

1

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 November 10, 2025, 7:00pm

- 1. CALL TO ORDER**
- 2. ADDITIONS / DELETIONS TO THE AGENDA & ADOPTION OF THE AGENDA**
- 3. ADOPTION OF PREVIOUS MINUTES**
 - 3.a** October 27, 2025, Organizational Meeting of Council.
 - 3.b** October 27, 2025, Regular Council Meeting.
- 4. PUBLIC HEARING**

None scheduled.
- 5. DELEGATION**
 - 5.a** Sheila Church / Pat Filipenko Expanding Horizons
 - 5.b** S/Sgt Jamie Day, Detachment Commander, Olds RCMP.
- 6. BUSINESS ARISING FROM PREVIOUS MINUTES**
 - 6.a** Council Resolutions Follow Up Action Report
 - 6.b** Key Dates.
 - 6.c** Operating Budget 2026
 - 6.d** Christmas Dine & Dance
- 7. BYLAWS & POLICIES**
 - 7.a** Council Committee Bylaw 07 / 2025
- 8. NEW BUSINESS**
 - 8.a** Amendment to Council Committee Appointment
 - 8.b** Elected Officials Remuneration
 - 8.c** Municipal Affairs – Municipal Accountability Program
- 9. FINANCIAL**

No agenda item
- 10. CORRESPONDENCE**
 - 10.a → 10.f**
- 11. REPORTS**
 - 11.a** CAO's Report.
 - 11.b** Council Committee Reports.
 - 11.c** Society & Other Reports.
- 12. MEETING ADJOURNMENT**



**Town of Bowden – Organizational Meeting of Council
held on Monday October 27, 2025
at the Town of Bowden Council Chambers.**

MINUTES (unapproved)

1. CALL TO ORDER

Mayor Laurie Miller called the meeting to order at 6:31pm.

PRESENT

Mayor	Laurie Miller	(Chair)
Councillor	Ryan Howlett	
Councillor	Amanda Peffers	
Councillor	Carol Pion	
Councillor	Cam Morrison	
Councillor	Randy Brown	
Councillor	Marietta Tuckwell	

STAFF

CAO	Arno Glover
-----	-------------

Organizational Meeting agenda items are determined by the provisions within section 6.3 of the Town of Bowden Council Procedural Bylaw 04 / 2025

2. ADDITIONS / DELETIONS TO THE AGENDA

Motion 2.a

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

Note: amended as follows:

Agenda item 3(viii).1 added: Other Matters: Good Governance

MOTION CARRIED UNANIMOUSLY

3. MATTERS OF COUNCIL BUSINESS

Agenda Item 3(i) Adoption of Agenda

Adopted as agenda item 2.a

Agenda Item 3(ii) Oath of Office for Councillors

Mayor Laurie Miller conducted the oath of office ceremony for the six newly elected Councillors in accordance with the Oaths of Office Act (sworn statements).

Agenda Item 3(iii) Date, Time, Frequency & Location of Council Meetings for 2025 / 2026

Administration submitted to Council a schedule for the Regular Council Meetings and the Organizational Meeting of Council for 2025 / 2026.

Motion 3.a. Moved by Councillor Carol Pion that Council adopts the Regular & Organizational Council Meeting Schedule as presented.

MOTION CARRIED UNANIMOUSLY

Agenda Item 3(iv) Elected Officials Remuneration

Administration submitted to Council the Elected Official's Remuneration, Benefits & Expenses Policy to Council as a matter of information.

It was proposed by Administration that the agenda item of elected officials' remuneration is deferred for future discussion and included as an item of new business on the agenda of the RCM of November 10, 2025.

Motion 3.b. Moved by Councillor Randy Brown that Council deliberation on the Elected Officials Remuneration agenda item is deferred until the RCM of November 10, 2025.

MOTION CARRIED UNANIMOUSLY

Agenda Item 3(v) Deputy Mayor Appointments and Schedule

Administration submitted Council a template that provides for a Deputy Mayor to be appointed on a 8-month period rotating through all Councillors during the Council 4-year term of office.

There was no requirement to change the format of this schedule.

Council was requested to provide the names of the Councillors for each 8-month period.

The following records the Deputy Mayor schedule as agreed by Council.

Deputy Mayor List & Schedule 2025 to 2029	
Name	Term
Councillor Randy Brown	October 27, 2025, to June 22, 2026
Councillor Ryan Howlett	June 23, 2026, to February 22, 2027
Councillor Amanda Peffers	February 23, 2027, to October 19, 2027
Councillor Cam Morrison	October 20, 2027, to June 19, 2028
Councillor Marietta Tuckwell	June 20, 2028, to February 19, 2029
Councillor Carol Pion	February 20, 2029, to October 22, 2029

CAO Arno Glover stated to Council that this schedule could be amended at any time in a future Council meeting by resolution.

Motion 3.c. Moved by Councillor Ryan Howlett that the Deputy Mayor list & schedule is approved as discussed, agreed and recorded during this Organizational Meeting of Council for the electoral term from October 27, 2025, to October 22, 2029.

MOTION CARRIED UNANIMOUSLY

Agenda Item 3(vi) Council Committee Appointments

Council reviewed the:

- list of Council Committees (as defined by Council Committee Bylaw 06 / 2023),
- list of other bodies & organizations to which elected officials are appointed.

Council subsequently appointed elected officials to those committees, bodies, and organizations in accordance with the membership requirements of each Council Committee (as defined by the Terms of Reference for each committee).

Council also stated their preference for which elected officials should represent the Town on other bodies and organizations.

As per the provisions set out within the Government of Alberta, Library Act, Council appointed two elected officials to the Public Library Board for a set term of office of one year commencing October 27, 2025.

Motion 3.d. Moved by Councillor Marietta Tuckwell that the appointed elected officials and the nomination of a chairperson (where applicable) to the Town of Bowden Council Committees and other bodies and organizations is as discussed, agreed, and recorded during the Organizational Meeting of Council.

MOTION CARRIED UNANIMOUSLY

Administration requested that Council make a resolution appointing Councillors to the Public Library Board.

Motion 3.e. Moved by Councillor Carol Pion that the appointed elected officials to the Public Library Board are Councillor Marietta Tuckwell and Councillor Amanda Peffers for a period of one (1) year effective October 27, 2025, ending October 26, 2026.

MOTION CARRIED UNANIMOUSLY

Council requested that Administration submit to Council:

- i. a revised Council Committee Bylaw to include the establishment of an Economic Development Committee.
- ii. a revised Council Committee Bylaw to amend the composition of the Municipal Planning Commission to include two members at large.

Motion 3.f. Moved by Councillor Carol Pion that Administration is to submit to Council at a future date a revised Council Committee Bylaw to include an Economic Development Committee and a revised membership of the Municipal Planning Commission to include 2 members at large.

MOTION CARRIED UNANIMOUSLY

Agenda Item 3(vi) Banking Services

Administration submitted Council a request to confirm that ATB Financial continue to provide banking services to the Town of Bowden.

Motion 3.g. Moved by Councillor Randy Brown that Council designates ATB Financial to continue to provide banking services to the Town of Bowden for the remainder of 2025 and for the year 2026.

MOTION CARRIED UNANIMOUSLY

Agenda Item 3(viii) Other Matters - Good Governance

CAO Arno Glover submitted a document titled, "New Council Orientation - Good Governance".

The purpose of the document was to provide new Councillors with an oversight of statutory enactments and established best practice policies and procedures with regard to the many aspects of Council / Administration operations and relationships.

5

The document was aimed to compliment the Councillor orientation training requirements required by Provincial legislation.

Motion 3.h. Moved by Councillor Cam Morrison that Council accepts the Councillor orientation information provided by the CAO as information.

MOTION CARRIED UNANIMOUSLY

4. MEETING ADJOURNMENT

Motion 4.a Moved by Councillor Randy Brown at 7:44pm to adjourn the meeting.

