transition to realize several benefits, including:

- increased local oversight, accountability and efficiency through a local police commission and local decision-making autonomy.
- improved officer recruitment based on local candidate development and in-community police recruit training.
- increased officer retention based on officers having stronger community ties.
- increased municipal control over cost elements and ability to more readily direct costs with increased detail than is available in the contract policing model.
- reduced community policing costs, estimated to be less than what is expected under the contract policing model.
- enhanced public safety infrastructure through local development of an integrated public safety communications centre, a public safety real time operations centre, and a new specialized policing capability in the form of a local emergency response team.

The Government of Alberta is ready to support the City of Grande Prairie in establishing a community-led municipal police service. Through Budget 2023, the City of Grande Prairie will be provided with \$9.7 million over two years toward the costs associated with starting a local police service. The Ministry of Public Safety and Emergency Services will also be working closely to the City of Grande Prairie's transition team, the federal government and the RCMP to support a safe and efficient transition of municipal policing services.

Indigenous communities across Alberta have also expressed strong interest in adopting self-administered First Nations police services as a means to improving public safety while also advancing the goals of reconciliation. For instance, in September 2022 the Siksika Nation and the governments of Alberta and Canada reached a deal allowing the Siksika Nation to take over policing responsibilities from the RCMP, creating Canada's first self-administered First Nations police service in fourteen years. The Ministry of Public Safety and Emergency Services is working closely with the Siksika Nation and the federal government to support the development of an implementation plan.

The Government of Alberta supports municipalities, First Nations and Metis Settlements studying and developing alternate policing models as a way to address public safety concerns and ensure policing priorities are aligned with local priorities. Every municipality, Indigenous community and region has unique needs, and they are in the best position to decide how to improve safety in their community. Through Budget 2023, the Government of Alberta will provide \$6 million over two years towards the Community Policing Grant, which offers Indigenous communities and municipalities up to \$30,000 toward developing a business case to establish a local or regional police service which includes examining local needs, capital requirements and transition considerations.

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At the provincial level, no decision has been made on whether Alberta will establish an Alberta Police Service (APS), and the Government of Alberta is continuing to listen to a wide variety of viewpoints on this topic. However, as more municipalities and First Nations move further down the path of exploring, or establishing their own local policing models, this will mean that any exploration of an APS will need to adjust, and we are prepared to work with our partners accordingly. In the meantime, the Government of Alberta will continue with measures to address the immediate public safety needs of Albertans through the following initiatives:

- Working with municipalities, police services, community-based organizations, and other ministries to improve the alignment of mental health and addictions crisis response resources and ensure recovery is a central component of effective community policing and corrections.
- Working with policing partners, municipalities, and Indigenous communities to address crime and implement risk reduction strategies. This includes focused work on rural crime, organized crime, hate-motivated crime, drug and human trafficking and proceeds of crime.
- Enhancing the authorities, role, and numbers of provincial sheriffs to support the RCMP in addressing rural crime.

It is important to highlight that the discussions happening in Alberta are just one part of a larger national conversation taking place about the future of RCMP contract policing. In 2021, the Canadian Parliament released a report that found that the RCMP's contract policing role makes it difficult for the RCMP to focus on front-line community policing, while at the same time providing national police services. The Prime Minister's most recent mandate letter to the minister responsible for the RCMP includes direction to conduct an assessment of RCMP contract policing in consultation with provinces, territories, municipalities, and Indigenous communities.

Other provinces such as New Brunswick and Nova Scotia have both announced plans to examine provincial policing models, and Saskatchewan has recently announced that it is taking the first steps towards developing its own provincial policing capacity through the new Saskatchewan Marshals Service. In May of 2022, a British Columbia (B.C.) committee of politicians from all parties, unanimously recommended that B.C. replace the RCMP with a new provincial police service. At the municipal level, several municipalities in the Maritimes are also considering establishing their own municipal or regional police service in order to provide greater local control over policing costs, as well as improve policing services for their residents.

Police modernization across Alberta is just one part of the work undertaken by this government to strengthen Alberta's justice system and improve public safety. Since 2019, the Government of Alberta has undertaken a number of measures which include the following:

- Invested up to \$20 million over four years to expand drug treatment courts. Drug treatment courts aim to reduce the number of crimes motivated by drug addiction.

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- Invested \$207 million over five years for a new Red Deer Justice Centre, with thirteen other court facilities across Alberta having been upgraded over the last few years.
- Hired 50 new Crown prosecutors and additional support staff to ensure excellence in prosecutions.
- Created the Rural Alberta Provincial Integrated Defence (RAPID) Response to allow Alberta sheriffs to respond to a wider range of calls.
- Allocated additional funding to the Alberta Law Enforcement Response Teams (ALERT) to combat organized crime, illegal guns, and gangs.
- Committed to expand Indigenous policing by funding 15 new police officers for the Blood Tribe, Tsuut'ina Nation, and Lakeshore Regional police services.
- Committed to upholding firearms policies and governance measures that protect Albertans and deter illegal gun crime rather than persecuting law-abiding citizens.
- Created an Alberta Parole Board to make parole decisions and effectively address repeat offenders and parolees responsible for crime in rural areas of our province.
- Established two Public Safety and Community Response Task Forces, with one for Edmonton and the other for Calgary, to address social issues through a coordinated response between the province, city and local partners.
- Introduced a pilot partnership between the Alberta sheriffs and both the Edmonton Police Service and Calgary Police Service to help provide a visible presence in inner-city neighbourhoods, as well as provide officers with more opportunities to respond to community concerns, helping keep communities safe while treating mental health and addiction as health-care issues.

If your municipality would like to schedule a meeting on this topic, please contact my office at [PSES.minister@gov.ab.ca](mailto:PSES.minister@gov.ab.ca) or 780 415-9550.

The Government of Alberta is continuing to listen to a wide variety of viewpoints on this topic, thank you again, for taking the time to write. Perspectives such as yours are an important way for the provincial government to understand how we can ensure that all Albertans feel safe, secure, and protected in their communities, no matter where they live.

Sincerely,



Honourable Mike Ellis  
Minister

cc: Honourable Danielle Smith, Premier of Alberta  
Honourable Devin Dreeshen, MLA for Innisfail-Sylvan Lake

<b>Regular Council Meeting:</b> April 24, 2023.	<b>Agenda Item:</b> 7.a
<b>Prepared by:</b> Arno Glover	<b>Approved By:</b> CAO
<b>Report Type:</b> RFD	<b>Attachment(s):</b> 1. Asset Management Policy 02 / 2023

### 1 Asset Management Policy 02 / 2023

The attached policy document is submitted to Council as a Request for Decision.

The policy supersedes the existing Asset Management Policy (02 / 2021) dated June 2021.

#### 1.1 Introduction:

Municipalities provide a diverse range of services that are essential to the local community. The services delivered depend upon physical infrastructure assets (water treatment plants, wastewater systems, roads, civic facilities etc) ensuring that the community continues to exist economically, socially, and environmentally.

The management of existing assets, planning for future assets and their connection with municipal services is an important priority for municipalities (but not [yet] a requirement of the MGA).

The purpose of this policy (as outlined in section 1.2) is to provide a set of guiding principles for Town Administration in the implementation and maintenance of an asset management system and the ongoing management of the Town's capital assets.

#### 1.2 Background:

Town Administration has attended a number of workshops providing resource to assist in the development and implementation of an asset management policy / strategy / plan.

These municipal asset management workshops were delivered by the Federation of Canadian Municipalities funded by the Government of Canada.

The current Asset Management Policy (02 / 2021) was completed prior to attendance of these workshops during late 2022 and 2023. While the content of the policy document remains largely relevant a revision is now required to provide consistency and conformity across all of the documents within the asset management system.

#### 1.3 Amendments

Revisions to this Policy (highlighted in yellow) are as follows:

- i. A realignment of terminology and wording to ensure continuity of meaning across all current components of the asset management system.
- ii. A change in the definition of tangible capital asset (revised up from \$2500.00 to \$5000.00) made in accordance with advice provided by the Town's auditors, BDO Canada.

**1.4 Alternative Actions.**

That Council:

- i. reviews draft Asset Management Policy (02 / 2023) as submitted and grants approval, or,
- ii. reviews the policy and makes recommendations to Administration on amendments as required.

**Recommended Motion.**

Motion by Councillor \_\_\_\_\_ that Council approve Asset Management Policy (02 / 2023) as presented.

or

Motion by Councillor \_\_\_\_\_ that Council direct Administration to make amendments to draft Asset Management Policy (02 / 2023) as directed and to resubmit a revised version to Council at a later date for approval.