MOTION CARRIED UNANIMOUSLY

Meeting Adjourned

Attached to these minutes is the:

- i. 2025 / 2026 Regular / Organizational Council Meeting schedule.
 - ii. list of the appointments made to Council Committees and other bodies.
 - iii. document titled, "New Council Orientation - Good Governance".
-

Minutes signed by:

Mayor
Laurie Miller

CAO
Arno Glover

2025 & 2026 Regular & Organizational Council Meeting Schedule

2025	Day	Meeting Type
November 10, 2025	Monday	Regular Council Meeting
November 24, 2025	Monday	Regular Council Meeting
December 8, 2025	Monday	Regular Council Meeting
December 22, 2025	Monday	Regular Council Meeting
2026	Day	Meeting Type
January 12, 2026	Monday	Regular Council Meeting
January 26, 2026	Monday	Regular Council Meeting
February 9, 2026	Monday	Regular Council Meeting
February 23, 2026	Monday	Regular Council Meeting
March 9, 2026	Monday	Regular Council Meeting
March 23, 2026	Monday	Regular Council Meeting
April 13, 2026	Monday	Regular Council Meeting
April 27, 2026	Monday	Regular Council Meeting
May 11, 2026	Monday	Regular Council Meeting
May 25, 2026	Monday	Regular Council Meeting
June 8, 2026	Monday	Regular Council Meeting
June 22, 2026	Monday	Regular Council Meeting
July 13, 2026	Monday	Regular Council Meeting
July 27, 2026	Monday	Regular Council Meeting
August 10, 2026	Monday	Regular Council Meeting
August 24, 2026	Monday	Regular Council Meeting
September 7, 2026	Monday	Regular Council Meeting
September 21, 2026	Monday	Regular Council Meeting
October 13, 2026	Tuesday	Regular Council Meeting (rescheduled due to Thanksgiving)
October 26, 2026	Monday	Organizational Meeting (6:30pm)
October 26, 2026	Monday	Regular Council Meeting

Note:

All Regular Council Meetings will commence at 7:00pm and be held at the Town Administration Office (2101 – 20th Avenue) in the Council Chambers unless otherwise notified.

2025
Revised List of:
Council Committee & Appointments
&
Appointment of Elected Officials to other Bodies & Organizations
(as approved during the Organizational Meeting of Council of October 27, 2025).

Council Committees	Chairperson	Appointed Members		
Municipal Planning Commission (MPC)	Carol Pion	All Council Members		
Emergency Advisory Committee	Mayor	All Council Members		
Special Events & Cultural Committee	Mayor	All Council Members		
Weed Control Act – Appeals Committee	Mayor	All Council Members		
Intermunicipal Development Committee (3 Councillors)	Mayor	Carol Pion	Ryan Howlett	Marietta Tuckwell
Public Library Board (2 Councillors)	Appointed by Board	Marietta Tuckwell	Amanda Peffers	Term of Office 1 Year
Bowden & District Cemetery Association (1 Councillor & 1 Alternate Councillor)	Appointed by Board	Cam Morrison	Amanda Peffers	n/a

Other Bodies & Organizations

	Regular	Alternate
Bowden & District Agricultural Society	Laurie Miller	Ryan Howlett
Bowden Grandview School Council	Carol Pion	Marietta Tuckwell
Central Alberta Economic Partnership (CAEP)	Carol Pion	Randy Brown
Central Alberta Regional Waste Management Commission	Ryan Howlett	Cam Morrison
Expanding Horizons Cultural Enhancement Society	Laurie Miller	Marietta Tuckwell
Mountain View Regional Water Services Commission	Randy Brown	Carol Pion
South Red Deer Regional Wastewater Commission	Randy Brown	Cam Morrison
Parkland Foundation Management Body	Marietta Tuckwell	Amanda Peffers
Parkland Regional Library Board	Amanda Peffers	Marietta Tuckwell
Red Deer & District Family and Community Support Services	Ryan Howlett	Marietta Tuckwell
Bowden Friendship Club	Laurie Miller	Cam Morrison



New Council – Orientation

Organizational Meeting of Council – October 27, 2025

Agenda Item 3(viii) Good Governance

The CAO has many obligations and responsibilities including managing what can be a complex organizational dynamic that exists between, Council, residents and Town employees.

Some distinct boundaries exist through legal frameworks.

In other cases, protocols, policies and procedures play an important role in creating an environment that promotes a culture of fairness, integrity and accountability.

One of the challenges with a Council changeover (particularly with a high turnover) is for all new members of Council to understand and remain congruent with established and generally accepted best practice, policy and procedures.

In the interests of good governance (and to mitigate any potential conflicts), Administration submits to Council the following information.

1 Statutory Enactments

a
Legislation (through the MGA) provides for a one employee model. Council's access to information on operational matters or Administration affairs should be addressed directly through the CAO during a Council meeting or Council Committee meeting (if appropriate).

Councillors cannot request information from any Administration staff (only the CAO).

In terms of reporting to Council, a documented process currently exists within the Town's Chief Administrative Officer's Bylaw that sets out requirements including:

- reporting structures,
- authority,
- a requirement to report to Council on Town affairs and operations,
- a requirement to report to Council any matter which affects the Town's financial position, liability, legislative compliance or reputation.

Matters of significance or requirement or progress are brought to the attention of Council either through the CAO's report or as a new business item within a Regular Council Meeting agenda package.

Lesser important day to day operational matters have been discussed in the past (almost on a daily basis) directly with the Mayor on an informal one to one basis.

This arrangement is encouraged and should remain in place.

Through these established channels Administration has and will continue to adopt and foster open lines of communication with Council with the aim to build trust and maintain openness and transparency.

b
As notified to Council in the Regular Council Meeting of June 23, 2025, sections 208.1(1) to (4) of the revised MGA place additional obligations on the CAO with respect to the provision of information to Councillors.

There is therefore a requirement for Administration to draft a revised Councillor Procedural Bylaw to introduce formal guidelines to cover the new legislative provisions.

In the interim a temporary process was suggested and put forward to Council.

This was outlined in the RFD submitted to Council as Business Item 7 during the June 23 RCM and is attached to this document for reference.

The motion passed by Council during that meeting is reproduced below:

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

c
The new Protection of Privacy Act (passed on June 11, 2025) replaces the FOIP Act and governs the protection of privacy related to personal information in the custody of Alberta public bodies.

This Act sets out regulation to control the collection, use and disclosure of personal information by a public body. Administration is therefore accountable for protecting personal information in accordance with these new provisions.

While Administration has not yet established and implemented a Privacy Management Program compliance with the Act is now required.

Administration must appoint 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.

2 Council Roles & Responsibilities

Reproduced from Municipal Affairs Guidelines

The council is the governing body of the municipal corporation and the custodian of its powers, both legislative and administrative.

The Municipal Government Act (MGA) provides that councils can only exercise the powers of the municipal corporation in the proper form, either by bylaw or resolution.

Councillors

Under the MGA, councillors have the duty to:

- *consider the welfare and interests of the municipality as a whole and, to bring to council's attention anything that would promote the welfare or interests of the municipality,*
- *participate generally in developing and evaluating the policies and programs of the municipality,*

- *participate in council meetings and council committee meetings and meetings of other bodies they are appointed to by the council,*
- *obtain information about the operation or administration of the municipality from the chief administrative officer,*
- *keep in confidence matters discussed in private at a council meeting until discussed at a meeting held in public,*
- *perform any other duty or function imposed on councillors by this or any other enactment or by the council.*

Chief Elected Official (Mayor)

The Mayor in addition to performing a councillor's duties, must preside when attending a council meeting, unless a bylaw provides otherwise.

The Mayor must also perform any other duty imposed under the MGA or any other enactment.

The Mayor role, unless a bylaw says otherwise, includes:

- *spokesperson for Council*
- *chairperson of council*
- *consensus seeker amongst members of council*
- *liaison with senior elected officials*
- *key representative with regard to ceremonial responsibilities*
- *liaison with other levels of government*
- *advice with regard to policy development*

CAO's note: The Mayor is the official spokesperson for Council (as per the Town of Bowden Communications & Information Policy 01 / 2025)

3 Essential Reading for Councillors

The following documents provide an invaluable resource for newly elected officials.

Council Procedural Bylaw (2025)
 Council Committee Bylaw (2023)
 CAO Bylaw (2022)
 Municipal Emergency Management Bylaw (2025)
 Taxation Rate Bylaw (2025)
 Rates, Fees Charges & Penalties Bylaw (2025)
 Advertising Bylaw (2024)
 Council Code of Conduct Bylaw (2022) **rescinded (some provisions to be transferred to Council Procedural Bylaw)**
 Land Use Bylaw (2021) **rewrite required – work in progress**

Communications & Information Policy (2025)	Administrative Policy
Elected Officials Remuneration Policy (2024)	Council Policy
Accounting & Financial Controls Policy (2024)	Administrative Policy
Asset Management Policy (2024)	Council Policy
Procurement Policy (2023)	Administrative Policy
Bylaw Enforcement Policy (2023)	Council Policy
Grants & Donation Policy (2023)	Council Policy
Policy on Policy Standards (2022)	Administrative Policy
Minutes of Council Meetings Policy (2020)	Council Policy
Public Participation Policy (2018)	Council Policy

4 Council / Town Relationship Partners / Stakeholders

The following provides a brief summary of the varied nature of the groups that the Town must maintain relationships with.