**1.5 Future Action:**

Upon approval of the policy Administration to publish a copy of the policy on the Towns' website.





Town of Bowden  
Box 338, 2101 20<sup>th</sup> Ave  
Bowden, Alberta, T0M 0K0

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## Town of Bowden – Province of Alberta

### Policy Document (02 / 2023)

### ASSET MANAGEMENT POLICY

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#### 1 POLICY (GENERAL)

##### 1.1 Statement

The Town of Bowden utilizes a diverse asset portfolio to deliver core, essential services to its residents and local business community.

This Asset Management Policy provides a high-level statement that specifies the principles and approaches to be adopted for the management of the Town's capital assets.

##### 1.2 Purpose

The purpose of this policy is to provide a commitment to developing and maintaining an asset management system that ensures provision is made for the ongoing maintenance and long-term replacement of Town assets considering:

- the successful delivery of core / essential services,
- long term financial stability and revenue streams,
- continuous assessment and revision of the Asset Management Strategy and Asset Management Plan.

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#### 2 DEFINITIONS

##### Asset

Means an item, thing or entity that has potential or actual value to the Town and that enables a service to be provided. The value of an asset can include tangible or intangible, financial or non-financial, and other considerations including risk and opportunities.

Assets include:

- Land and Land improvements,
- Town Infrastructure,
- Buildings and Engineered structures,
- Vehicles,
- Equipment.

##### Activities

Are the processes, tasks, or actions (defined within the Asset Management Strategy) to maintain and develop the asset management system.

##### Asset Management

A process of making decisions on how assets are used and cared for in a manner that manages current and future needs, considers risks and opportunities, and makes the best use of resources. This covers all asset types and includes all aspects of an asset's life cycle, for example: initial identification of requirements, purchasing options, acquisition, utilization, care & maintenance, renewal, and disposal.

**Asset Management Plan**

Is a document that specifies the activities, capital resources, and timescales required for an individual asset or group of assets to achieve the organization's asset management objectives.

**Asset Management Strategy**

Is the organization's approach to implementing the Asset Management Policy.

**Asset Management System**

Is the set of policies, people, practices, and processes that are used in the governance of assets.

**Capital Types****Capital Maintenance**

The activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life, for example: road patching, unsealed road grading, building and structure repairs.

**Capital New**

A new service or new asset that did not exist previously, eg: a new item of specialist equipment.

**Capital Rehabilitation / Renewal**

Mean works to rebuild or replace parts or components of an asset, to restore it to a required functional condition and to extend its life, and which may incorporate some modification,  
or

Activities that return the service capability of an existing asset up to the capability which it had originally had, for example: pavement reconstruction, pipeline replacement.

**Capital Replacement**

Means the complete replacement of an asset that provides a similar or agreed alternative, level of service.

**Capital Upgrade**

Means activities taken to provide a higher level of service, for example: widening a road, replacing a utility pipeline with a larger size,

**Chief Administrative Officer (CAO)**

Is the person appointed by the Council to the position of Chief Administrative Officer (or his / her designate) for the Town of Bowden in accordance with the MGA and is the administrative head of the Town.

**Council**

Means the duly elected Municipal Council of the Town of Bowden.

**Critical Assets**

Are important assets that are considered to be critical in that there may be major consequences if they fail (eg: water or wastewater systems / infrastructure).

**Level of Service**

Is an expected level of performance of a service to be delivered including the expectations of the service recipient and a commitment to a specified level of performance. Service attributes include quality, reliability, responsiveness, sustainability, timeliness, accessibility, and cost.

**Life Cycle Costs**

Is the total cost of an asset over its life including planning, design, construction, acquisition, operation & maintenance, decommissioning and disposal.



**MGA**

Means the Municipal Government Act, RSA2000, Chapter M-26 (as amended over time).

**Operations & Maintenance (O&M)**

Means the function, duties and labour associated with the normal daily operations of an asset and the normal repairs, replacement of parts and structural components, materials and energy needed to preserve an asset in order that the asset continues to operate normally and achieves its expected life.

**Planned Preventative Maintenance (PPM)**

Means a scheduled maintenance routine for an asset to maintain the asset in accordance with manufacturers or operating guidelines so as to maintain the effectiveness of the asset.

**Risk**

In the context of asset management, the evaluation of the likelihood of an event occurring (breakdown, weather, unavailability of parts) that can **cause an asset to fail** and its potential impact on service delivery.

**Sustainable Service Delivery**

Means that community services are delivered or provided for in a socially, economically, and environmentally responsible manner (and that do not compromise the ability of future generations to meet their future service needs).

**Tangible Capital Assets**

Means an asset that has a definable monetary value and has physical form (opposite to intangible assets which have a theorized value).

**Town**

Means the municipal corporation of the Town of Bowden, its administrative staff, designated officers, and designated persons / authorities.

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### 3 SCOPE

Asset management as a tool allows the Town to consider present and future asset needs, which is essential in order to:

- support sustainable service delivery to the community,
- effectively maintain critical infrastructure such as water distribution, wastewater collection and transport links,
- achieve the recreational, cultural, economic, institutional, and social needs of the community,
- plan for the future infrastructure needs of the community,
- maintain financial sustainability that satisfy both investment needs and long-term funding plans.

This policy applies to areas of operational activity within the Town that plans, manages, or utilizes tangible assets for the delivery of services to the residents of Bowden.

Tangible assets are defined as having a useful life of more than one year and a value of more than **\$5000.00** at the time of acquisition.

This policy does not replace in part or full any existing capital planning and budgetary management requirements but rather compliments and adds to best practice procedures and management principles.

Nothing in this policy (either by inclusion or omission) exempts the Town from any obligation, liability or accountability imposed by statutory regulation or enactment, including but not limited to, the Municipal Government Act, and public sector accounting standards and principles.

## 4 AUTHORITY / RESPONSIBILITIES

This policy requires commitment from both Council and Administration who have joint responsibility for the management of Town assets and the delivery of Town services.

### 4.1

Council is responsible for:

- i. adopting (by resolution) this policy,
- ii. maintaining a high-level oversight of the management of the Town's assets,
- iii. approving capital expenditures,
- iv. assessing service level requirements and needs.

### 4.2

The Chief Administrative Officer is responsible for:

- i. ensuring that resources are utilized and allocated to support the implementation of the asset management system,
- ii. reporting to Council on the status, performance, and effectiveness of the asset management system,
- iii. ensuring that operational and capital budgets align with the Asset Management Plan (operational budgets to employ a "full cost" accounting methodology whereby the complete end to end cost of maintaining an asset is considered and budgeted for).
- iv. reviewing on an ongoing basis the Asset Management Strategy and the Asset Management Plan in order to ensure quality, accuracy, and relevancy,
- v. aligning the Asset Management Strategy and the Asset Management Plan with other strategic plans, for example, the Inter Municipal Development Plan.

## 5 POLICY STANDARDS

### 5.1 Sustainable Service Delivery

Sustainable service delivery needs will be met by ensuring that adequate provision is given to the long-term planning, financing, operation, maintenance, repair, renewal, upgrade, replacement, and disposal of capital assets.

### 5.2 Fundamental Principles

The following asset management principles will be adopted (where relevant or applicable) within the Town's Asset Management Strategy to ensure maximum value is realized across the complete asset base:

#### Aligned:

Ensuring that the Asset Management Strategy compliments all strategic objectives of the Town including other relevant and influencing policies, regulation, and enactments.

#### Sustainable:

Undertaking a long term, lifecycle-based approach in developing asset investment strategies.

#### Systematic:

Adoption of a methodical approach to the management of assets.



**Risk Based:**

Management of assets based on attaining levels of service and focussing resources, expenditures and priorities based on risk and associated cost / benefit.

**Optimal:**

Making relevant asset investment decisions that may be based on trade-offs between competing factors of service level, risk, and cost,

**Holistic:**

Adoption of a “big picture” approach that includes examining asset interdependencies, and the management of assets across all lifecycle phases.

**Management:**

Adoption of management practices that effectively translate the Town’s high-level objectives and aims into decisions, plans, activities, and deliverables.

**Leadership:**

Adopting an organizational culture that embodies a realization of care for all Town assets by providing where necessary policy awareness, operator competencies, and planned preventative maintenance schedules.

**Assurance:**

Provision of assurances that assets will fulfil their required purpose.

**Value:**

Recognition that assets exist to provide value to the Town, its residents, and stakeholders and those assets should be procured, delivered, and maintained in a cost-effective manner,

**Integrated:**

Coordinating all the above principles to ensure the delivery of cost-effective services and well-defined outcomes.

**5.3 Policy Requirements**

The following requirements form part of this policy.