While we strive to do what we can to maintain those relationships however with the resources we have trying to keep all groups happy can sometimes be a challenge.

- 1 Provincial Government
- 2 Regulators (Alberta Environment / OHS / Transport Canada / Municipal Affairs / Elections Alberta)
- 3 Intermunicipal Partners (Red Deer County)
- 4 Council Committees (Cemetery Board / Library Board)
- 5 Regional Commissions (Water & Wastewater)
- 6 Regional Bodies (Parkland Library Board / Parkland Homes)
- 7 Residents (Seniors / Youth)
- 8 Local Businesses / Developers / Landowners
- 9 Agricultural Society
- 10 Planning & Development (Permits & Building Codes & Fire Codes)
- 11 RCMP / Red Deer County Fire Department / Peace Officers
- 12 FCSS programs (Foodbanks etc)
- 13 Charities & Not for Profit Organizations (Community Halls)
- 14 Fraternal Organizations (Lions Club)
- 15 School & Youth Groups
- 16 Fortis Alberta
- 17 ATCO Gas

5 In Camera (Closed) Discussions of Council

Reference should be made to the two attachments to this document:

1. Alberta Government "Closed Meetings of Council (in camera),
2. Town of Bowden "Closed Session of Council Record Sheet".

CAO's notes:

a

These exceptions stated by reference the FOIP Act have been repealed.

These were amended in the Access to Information Act.

The revised exceptions are provided as attachment to this document.

b

All matters documented and discussed during a closed meeting:

- must remain confidential and cannot be discussed outside of the closed meeting by individual Councillors,
- must not be openly discussed with Town residents or any other third party,
- must not be acted upon,
- must not be distributed as either a hard copy document, via forwarded e-mail or as a digital file.

Any decision or action taken must be in an open meeting of council by resolution.

6 Agenda Items

a Agenda

Agenda items should be concise and only include matters that Council needs to approve or act on.

Items for inclusion on an agenda (New Business / Correspondence) must be forwarded to the Mayor for review and approval.

The agenda for a Regular Council Meeting or Special Council Meeting is determined and approved by the Mayor (not the CAO).

However, committee reports to be included on an agenda (as Reports) can be forwarded directly to the CAO for inclusion within the agenda. Consideration must be given to any public / private confidences.

Notification must be provided to the CAO if these reports are to be submitted in closed session of Council.

b RFD

A Request for Decision (RFD) within an agenda provides information to Council to allow Council to make a decision.

All supporting information should be provided (documents, policies, bylaws, legislation etc).

Previous action, discussions or decisions may also be included in the RFD.

A recommended motion might be included as a suggestion for Council.

c Motions

All motions should provide Administration with clear direction must be able to be implemented without interpretation or guesswork as to the intent.

A motion typically may be to present an idea for consideration and action but may also be made to:

- improve a pending motion,
- delay a decision,
- meet an emergency,
- gain further information,
- change an action already taken.

A motion should be:

- stated in the affirmative (only),
- stated clearly and concisely,
- contain all relevant information,
- unambiguous so as to allow for only one interpretation,
- possible to execute (timings, resources and budget should be considered).

The format should be as follows:

- that Council approve (to confirm or sanction)
- that Council endorse (to support proceeding in a particular direction,
- that Council authorize (to give authority),
- that Council execute (used for agreements).

d Definitions

The Interpretation Act (RSA2000 Chapter I-8)

This Act defines and applies to every Provincial Government enactment.

General definitions as stated within the Interpretation Act are as follows:

“may” shall be construed as permissive and empowering

“must” is to be construed as imperative

“shall” is to be construed as imperative

In the Town of Bowden bylaws, the following definitions apply:

- a) “may” is to be interpreted as permissive (allowed but not obligatory, optional).
- b) “must” is to be interpreted as imperative (obligatory, mandatory, required, unavoidable).
- c) “shall” is to be interpreted as “must”.
- d) “should” is to be interpreted as a recommended (desirable, not required to conform).
- e) “Including but not limited to” means when listing a number of items, does not limit the bylaw term to only those words or those items listed.

Council resolutions should follow the definitions set out in the bylaws in order to be concise and unambiguous.

e Minutes

These are the link between the policy direction of council with the practical operation of the municipality.

Clearly defined resolutions as recorded in the meeting minutes will provide clear direction and assist in accomplishing the intended result.

7 Role of Administration

Administration attends Council meetings in an advisory capacity and to provide information to enable effective decision making by Council.

Council is provided with broad authorities under the MGA however despite this a council may only act by bylaw, or resolution that is passed in a public meeting.

Interaction between Council and Administrative Staff is typically more challenging in smaller communities. Clear lines of communication are needed.

In general, the following guidelines should be followed:

- Elected Officials are not permitted to request information from Town employees (unless approved by the CAO),
- Elected Officials are not permitted to direct Town employees
- The CAO reports to Council as a whole and not to any one Councillor,
- Operational enquiries should be directed through the CAO ideally during a Council meeting,
- Complaints concerning the CAO can only be directed through the Mayor.

8 Housekeeping

a Councillor emails

Councillor emails are not monitored, tracked or forwarded onto Administration.

Administration does not maintain records of Councillor email account passwords.

b Councillor Mailboxes

Each Councillor has a mailbox in the Town Administration Office

c Photocopying & other services

The CAO does not provide a secretarial resource to elected officials

Elected officials may request photocopying / fax / scanner assistance via Melissa (Communications).

e Remuneration / Timesheets

All enquires regarding payroll should be directed to the CFO (Jacqui Molyneux)

f Expenses

Councillor timesheets / expenses claims are approved by the Mayor.

The Mayor's timesheet / expenses are approved by the CAO.

Further details on expenses are provided below reproduced from the elected Officials Remuneration, Benefits & Expenses Policy.

Council members must demonstrate fiscal responsibility when making reservations for travel and accommodation. The most economic, efficient, or practical means should be sought.

The cost of Council members' travel and accommodation may not exceed the total sum provided for these expenditures within the Town's operational budget for that year.

All miscellaneous expenses, including but not limited to, vehicle parking, hotel internet fees, registration fees, and secretarial services (photocopying) may be claimed where valid and applicable.

For all miscellaneous expenses claimed an itemized printed receipt must be attached to the Councillor Timesheet / Expenses Claim Form. Photocopies of credit card statements are not acceptable. Customer / Merchant cash summary receipts are not acceptable.

The following expenses cannot be claimed:

- a) Fines, penalties, or liabilities as a result of a traffic violation or an offence committed under the Alberta Traffic Safety Act (or any other Provincial Act) or bylaw.
- b) Liquor expenses,
- c) Fund raising donations, charitable donations, gifts, and any form of gaming or gaming entertainment,
- d) Attendance, and travel to, special events, social events, political party functions, fund raising functions, sporting tournaments, facility tours, galas and parades do not qualify to receive payment for expenses incurred,
- e) Spousal expenses including travel, meals, registrations, tickets, and fees are considered personal expenses and cannot be claimed.

g Office Keys / Alarm Pin Code

Elected officials may request an office key and alarm pin code (optional).

Enquiries should be directed to the CFO (Jacqui Molyneux).



**Town of Bowden – Regular Council Meeting
held on Monday October 27, 2025
at Town of Bowden Council Chambers.**

MINUTES (unapproved)

1. CALL TO ORDER

Mayor Laurie Miller called the meeting to order at 7:50pm.

PRESENT

Mayor	Laurie Miller	(Chair)
Councillor	Randy Brown	
Councillor	Ryan Howlett	
Councillor	Cam Morrison	
Councillor	Amanda Peffers	
Councillor	Carol Pion	
Councillor	Marietta Tuckwell	

ADMINISTRATION

CAO

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 presented.

MOTION CARRIED UNANIMOUSLY

3. ADOPTION OF PREVIOUS MINUTES

Motion 3.a.

Moved by Councillor Randy Brown that Council adopts the minutes of the Regular Council Meeting of October 14, 2025, as presented.

MOTION CARRIED UNANIMOUSLY

4. PUBLIC HEARING

There was no public hearing.

5. DELEGATION

There was no delegation.

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.

CAO Arno Glover requested that Council reconsiders a previous motion of Council stating a requirement to install a flagpole(s) at the Firehall.

It was stated that subsequent to the resolution having been made the priority or need for a flagpole has been diminished. Priority should be focused on the significant expenditure still required to fully rectify the structural failure in the firehall roof.

Motion 6.a.i

Moved by Councillor Carol Pion that motion 8.c of the Regular Council Meeting of August 26, 2024, is rescinded.

MOTION CARRIED UNANIMOUSLY

Motion 6.a.ii

Moved by Councillor Ryan Howlett that Council accepts the Resolutions Follow Up Action Report as information.

MOTION CARRIED UNANIMOUSLY

Agenda item 6.b Key Dates

Administration provided Council with forthcoming key dates.

Council requested that the following dates are added to the schedule.

- Special Events & Cultural Committee – Council Chambers Monday 3rd November 2025.
- Christmas Dine & Dance – Paterson Community Hall Saturday 6th December 2025.
- Council Open House – Bowden Friendship Centre Thursday 12th February 2026.

Council confirmed that with the exception of Councillor Randy Brown all elected officials will attend the legal seminar presented by Reynolds Mirth LLP.

Motion 6.b

Moved by Councillor Carol Pion that Council accepts agenda item 6.b as reviewed, discussed and amended by Council.

MOTION CARRIED UNANIMOUSLY

Agenda item 6.c Correspondence Carried Forward

Administration resubmitted two items of correspondence carried forward from the RCM of October 14 as follows:

- i. Bowden Grandview School Remembrance Day Ceremony,
- ii. CUPW Letter of Request.

Administration requested that Council:

- confirms attendees for the Bowden Grandview School Remembrance Day ceremony,
- makes a decision as to the request made on page 2 of the CUPW email.

Motion 6.c.i

Moved by Councillor Cam Morrison that the following elected officials will attend the Bowden Grandview School Remembrance Day ceremony.

- Mayor Laurie Miller,
- Councillor Cam Morrison,
- Councillor Carol Pion,
- Councillor Marietta Tuckwell,
- Councillor Amanda Peffers.

MOTION CARRIED UNANIMOUSLY

Motion 6.c.ii

Moved by Mayor Laurie Miller that Council provide correspondence to CUPW in respect of their request to provide a letter of support from municipalities with regard to maintaining Canada Post as a public service.

MOTION CARRIED UNANIMOUSLY

The correspondence was to reflect the recommendations put forward by CUPW as provided below:

17

THEREFORE, BE IT RESOLVED that (name of municipality) formally writes the Minister of Government Transformation, Public Works and Procurement, Joël Lightbound, to demand that no mandate review takes place until Canada Post returns to stabilized operations, until the full impact of the stamp price increase is realized, and until parcel volumes reflect sectoral demand.

THEREFORE, BE IT RESOLVED that (name of municipality) will include in its letter to Minister Lightbound that any review of Canada Post and the Canadian Postal Service Charter must be done through a full and thorough transparent public review of Canada Post, including public hearings, with all key stakeholders, in every region of Canada.

7. BYLAWS & POLICIES

There was no agenda item.

8. NEW BUSINESS

Agenda item 8.a Grants & Donation Policy (Financial Assistance Request).

Administration submitted a request to Council for Financial Assistance.

An application was received from the organizer of the "4th Annual Community Christmas Meal".

The sum of \$1000.00 was requested to support the cost of the event.

Motion 8.a

Motion by Councillor Randy Brown that Council approves a donation of \$1000.00 as requested by the organizers of the Annual Community Christmas Meal.

MOTION CARRIED UNANIMOUSLY

9. FINANCIAL

Agenda item 9.a Operating Revenues & Expenditures Report

Administration submitted to Council an Operating Revenues & Expenditures Report for the period ending September 30, 2025.

The report provides an analysis of (unaudited) financial performance with variance analysis against budgeted forecasts and is submitted quarterly to Council for review.

Motion 9.a

Moved by Councillor Randy Brown that Council accepts the Operating & Expenditures Report for the period ending September 30 for the 2025 financial year as presented.

MOTION CARRIED UNANIMOUSLY

10. CORRESPONDENCE

Agenda item 10.a Bowden Hi-Way Golf

A request for advertising sponsorship was received from the Bowden Hi-Way Golf Club.

Motion 10.a

Moved by Councillor Ryan Howlett that Council table the request and that Administration resubmit the correspondence at the RCM of February 9, 2026.

MOTION CARRIED UNANIMOUSLY

Agenda item 10.b Central Alberta Economic Partnership

Administration provided Council with email correspondence from CAEP with regard to their Fall General Meeting.

Motion 10.b

Moved by Councillor Carol Pion that Administration makes reservations for Councillor Randy Brown and Councillor Carol Pion to attend the CAEP Fall General Meeting on Thursday November 27, 2025.

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 Marietta Tuckwell that Council accepts the submitted CAO report as information.

MOTION CARRIED UNANIMOUSLY

Agenda item 11.b Council Committee Reports

No reports submitted.

Agenda item 11.c Society & Other Reports

- i. FCSS Community Navigators Report (October 2025),
- ii. Alberta Counsel News (Issue 234 October 2025).

Motion 11.c

Moved by Councillor Carol Pion that Council accepts the Society & Other Reports as information.

MOTION CARRIED UNANIMOUSLY

Mayor Laurie Miller called for a brief recess at 9:16 pm.

Mayor Laurie Miller called the meeting back to order at 9:22 pm.

12. CLOSED SESSION OF COUNCIL**Agenda item 12.a Council Update (Confidential)**

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 Access to Information Act, Statutes of Alberta 2024, Chapter A-1.4 (as amended over time) therefore applies on the basis of: Section 32 "privileged information".

Motion 12.a

Moved by Councillor Randy Brown at 9:22 pm that Council moves to an "in-camera" session.

MOTION CARRIED UNANIMOUSLY

Section 6.1.2 of the Town of Bowden Council Procedural Bylaw 04 / 2025 states that a Council must agree by unanimous consent to extend a meeting beyond three hours.

Motion 12.b

Moved by Councillor Ryan Howlett that Council give approval to extend the meeting.

MOTION CARRIED UNANIMOUSLY

Motion 12.c

Moved by Councillor Marietta Tuckwell at 10:26 pm that Council return to an "open meeting" of Council.

MOTION CARRIED UNANIMOUSLY

There was no motion made with respect to Agenda item 12.a.

13. MEETING ADJOURNMENT

Motion 13.a

Moved by Councillor Randy Brown at 10:26 pm to adjourn the meeting.

MOTION CARRIED UNANIMOUSLY

Minutes signed by:

**Mayor
Laurie Miller**

**CAO
Arno Glover**

Regular Council Meeting: November 10, 2025.	Agenda Item: 5.a / 5.b
Prepared by: Arno Glover	Approved By: Mayor Laurie Miller
Report Type: RFD / Information	Attachment(s): 1 Bowden Cultural Enhancement Society correspondence dated September 5, 2025. 2 Town of Bowden Grant Letter of Support dated September 29, 2025. 3 Quarterly Community Policing Reports July 1, 2025, to September 30, 2025.

Delegations**5.a****Sheila Church & Pat Filipenko - Expanding Horizons****5.b****S/Sgt Jamie Day - Detachment Commander Olds RCMP**

S/Sgt Jamie Day (Detachment Commander Olds RCMP) will present the quarterly policing report to Council.

Town of Bowden
Box 338
Bowden, AB, T0M 0K0

Expanding Horizons
Bowden Cultural Enhancement Society
Box 342
Bowden, AB, T0M 0K0
September 5, 2025

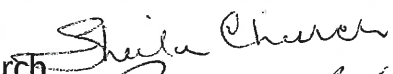
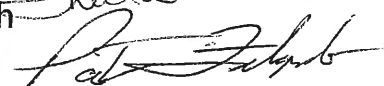
Dear Mayor and Councillors,
Expanding Horizons is engaging in another project to improve the facilities at the Paterson Community Centre, Bowden. For the past eight years, the parking lot of the center has been gravel, which has been satisfactory during dry weather, but very problematic during winter snow, spring thaw, and rainy weather.