- i. A documented **Asset Management Strategy** and **Asset Management Plan** must exist that compliment each other and this policy,
- ii. The asset management standards and principles as defined in this policy should be adopted and integrated into all planning and operational processes,
- iii. The **Asset Management Strategy** and **Asset Management Plan** should receive an annual review of its relevancy, effectiveness, and completeness,
- iv. Appropriate actions should be taken to implement necessary changes for non conformance and / or corrective action required following any review of the **Asset Management Strategy and Asset Management Plan**,
- v. The asset management system must adopt appropriate / best practices for the sourcing, purchasing, maintenance and disposal of any assets,
- vi. Asset renewal plans will be prioritized and implemented based on agreed levels of service and the effectiveness of the current assets to provide for those service levels,
- vii. All decisions relating to the provision of new assets and the upgrade of existing assets must consider the total life cycle costs of the asset,
- viii. An annual review must be made of all assets to ensure that the assets are managed, valued, and depreciated in accordance with asset management best practices and accounting standards,

- ix. An annual review must be made of all assets to ensure agreed levels of service are being maintained and to identify asset renewal policies,
- x. Where an asset requires ongoing maintenance in order to ensure their long-term effectiveness a Planned Preventative Maintenance (PPM) agreement must be put in place and included as part of the asset's life cycle costs.
- xi. Asset renewals and disposals will be agreed through the Town's budgetary process, funded in the annual capital budget and the funding sources will be identified,
- xii. Planned Preventative Maintenance agreements for appropriate key assets will be identified in the Town's budgetary process, and will be funded in the annual operational budget,
- xiii. Assets should be sourced with consideration of all relevant factors (not just cost) including supply chain lead times, project management costs (if applicable), financial funding sources, staff competencies & training requirements, compatibility (with other assets), environmental considerations, recommendations, software / instrumentation requirements, and health & safety matters.

## 6 NON-COMPLIANCE (CONSIDERATIONS)

A failure to adopt the principles of sound asset management practices may lead to:

- a risk that the Town fails to invest in new infrastructure and equipment and in doing so compromises the safety and long-term delivery of services,
- the risk of an inability to maintain and replace aging (fully depreciated) assets,
- conflicting investment priorities,
- a failure to meet service delivery standards, and operational inefficiencies (particularly where ongoing operation and maintenance costs are not accounted for in the initial capital ask)
- the inability to finance new asset acquisitions,
- a misalignment of the Town's Capital Plan with the Town's **Asset Management Policy**.

## 7 SUPPLEMENTARY INFORMATION

### 7.1 Additional Information

Questions or concerns relating to this Policy should be directed to the Chief Administrative Officer:

**Tel:** 403 224 3395  
**E-mail:** cao@bowden.ca

### 7.2 Related Documentation

Town of Bowden Asset Management Strategy

Town of Bowden Asset Management Program Terms of Reference

Town of Bowden Asset Management Plan

### 7.3 Policy Specifics

<b>Policy Number</b>	02 / 2023
<b>Policy Title</b>	Asset Management Policy
<b>Policy Type</b>	Council Policy
<b>Supersedes / Revokes</b>	<b>Policy 02 / 2021</b>
<b>Policy Passed</b>	Regular Council Meeting of ** April 2023
<b>Council Resolution</b>	* *
<b>Date Effective</b>	Immediate upon signing by Mayor & CAO
<b>Policy Review Date</b>	As required / at least annually
<b>Distribution:</b>	Town of Bowden Web Site <b>Asset Management Team</b>



**7.4 Policy Revision History**

	Date	Description of Change	Section	Approved by
1	** April 2023	General revision & review following attendance and completion of asset management workshops and activities.	All	Council & CAO
2				
3				
4				
5				

**7.5****Signed:**

\_\_\_\_\_  
Robb Stuart  
Mayor

\_\_\_\_\_  
Rudy Friesen,  
Chief Administrative Officer



<b>Regular Council Meeting:</b> April 24, 2023.	<b>Agenda Item:</b> 8.a
<b>Prepared by:</b> Arno Glover	<b>Approved By:</b> CAO
<b>Report Type:</b> RFD	<b>Attachment(s):</b> 1 Letter received from Rebecca Schulz, Municipal Affairs.

**Content:****8.a Intermunicipal Collaboration Framework Agreement****Background**

Bylaw 11-2018 (passed by Council in November 2018) adopted an Intermunicipal Collaboration Framework between the Town of Bowden and Red Deer County.