Therefore, during the time since the hall opened, we have been fund-raising with the objective of paving the lot, and are now in a position to apply for a matching grant through the Province's Community Facilities Enhancement Program. Part of the requirements to qualify for this grant is that we can demonstrate community support.

We are therefore asking for your support in the form of a letter stating how paving the lot will benefit the citizens of Bowden. We suggest that you might specify several activities, for varying age groups, that take place throughout the year, and how a paved lot would provide a cleaner, and more welcoming environment. If it is more convenient than regular mail, you may reply by email to smchurch29@gmail.com.

Thank you for your anticipated support.

Yours truly,

Sheila Church 
Pat Filipenko 

Grant Coordinators

Town of Bowden,
Box 338,
Bowden, AB, T0M 0K0.
Tel: 403 224 3395

September 29, 2025.

Re: Community Facility Enhancement Program.

Grant Letter of Support

The Town of Bowden is pleased to write this letter in support of the grant application submitted by the Bowden Cultural Enhancement Society (Expanding Horizons).

The Town is fully supportive of the work carried out by the Society as they provide an important public use community facility that is used and supported by many diverse groups within the local area.

A CFEP grant will provide the finishing touches to complete a project that to date has been achieved through many hours of dedicated volunteer work by members of the Society.

The Town acknowledges the positive impact this facility provides for residents and the community at large, and we hope that the grant will further assist in maintaining the long-term sustainability of the Community Centre and the services it provides.

Thank you for considering this letter of support. If you require further information, please do not hesitate to contact me.

A handwritten signature in blue ink, appearing to read "Arno Glover".

Arno Glover.
Chief Administrative Officer.
Town of Bowden.
cao@bowden.ca



2025-10-24

Laurie Miller
Mayor
Town of Olds, AB

Dear Mayor Miller,

Please find attached the quarterly Community Policing Report covering the period from July 1st to September 30th, 2025. This report provides a snapshot of human resources, financial data, and crime statistics for the Olds RCMP Detachment.

In the past few months, Alberta RCMP has observed significant changes to our senior management team that I want to highlight in this quarter's update. In addition to our new Commanding Officer, Deputy Commissioner Trevor Daroux, we are pleased to welcome a new Criminal Operations Officer, Assistant Commissioner Wayne Nichols. Since entering his new role, the Commanding Officer and other members of the senior management team have been taking time to meet with community and elected officials throughout the province. The team is also looking forward to meeting with representatives from several communities during the upcoming meetings at Alberta Municipalities and Rural Municipalities of Alberta convention this November.

Deputy Commissioner Daroux is focused on prioritizing meeting opportunities between the senior management team and all communities that we serve. These meetings serve as an opportunity to further strengthen our relationship and allow us the chance to listen to the needs and concerns of our communities. If you are interested in meeting with our senior management team, please do not hesitate to reach out so that we can coordinate a time that is convenient for you.

Thank you for your ongoing support and engagement. As your Chief of Police for your community, please do not hesitate to contact me with any other questions or concerns.

Best regards,


Acting Staff Sergeant Jamie Day
Chief of Police
Olds RCMP Detachment





Olds Provincial Detachment Crime Statistics (Actual) July - September: 2021 - 2025

All categories contain "Attempted" and/or "Completed"

October 7, 2025

CATEGORY	Trend	2021	2022	2023	2024	2025	% Change 2021 - 2025	% Change 2024 - 2025	Avg File +/- per Year
Offences Related to Death	=====	0	0	0	0	0	N/A	N/A	0.0
Robbery	=====	0	0	0	0	0	N/A	N/A	0.0
Sexual Assaults	W	3	0	0	3	0	-100%	-100%	-0.3
Other Sexual Offences	W	0	0	1	0	0	N/A	N/A	0.0
Assault	W	9	12	12	2	7	-22%	250%	-1.4
Kidnapping/Hostage/Abduction	W	0	0	0	1	1	N/A	0%	0.3
Extortion	W	0	0	0	1	0	N/A	-100%	0.1
Criminal Harassment	W	5	1	6	5	5	0%	0%	0.4
Uttering Threats	W	7	6	1	1	4	-43%	300%	-1.1
TOTAL PERSONS	W	24	19	20	13	17	-29%	31%	-2.0
Break & Enter	W	12	12	4	10	8	-33%	-20%	-1.0
Theft of Motor Vehicle	W	16	13	6	3	1	-94%	-67%	-4.0
Theft Over \$5,000	W	5	3	2	7	5	0%	-29%	0.4
Theft Under \$5,000	W	18	15	13	12	1	-94%	-92%	-3.7
Possn Stn Goods	W	6	5	1	2	3	-50%	50%	-0.9
Fraud	W	8	16	10	1	5	-38%	400%	-2.1
Arson	W	0	1	0	0	1	N/A	N/A	0.1
Mischief - Damage To Property	W	20	13	7	5	6	-70%	20%	-3.6
Mischief - Other	W	7	10	3	5	3	-57%	-40%	-1.3
TOTAL PROPERTY	W	92	88	46	45	33	-64%	-27%	-16.1
Offensive Weapons	W	1	0	1	4	4	300%	0%	1.0
Disturbing the peace	W	2	3	5	3	1	-50%	-67%	-0.2
Fail to Comply & Breaches	W	7	5	3	6	3	-57%	-50%	-0.7
OTHER CRIMINAL CODE	W	7	5	4	2	4	-43%	100%	-0.9
TOTAL OTHER CRIMINAL CODE	W	17	13	13	15	12	-29%	-20%	-0.8
TOTAL CRIMINAL CODE	W	133	120	79	73	62	-53%	-15%	-18.9



**Olds Provincial Detachment
Crime Statistics (Actual)
July - September: 2021 - 2025**

All categories contain "Attempted" and/or "Completed"

October 7, 2025

CATEGORY	Trend	2021	2022	2023	2024	2025	% Change 2021 - 2025	% Change 2024 - 2025	Avg File +/- per Year
Drug Enforcement - Production		1	1	0	0	0	-100%	N/A	-0.3
Drug Enforcement - Possession		3	0	0	1	0	-100%	-100%	-0.5
Drug Enforcement - Trafficking		0	4	3	0	0	N/A	N/A	-0.4
Drug Enforcement - Other		0	0	1	0	0	N/A	N/A	0.0
Total Drugs		4	5	4	1	0	-100%	-100%	-1.2
Cannabis Enforcement		0	0	0	0	0	N/A	N/A	0.0
Federal - General		0	0	1	0	0	N/A	N/A	0.0
TOTAL FEDERAL		4	5	5	1	0	-100%	-100%	-1.2
Liquor Act		2	1	2	0	0	-100%	N/A	-0.5
Cannabis Act		1	0	0	0	0	-100%	N/A	-0.2
Mental Health Act		9	12	16	16	5	-44%	-69%	-0.4
Other Provincial Stats		23	13	17	24	30	30%	25%	2.5
Total Provincial Stats		35	26	35	40	35	0%	-13%	1.4
Municipal By-laws Traffic		1	0	0	0	0	-100%	N/A	-0.2
Municipal By-laws		8	7	3	2	5	-38%	150%	-1.1
Total Municipal		9	7	3	2	5	-44%	150%	-1.3
Fatals		0	0	0	0	0	N/A	N/A	0.0
Injury MVC		4	11	2	5	4	0%	-20%	-0.6
Property Damage MVC (Reportable)		59	100	50	34	24	-59%	-29%	-13.6
Property Damage MVC (Non Reportable)		5	8	13	16	5	0%	-69%	0.8
TOTAL MVC		68	119	65	55	33	-51%	-40%	-13.4
Roadside Suspension - Alcohol (Prov)		3	2	3	1	6	100%	500%	0.5
Roadside Suspension - Drugs (Prov)		0	0	0	0	0	N/A	N/A	0.0
Total Provincial Traffic		503	330	343	318	290	-42%	-9%	-43.8
Other Traffic		1	2	0	1	0	-100%	-100%	-0.3
Criminal Code Traffic		17	12	17	6	11	-35%	83%	-1.8
Common Police Activities									
False Alarms		3	2	6	3	2	-33%	-33%	-0.1
False/Abandoned 911 Call and 911 Act		9	8	6	23	3	-67%	-87%	0.3
Suspicious Person/Vehicle/Property		26	31	12	26	10	-62%	-62%	-3.7
Persons Reported Missing		1	1	1	1	0	-100%	-100%	-0.2
Search Warrants		1	1	0	0	0	-100%	N/A	-0.3
Spousal Abuse - Survey Code (Reported)		14	7	5	6	3	-79%	-50%	-2.3
Form 10 (MHA) (Reported)		1	2	1	0	0	-100%	N/A	-0.4



Alberta RCMP - Provincial Policing Report

Detachment Information

Detachment Name

Olds

Detachment Commander

Acting Staff Sergeant Jamie Day

Report Date

October 24, 2025

Fiscal Year

2025-26

Quarter

Q2 (July - September)

Community Priorities

Priority #1: Violence in Relationships**Updates and Comments:**

During this reporting period 23 domestic related files were generated throughout the area policed by Olds Detachment. One file was generated in the town of Bowden. Members ensured thorough documentation including the completion of the policy involving domestic violence.

Priority #2: Road Safety**Updates and Comments:**

Traffic Safety remains a priority with members conducting 126 traffic enforcement actions and removing 9 impaired drivers from the road over this reporting period.

Priority #3: Police Visibility**Updates and Comments:**

Police visibility has increased over this reporting period. Members were involved with several community policing initiatives such as community outreach, crime prevention walks, coffee with a cop, etc and pro-active patrols around the community.



RCMP-GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

Priority #4: Property Crime - Thefts

Updates and Comments:

8 theft related files were generated in the area policed by the Olds RCMP Detachment with 3 files linked to the Town of Bowden. Crime reduction member completed several search warrants which lead to found property. Bait items have also been deployed to target property crime offenders, and a local drug house was shut down with the assistance of SCAN. The crime reduction member continues to be proactive within the communities policed by the detachment. Olds RCMP continues to implement strategies aimed at reducing crime in the community.





Community Consultations

Consultation #1

Date

July 1, 2025

Meeting Type

Community Connection

Topics Discussed

Canada Day Parade

Notes/Comments:

NCO i/c and Olds's members marched in the Canada Day parade and engaged with elected officials and community members at Canada Day celebrations in the park

Consultation #2

Date

July 3, 2025

Meeting Type

Meeting with Stakeholders

Topics Discussed

Recurring Guards for Olds Detachment

Notes/Comments:

NCO i/c met with Commissionaires to plan to recruit and hire guards

Consultation #3

Date

July 9, 2025

Meeting Type

Community Connection

Topics Discussed

Community event highlighting Olds

Notes/Comments:

NCO i/c attended the Calgary Stampede to participate in the musical ride. NCO i/c represented the town of Olds as the Detachment Commander





Consultation #4

Date	Meeting Type
July 14, 2025	Meeting with Stakeholders
Topics Discussed	
Restorative justice referral process	
Notes/Comments:	
NCO i/c and Olds RCMP members hosted a meeting with restorative justice to learn ways to assist and the referral process	

Consultation #5

Date	Meeting Type
July 25, 2025	Community Connection
Topics Discussed	
Community Engagement with youth	
Notes/Comments:	
NCO i/c attended U17 Girls Provincial Softball tournament and participated in the opening ceremonies	

Consultation #6

Date	Meeting Type
August 8, 2025	Community Connection
Topics Discussed	
Community Engagement with youth	
Notes/Comments:	
NCO i/c attended and participated in the boys and girls club with Olds's emergency services	





Consultation #7

Date

August 8, 2025

Meeting Type

Meeting with Elected Officials

Topics Discussed

Council Meeting

Notes/Comments:

Olds RCMP leadership team held a meeting with Mayor and Council to discuss business case

Consultation #8

Date

August 8, 2025

Meeting Type

Meeting with Stakeholders

Topics Discussed

Strengthening partnerships

Notes/Comments:

NCO i/c attended meeting at Padnoma to strengthen the partnership and how the Olds RCMP can help.

Consultation #9

Date

August 16, 2025

Meeting Type

Community Connection

Topics Discussed

Community event

Notes/Comments:

NCO i/c planned and held a cruiser event in partnership with Walmart to help collect school supplies for families in need for the upcoming school year.





Consultation #10

Date	Meeting Type
August 18, 2025	Meeting with Stakeholders
Topics Discussed Partnering with local stakeholder	
Notes/Comments: NCO i/c met with FCSS and provided all the school supplies that were collected from the cruiser. Over \$5000 worth of school supplies were donated.	

Consultation #11

Date	Meeting Type
August 21, 2025	Community Connection
Topics Discussed Crime Prevention and Community Engagement	
Notes/Comments: NCO i/c and Olds RCMP conducted a Crime Prevention Walk downtown Olds to talk about crime while educating on CPTED	

Consultation #12

Date	Meeting Type
August 22, 2025	Community Connection
Topics Discussed Community Event	
Notes/Comments: Olds RCMP made patrols and connected with community members at movie in the park	





Consultation #13

Date

August 28, 2025

Meeting Type

Community Connection

Topics Discussed

Coffee with a Cop

Notes/Comments:

Olds RCMP attended Coffee with a Cop at the local McDonalds to connect with community members

Consultation #14

Date

September 4, 2025

Meeting Type

Community Connection

Topics Discussed

Community event

Notes/Comments:

Olds RCMP attended Olds Community Showcase

Consultation #15

Date

September 8, 2025

Meeting Type

Meeting with Elected Officials

Topics Discussed

Council Meeting

Notes/Comments:

Olds 2 i/c attended Council meeting to discuss Q1 report





Consultation #16

Date

September 18, 2025

Meeting Type

Community Connection

Topics Discussed

Community school event

Notes/Comments:

Olds RCMP attend École Olds Elementary to be part of your Terry Fox Run.

Consultation #17

Date

September 21, 2025

Meeting Type

Meeting with Stakeholders

Topics Discussed

Crime prevention and community engagement

Notes/Comments:

Olds NCO i/c and Olds RCMP met with a member from FCSS to discuss the crime prevention walk with local business

Consultation #18

Date

September 23, 2025

Meeting Type

Meeting with Stakeholders

Topics Discussed

Strengthening stakeholder relationship

Notes/Comments:

NCO i/c hosted a meeting with the program director about the newly added shelter. Both NCO i/c and program director will continue to work together.



**Consultation #19****Date**

September 25, 2025

Meeting Type

Community Connection

Topics Discussed

Coffee with a Cop

Notes/Comments:

NCO i/c and Olds RCMP attended Coffee with a Cop at the local McDonalds

Consultation #20**Date**

September 29, 2025

Meeting Type

Community Connection

Topics Discussed

Strengthening stakeholder involvement

Notes/Comments:

NCO i/c attended Olds Santa Clause parade meeting to prepare for the event in November.





Municipal Operations: Human Resources Overview

Staffing Category	Established Positions	Working	Special Leave	Hard Vacancies
Regular Members	11	9	2	0
Detachment Support	3	2	2	0

Notes:

1. Data extracted on September 29, 2025 and is subject to change.
2. Once Regular Members are placed on "Special Leave" (e.g., Maternity/Paternity leave, medical leave more than 30 days, leave without pay, graduated return to work), they are not included in the FTE count and their pay is not charged directly to each location. However, any salary expenditures associated with these employees while on leave is included as an "indirect cost" and billed within the Divisional Administration rate, charged to all contracts.
3. Hard Vacancies reflect positions that do not have an employee attached and need to be filled.

Comments:

Police Officers: Of the 11 established positions, nine officers are currently working with two officers on special leave (Medical Leave). There are no hard vacancies at this time.

Detachment Support: Of the three established positions, two resources are currently working with two resources on special leave (One Leave without Pay and one Parental). One of these positions has been backfilled to ensure coverage. One resource is a Surplus to Establishment. There are no hard vacancies at this time.





Municipal Operations: Financial Overview

Municipal Overview	Fiscal Year-to-Date	Revised Plan at Q2	2025-26 Financial Plan
Detachment Working FTE Levels	8.32 FTE	8.00 FTE	8.00 FTE
Divisionally Pooled Costs (at 100%)	\$ 34,375,418	\$ 79,216,319	\$ 79,216,319
Per Capita Rate (at 100%)	\$ 116,251	\$ 246,857	\$ 246,857
Partner Share of Pooled Costs (at 70%)	\$ 677,197	\$ 1,382,398	\$ 1,382,398
Location-Specific Costs	\$ 115,187	\$ 350,000	\$ 350,000
Total Costs after Final Adjustments (at applicable contract share)	\$ 810,357	\$ 1,768,346	\$ 1,768,346

Note: For detailed explanations of the terms and types of costs that are included above, please visit the definitions section on the next page.