Section 708.27 of the MGA allows for the creation of intermunicipal collaboration framework to provide for the integrated and strategic planning, delivery, and funding of intermunicipal services.

Section 708.32(1) of the MGA states that the parties to the framework must review the framework at least every 5 years after the framework is created.

The intermunicipal collaboration framework is therefore due for review and renewal by November 2023.

**New Development**

Administration has received correspondence from Minister Rebecca Schulz, Municipal Affairs, extending the review period from five years to seven years (copy attached).

**Note:**

This extension does negate any obligations or responsibilities made under the current bylaw / agreement and an ICF must remain in place.

Council may, if they wish, review, and replace the current intermunicipal collaboration framework any time before the extended deadline of November 2025.

**Recommendation**

That Administration / Council hold back from any renegotiation discussions pending any further announcements from the Minister and / or amendments to the MGA.

**Alternative Motions.**

Motion by Councillor \_\_\_\_\_ that any renegotiation of the current intermunicipal collaboration framework is delayed pending any further announcements from the Minister and / or amendments to the MGA.

or

Motion by Councillor \_\_\_\_\_ that Council instructs Administration to

\_\_\_\_\_.



ALBERTA  
MUNICIPAL AFFAIRS

*Office of the Minister  
MLA, Calgary-Shaw*

AR111331

April 11, 2023

Dear Chief Elected Official:

Intermunicipal Collaboration Framework agreements (ICFs) between municipalities with shared boundaries are designed to provide for integrated and strategic planning, delivery, and funding of intermunicipal services.

ICFs are created with the understanding that things change over time, and there is a requirement to review those frameworks regularly to ensure they are current and meet the needs of the municipalities that are parties to the framework.

I have heard from some municipalities that it will be challenging to meet the review period of "at least every five years" from the date that their original ICF was signed while the ministry is concurrently reviewing the ICF provisions within the *Municipal Government Act*. Given those concerns, I have signed Ministerial Order No. MSD:24/23, extending the review period from five to seven years.

For clarity, this does not impact the obligation to have an ICF in place and current agreements are still in effect. In other words, the time extension does not mean municipalities can forfeit their obligations within their agreement, including cost-sharing, shared services, and any agreed-upon review period. We recommend municipalities hold off on renegotiation discussions in light of the potential for further amendments.

In addition to this extension, my ministry can provide additional supports to assist with mediation or facilitation services if needed. Questions regarding ICFs can be directed to a Municipal Collaboration Advisor at [icf@gov.ab.ca](mailto:icf@gov.ab.ca) or toll-free by first dialing 310-0000, then 780-427-2225.

Sincerely,

Rebecca Schulz  
Minister

Attachment: Ministerial Order No. MSD:024/23

cc: Chief Administrative Officers



ALBERTA  
MUNICIPAL AFFAIRS

*Office of the Minister  
MLA, Calgary-Shaw*

MINISTERIAL ORDER NO. MSD:024/23

I, Rebecca Schulz, Minister of Municipal Affairs, pursuant to Section 605(2) of the *Municipal Government Act*, make the following order:

The date by which a municipality must review an intermunicipal collaboration framework, as required by Section 708.32(1) of the *Municipal Government Act*, is amended from at least every five years to at least every seven years.

This order expires March 31, 2027.

Dated at Edmonton, Alberta, this 6<sup>th</sup> day of April, 2023.



Rebecca Schulz  
Minister of Municipal Affairs



<b>Regular Council Meeting:</b> April 24, 2023	<b>Agenda Item:</b> 9.a
<b>Prepared by:</b> Arno Glover	<b>Approved By:</b> CAO
<b>Report Type:</b> Information	<b>Attachment(s):</b> 1 Revenue & Expenditure Statement YTD 2023

## 1 Operating Budget – Report on Actual Material Change

### 1.1 Legislative Responsibility

Section 8.26 of the Chief Administrative Officer Bylaw states that the CAO will, *“Monitor, review, control, and regularly report to Council on expenditures within the approved operating and capital budgets and on any anticipated or actual material changes to operating or capital expenditures”*.

Section 7.3 (Emergency Purchases) of the Town of Bowden Procurement Policy states: *“Unplanned emergency purchases (eg: infrastructure repairs, utility equipment purchases etc), must be authorized either by the CAO or the CFO.*

*If not authorized prior to purchase all such purchases must be reported to the CAO or CFO as soon as reasonably possible.*

*All unbudgeted emergency purchases greater than \$5000.00 in value must be reported to Council within the CAO’s report at the next Regular Council Meeting”.*

Administration therefore reports to Council as follows.