Comments:

The financial figures as identified above are in alignment with your Financial Plan for 2025-26.

Quarter 2 invoicing for the 2025/26 fiscal year will be distributed by November 3, 2025.

The Alberta RCMP will continue to provide your community with monthly enhanced reporting to support ongoing forecast adjustments and potential invoice revisions, to ensure projections are as accurate as possible. This increased reporting will support ongoing management of policing budgets, while also enhancing transparency and engagement with our partners.

Note: No revisions have been made to the 2025-26 Financial Plan at Q2.





Definitions

Municipal Operations: Human Resources Overview

Term	Definition
FTE Utilization	A full-time equivalent (FTE) employee is defined by the number of months in a fiscal year that a position is filled. The FTE utilization level refers to the total months filled for all positions within the Detachment/unit.
2025-26 FTE Utilization Plan	Reflects the number of working FTEs planned to be in-place for the current fiscal year.
Revised Plan at Q2	This reflects any adjustments to the planned number of working FTEs, which may vary as hard and soft vacancies fluctuate throughout the year.

Municipal Operations: Financial Overview

Term	Definition
Fiscal Year-to-Date (YTD)	Reflect the actual expenditures that have been processed or working FTE levels to-date. This does not include any financial or human resource transactions that have not yet been processed.
Revised Plan at Q2	Reflects any adjustments to the forecasted spending plan for the relevant category, to better align with realized expenditures throughout the year.
2025-26 Financial Plan	Reflects the initial financial plan set for each category of expenditure for the current fiscal year.
Detachment Working FTE Levels	Reflects the number of working Regular Members (i.e., police officers) anticipated to be in-place for the current fiscal year.
Divisionally Pooled Costs	Reflects the total of all divisionally pooled costs for Alberta municipalities with a population below 15,000. It includes both direct and indirect costs, including but not limited to the cost categories below: • Direct Costs: ○ Member Pay, including pay for Regular Members, planned and retroactive pay increases, and overtime pay; ○ Operational equipment, including member equipment, informatics, vehicles, and vehicle fit-up; and/or ○ Unit operations, including fuel costs, training, secret expenses, and other operations and maintenance costs. • Indirect Costs: ○ Employee Benefits (i.e., Superannuation, Canada Pension Plan, and Employment Insurance); ○ Recruiting operations, Cadet training (at Depot Division), and the Police Dog Service Training Centre;





Term	Definition
	- o Common IT services, including management of the Police Records and Occurrence System; - o Complaints and accountability mechanisms through the Civilian Review and Complaints Commission for the RCMP, the RCMP External Review Committee, and enhanced reliability and accountability programs; and/or - o Other divisional and regional administration services.
Per Capita Rate	This is an average cost per member rate determined by pooling applicable costs for Alberta municipalities with a population below 15,000 and dividing the total by the combined working FTE level for those same municipalities.
Partner Share of Pooled Costs	Reflects the portion of the pooled costs that the Contract Partner pays.
Location-Specific Costs	Reflects costs that are specific to location and are not included in the pooled per capita rate. These costs may include: • Accommodation-related costs, for space occupied in RCMP-owned buildings; • Overtime pay; • Guarding costs (e.g., with the Corps of Commissionaires); • Isolated Post Allowances; and/or • Public Service Employee pay.
Total Costs after Final Adjustments	Reflects the total costs of all expenditure categories including any cost adjustments.



Regular Council Meeting: November 10, 2025.	Agenda Item: 6.a
Prepared by: Arno Glover	Approved by: Mayor Laurie Miller
Report Type: Information	Attachment(s): 1 Council Resolutions Follow Up Action Report

Matters arising from past minutes.

6.a Council Resolutions Requiring Follow Up Action Report

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

Town of Bowden

COUNCIL RESOLUTIONS & FOLLOW UP ACTION

(updated comments in red - updated 7 November 2025)

Meeting Date	Resolution	Action By Whom	Date back to Council
24 Apr 23 9 July 2025	Intermunicipal Collaboration Framework Motion 8.a ICF to be delayed for 2 years pending Provincial Government guidelines Municipal Services Agreement (planning services) with RDC expires 31 December 2025 ICF changes to be introduced into the MGA reference Bill 50. 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. CAO discussed this with the Red Deer County CAO on 28th October at the Blackfalds Councillor Orientation event.	Council / CAO	progress
23 June 25	Role of the Chief Administrative Officer Motion 8.g Revision of Council Procedural Bylaw This will also include amendments that are now required following the repeal of the FOIP Act. MAP requirement to update this bylaw.	CAO	progress
22 Sept 25	Agenda item 6.c Bowden Grandview School Scholarship Awards Criteria Council to review and determine a revised criteria for the award of the scholarship.	Council	progress
27 Oct 25	Agenda item 10.a Golf Sponsorship Request by Bowden Hi-Way Golf	CAO	RCM Feb 8, 2026
27 Oct 25	Agenda item 8.a Financial Assistance Request – cheque raised for \$100.00	CAO	complete
27 Oct 25	Agenda item 6.c.ii Correspondence to CUPW – letter sent	Mayor	complete

Agenda item 6.a Council Resolutions Follow Up Action Report (continued)**Recommended Motions:**

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

Regular Council Meeting: November 10, 2025.	Agenda Item: 6.b
Prepared by: Arno Glover	Approved by: Mayor Laurie Miller
Report Type: Information	Attachment(s):

6.b Key Dates *(for information)*

NOVEMBER

- November 11** **Remembrance Day Ceremony Innisfail Cenotaph 10:45am**
- November 12** **Alberta Municipalities Convention and Trade Show
(Calgary TELUS Convention Centre)**
Hotel reservations have been confirmed for **5** Councillors for the nights of Tuesday 11th November to Thursday 13th November (3 nights) at Hyatt Regency Calgary
ABMunis registrations have been made for 7 **named** elected officials.
- November 24** **Regular Council Meeting 7:00pm Council Chambers**
- November 26** **Legal Seminar hosted by Town of Blackfalds conducted by Reynolds Mirth LLP
1:00pm until 4:00pm. Topics to include:**
- Pecuniary interest and conflict of interest
 - Public hearings/statutory hearings (and engaging with the public)
 - Council as an employer (and corresponding obligations to the CAO)
 - Enforcement of municipal bylaws (and Council's role in that process)
 - Process for passing and amending bylaws in relation to Land Use Planning
- Administration to make reservations for 6 elected officials**

DECEMBER

- December 6** **Christmas Dinner & Dance 5:30pm Paterson Community Hall**
- December 8** **Regular Council Meeting 7:00pm Council Chambers**
- December 12** **Christmas Special Event Igloo Arena**
- December 22** **Regular Council Meeting 7:00pm Council Chambers**

JANUARY

- January 21** **Alberta Emergency Management Agency Training (at Innisfail)**

FEBRUARY

- February 12** **Council Open House (venue tbc)**

Recommended Motion:

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

Regular Council Meeting: November 10, 2025.	Agenda Item: 6.c
Prepared by: Arno Glover	Approved by: Mayor Laurie Miller
Report Type: RFD	Attachment(s):

Matters arising from past RCM.

6.c Operating Budget 2026

During the review of the Operating Revenue & Expenditures Report in the RCM of October 27, 2025, Council requested that Administration present the 2026 budget to Council.

Administration is of the understanding that the 2026 budget deliberations are to be conducted outside of a Regular Council Meeting in order that this task is allocated sufficient time to receive a full in-depth review by new Council.

Administration requests that Council considers setting a date for a Special Council Meeting to commence the task.

Motion by Councillor _____ that the Council sets a Special Council Meeting date of _____ to commence the 2026 Operating Budget deliberations.

Regular Council Meeting: November 10, 2025.	Agenda Item: 6.d
Prepared by: Arno Glover	Approved by: Mayor Laurie Miller
Report Type: RFD	Attachment(s):

Matters arising from the past RCM.

6.d Christmas Dine & Dance – Paterson Community Hall

The Paterson Community Centre's Christmas Dine and Dance is being held on Saturday December 6, 2025.

Tickets are \$65.00 per person for dinner and entertainment.

Administration requests that Council confirm numbers wishing to attend in order that tickets can be purchased.

Motion by Councillor _____ that the Town purchase __**__ tickets for the Paterson Community Hall Dine & Dance event on Saturday December 6, 2025, funded through the Council Public Relations Budget allocation.