### 1.2 Background

Water distribution statistics revealed that flow rates for the week commencing 27 February were twice the normal average totals for each week.

Public Works were notified and were tasked with locating what was a suspected water leak. Initially there was no obvious indication as to where there was a break in the water distribution system.

On 24 March water leaks were discovered in two locations, namely:

- i. A leaking and inoperable of a 4-inch main water valve on the junction of 21 Avenue and 23 Street (by Bowden Grandview School).
- ii. A fracture in the 8-inch cast iron water main on 20 Avenue.

Both incidents were reported to Alberta Environment in accordance with the Code of Practice for Waterworks Systems.

Repairs were made in both locations by installing a new water valve and by the fitting of a speed sleeve.

### 1.3 Resource

Additional resource and equipment is required whenever a water mains break occurs.

For both repairs the cost of this amounted approximately \$60000.00.

**1.4 Financial Impact**

The 2023 Operating Budget provides for an amount of \$40000.00 for Water Repairs & Maintenance.

**2 Revenue & Expenditure Statement - YTD 2023**

Administration submits to Council a summary statement of revenues and expenditures for year-to-date 2023.

**Alternative Motions:**

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

or

Motion by Councillor \_\_\_\_\_ that Council directs Administration to \_\_\_\_\_.



**Town of Bowden**  
**Operating Centre Revenue & Expenditures YTD 2023**

	2023		2023
	Actual	Variance	Budget
	\$	%	\$
TAX REVENUES	42,793.21	-96.97	1,412,377.65
REQUISITIONS & GENERAL EXPENSES	-75,505.55	-74.07	-291,143.51
OTHER REVENUES			
GRANT	0.00	-100.00	164,317.00
OTHER REVENUES	81,484.19	-70.16	273,100.00
OTHER EXPENDITURES			
COUNCIL	-19,195.21	-83.94	-119,500.00
FIRE PROTECTION	-6,898.02	-42.76	-12,050.00
EMERGENCY MANAGEMENT	0.00	-100.00	-1,000.00
ROADS	-34,246.92	-80.24	-173,350.00
PLANNING & DEVELOPMENT	-6.00	-99.91	-7,050.00
SENIORS	0.00	-100.00	-2,235.00
ADMINISTRATIVE REVENUES	12,844.46	-25.90	17,335.00
ADMINISTRATION COSTS	-166,290.08	-70.67	-566,974.14
PUBLIC WORKS	0.00	-100.00	100.00
PUBLIC WORKS	-106,457.06	-70.66	-362,836.00
RECREATION (ARENA)	43,139.74	-63.44	118,000.00
RECREATION (ARENA)	-125,073.55	-52.77	-264,815.00
WATER REVENUES	72,255.31	-76.63	309,200.00
WATER COSTS	-139,540.21	-54.80	-308,740.66
SANITARY SEWER REVENUES	83,077.09	-75.22	335,300.00
SANITARY SEWER COSTS	-59,674.46	-85.09	-400,348.06
SOLID WASTE REVENUES	12,915.44	-81.44	69,600.00
SOLID WASTE COSTS	-12,805.30	-73.91	-49,079.22
RECYCLING REVENUES	17,304.11	-75.42	70,400.00
RECYCLING COSTS	-6,318.73	-75.22	-25,500.00
FCSS REVENUES	32,726.70	-50.38	65,953.40
FCSS COSTS	-23,281.94	-76.45	-98,879.45
BYLAW REVENUE	165.00	65.00	100.00
BYLAW ENFORCEMENT COSTS	-56,455.41	-31.68	-82,631.00
ANIMAL REVENUES	2,085.00	-41.27	3,550.00
ANIMAL COSTS	0.00	-100.00	-285.00
CEMETERY REVENUES	1,900.00	-84.17	12,000.00
CEMETERY COSTS	-464.35	-95.66	-10,700.00
ECONOMIC DEVELOPMENT REVENUE	396.00	-73.60	1,500.00

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ECONOMIC DEVELOPMENT COSTS	0.00	-100.00	-4,000.00
LIBRARY REVENUE	0.00		1,500.00
LIBRARY COSTS	-9,231.55	-67.96	-28,816.01
PARADE REVENUE	0.00	-100.00	1,000.00
PARADE COST	0.00	-100.00	-2,000.00
SPECIAL EVENTS REVENUES	0.00	-100.00	1,500.00
SPECIAL EVENTS COSTS	0.00	-100.00	-2,500.00
LAND REVENUES	800.00	-87.69	6,500.00
LAND COSTS	-770.00	-90.94	-8,500.00
PARKS REVENUES	0.00	-100.00	3,750.00
PARKS COSTS	-198.97	-99.43	-35,190.00
MUSEUM REVENUE	0.00		1,500.00
MUSEUM COSTS	-2,562.64	-53.07	-5,460.00
COMMUNITY HALL	0.00	-100.00	5,000.00
COMMUNITY CENTRE	0.00	-100.00	-10,000.00
<b>NET BUDGET SURPLUS / DEFICIT</b>		<b>-441,089.70</b>	

<b>Regular Council Meeting:</b> April 24, 2023.	<b>Agenda Item:</b> 10.a
<b>Prepared by:</b> Arno Glover	<b>Approved By:</b> CAO
<b>Report Type:</b> Information	<b>Attachment(s):</b> Red Deer County Enforcement Letter

**Content:****10.a**

Letter received from Red Deer County Protective Services re: March Enforcement Contract.

**Recommended Motion:**

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

**Red Deer County****PROTECTIVE SERVICES**

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

April 11, 2023

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: March Enforcement Contract**

Please be advised for the month of March, Red Deer County Patrol Officers spent 10 hours and 6 minutes in the Town of Bowden.

The following tickets were issued during patrols conducted between 0600-2100:

- 2023.03.03 at 0746 – Unregistered motor vehicle
- 2023.03.03 at 0757 – Fail to produce registration
- 2023.03.14 at 1211 – Stunting
- 2023.03.14 at 1232 – Fail to produce registration
- 2023.03.14 at 2023 – Stunting

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

Sincerely,

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



<b>Regular Council Meeting:</b> April 24, 2023.	<b>Agenda Item:</b> 11.a
<b>Prepared by:</b> Arno Glover	<b>Approved By:</b> CAO
<b>Report Type:</b> Information	<b>Attachment(s):</b> As per content

**Content:****11****a. CAO's Report****b. Council Committee Reports**

No reports submitted.

**c. Society & Other Reports**

No reports submitted.

**Recommended Motion:**

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

<b>Regular Council Meeting:</b> April 24, 2023	<b>Agenda Item:</b> 11.a
<b>Prepared by:</b> Rudy Friesen	<b>Approved By:</b> n/a
<b>Report Type:</b> Information	<b>Attachment(s):</b>

### **1 Council Open House**

Several items were brought up by residents during the April 13<sup>th</sup> Council Open House. On the matter of communication, administration heard there are gaps in the Town's communication with residents. In response Administration has updated the Communications & Information Policy to further add additional elements so as to ensure our communication processes remain effective and are targeted to reach as many Town residents as possible.

### **2 Volunteer Appreciation**

Over 100 residents attended the Town of Bowden Volunteer Appreciation Dinner on April 18<sup>th</sup> at the Paterson Community Centre. It was a wonderful opportunity to recognize our volunteers and to enjoy a time of community fellowship. The Mayor, along with Jeff Thompson, brought greetings at the event, which was coordinated by Bowden FCSS.

### **3 Community Standards Bylaw**

The Bowden Community Standards Bylaw was given first reading at the 27 March Regular Council Meeting. This has allowed the document to be open for public input. Several positive suggestions were received at the Council Open House. The draft bylaw is currently posted on our website, and we will continue to encourage residents to provide written feedback and suggestions throughout the summer.

### **4 Library Sign**

During Operating Budget deliberations Council requested inclusion of an illuminated sign for the Public Library to match the one that indicates the Bowden Town Office. The artwork for that sign is now complete and will be provided to Councillor Deb Coombes to share at the upcoming Public Library Committee meeting scheduled for April 26<sup>th</sup>.

### **5 Bowden Arena**

The "igloo" arena closed for hockey activities on 27<sup>th</sup> March. Since then, arena operators have been busy providing a significant face lift to the facility, with a thorough cleaning throughout, and a fresh coat of paint in the entrance and lobby to compliment the new LED lighting. Minor hockey has also been working hard on cleaning the concession. The ice surface is now set to welcome lacrosse activities.