Regular Council Meeting: November 10, 2025.	Agenda Item: 7.a
Prepared by: Arno Glover	Approved by: Mayor Laurie Miller
Report Type: RFD	Attachment(s): 1 Council Committee Bylaw 07 / 2025

7.a Council Committee Bylaw 07 / 2025

7.a.i Background:

The attached draft Council Committee Bylaw is submitted to Council as a Request for Decision.

This bylaw repeals Council Committee Bylaw (06 / 2023).

Bylaw 06 / 2023 was updated principally to:

- establish an Appeals Committee to satisfy the requirements of the Weed Control Act.
- allow Committees that meet irregularly and for the purpose of timely reporting the option to submit draft minutes to Council for information purposes.
- allow residents that do not live in Bowden to be appointed as Council Committee members. The Libraries Act legislation does not impose any residency requirements. Opening up membership to individuals from neighbouring communities can strengthen and bring broader knowledge to committees particularly if the skills set is appropriate to the terms of reference of the committee.
- state that input and support from Town Administration employees can be provided to Council Committees subject to any of the provisions within any bylaw (eg: voting).

7.a.ii Current Amendments

a

Bylaw 07 / 2025:

- reintroduces the Economic Development Committee, and,
- establishes the Governance & Priorities Committee.

Other amendments have made to bring the bylaw up to date as a process of continuous review of completeness and relevancy to ensure that the bylaw remains appropriate and meaningful.

b

Additions and amendments are highlighted as **yellow text** on the attached draft bylaw.

c Notes

- There are now 4 committees that currently accept public membership, namely:
 - Special Events & Cultural Committee,
 - Public Library Board,
 - Bowden & District Cemetery Association,
 - Municipal Planning Commission.
- Chairperson responsibilities are covered in the Town of Bowden Councillor Procedural Bylaw but are also contained in this bylaw for reasons of completeness particularly if sole reference is made to the Council Committee Bylaw.

d Recommended Actions:

- i. That Council grants first reading to Council Committee Bylaw 07 / 2025.

Recommended Motion:

Motion by Councillor _____ that Council give first reading to Council Committee Bylaw 07 / 2025.

- ii. That Council reviews the first draft of Council Committee Bylaw 07 / 2025.
- iii. That Council makes recommendations to Administration on any further amendments as required by Council for inclusion and further discussion during the second reading of the bylaw.

Moved by Councillor _____ that Council direct Administration to make amendments to Council Committee Bylaw 07 / 2025 as discussed, agreed and recorded during the meeting.

e Future Actions:

- i. Administration to publish a copy of the draft bylaw on the Towns' website.
 - ii. Administration to publish a notice on the Town's Facebook page referring to the draft bylaw availability on the web site.
 - iii. Administration to re submit the bylaw at the RCM of November 24 for second & third readings.
-



Town of Bowden
Box 338, 2101 20th Ave
Bowden, Alberta, T0M 0K0

Town of Bowden – Province of Alberta
COUNCIL COMMITTEE BYLAW
07 / 2025 (1st reading of Council)

A bylaw of the Town of Bowden, in the Province of Alberta, pursuant to the provisions of the Municipal Government Act, being Chapter M-26 of the revised statutes of Alberta 2000 and amendments thereto, for the purpose of the establishment and function Council Committees.

Whereas section 145(a) of the Municipal Government Act, RSA2000, Chapter M-26 states that a council may pass bylaws in relation to the establishment and functions of Council Committees and other bodies,

And whereas, Council deems it desirable to enact a bylaw to establish Council Committees to advise, support and facilitate Council on matters relevant to Council mandates and policies.

1 SHORT TITLE

This bylaw may be known as, and cited as, the "Council Committee Bylaw".

2 DEFINITIONS

In this bylaw (and the attached Schedules) the following definitions apply:

Alternate

Means an elected official appointed to a Council Committee in the capacity of a backup or reserve in case the appointed official is unable to attend a meeting.

CAO (Chief Administrative Officer)

Is the person appointed by Council into the position of Chief Administrative Officer for the Town of Bowden in accordance with the MGA and is the administrative head of the Municipality (and includes any person given designated responsibilities by the CAO).

Chair / Chairperson

Means a person who has authority to preside over a meeting.

Council

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

Councillor / Elected Official

Means all duly elected persons to Council and includes the chief elected official (Mayor).

Council Committee

Means a Standing Committee, Board, Association or Commission established by Council (or other enactment), and which may consist entirely of Councillors or a combination of Councillors and members at large.

Meetings

Means “open” public meetings of Council Committees held in accordance with Section 195 of the MGA.

Member

Means either a Councillor or a “member at large” appointed by Council to a Council Committee.

Members at Large

Means a volunteer member of the public appointed by Council **resolution** to a Council Committee.

MGA

Means the Municipal Government Act, RSA2000, Chapter M-26.

Municipality

Means the Town of Bowden, a municipal corporation within the Province of Alberta.

Terms of Reference

Is a statement of the legality and purpose of a Council Committee as defined in this bylaw and sets out the terms pertinent to the mandate of each Committee.

Town

Means the Municipality of the Town of Bowden in the Province of Alberta.

Words (interpretation)

- a) “may” is to be interpreted as permissive (allowed but not obligatory, optional).
- b) “must” is to be interpreted as imperative (obligatory, mandatory, required, unavoidable).
- c) “shall” is to be interpreted as “must”.
- d) “should” is to be interpreted as a recommended (desirable, not required to conform).
- e) “including but not limited to” means when listing a number of items, does not limit the bylaw term to only those words or those items listed.

3 PURPOSE

The purpose of this bylaw is to:

- i. establish Council Committees whose role is to advise, support and facilitate Council on matters relevant to Council mandates,
- ii. to provide Councillors, members at large and the public with terms of reference regarding the function and procedures of each Council Committee.

4 APPLICABILITY**4.1**

The provisions within this bylaw apply to all Council Committees and members of Council Committees.

4.2

Council Committees are responsible and accountable only to Council.

4.3

The establishment of Council Committees is enacted through this bylaw.

The Terms of Reference (ie: function or purpose) for each Council Committee are defined within Schedule B of this bylaw.

4.4

An amendment or variation of the function or operation of a Council Committee from that set out in the Terms of Reference requires amendment of this bylaw through resolution approved by Council in a regular or special council meeting with the provision that the amendment does not conflict with any requirement of the MGA or any other Act, Regulation, or enactment.

5 POWERS OF COUNCIL COMMITTEES**5.1**

A Council Committee may function:

- i. by receipt of requests from Council,
- ii. by receipt of requests from the CAO,
- iii. by committee initiative.

5.2

Council Committees must not pass resolutions other than a motion to report to or make recommendations to a regular or special meeting of Council.

5.3

A Council Committee does not have the power to pledge or commit the Municipality to any action, agreement or financial or legal liability or carry out the responsibilities of Town Administration without the written consent of the CAO.

5.4

A Council Committee does not have the power to form other ad hoc committees, sub committees or task forces without the permission of Council by resolution.

5.5

A Council Committee may not hold a public hearing unless provided for by enactment or legislation.

6 REPORTING TO COUNCIL**6.1**

Councillors appointed to a Council Committee are responsible for ensuring that Council is kept informed on the activities of that Council Committee by means of a written report to be included in the agenda of a Regular Council Meeting or Special Council meeting.

6.2

Written minutes or reports must reflect the actual meeting of the Council Committee and must reflect the majority position of the members of the Council Committee.

6.3

Council Committee meeting minutes may be submitted by the appointed Council representative in either draft form (noted as such) or approved signed form. If draft minutes are submitted the approved signed minutes must subsequently be submitted to Council as soon as reasonably possible.

7 MEMBERSHIP

7.1

Council Committees may consist of: (section 146 of the MGA):

- i. entirely of Councillors,
- ii. a combination of Councillors and other persons (members at large),
- iii. entirely of persons who are not Councillors.

7.2

In selecting committee members who are not Councillors, preference should be given to residents of the Town however nonresidents may be considered for appointment.

7.3

In addition to any appointment(s) made the chief elected official (the Mayor) is a member of all Councillor Committees and all bodies to which Council has the right to appoint members.

7.5

Membership will be defined within the Terms of Reference for each Council Committee as set out within Schedule B of this bylaw.

7.6

Councillors appointed to a Council Committee will be determined by Council in the annual Organizational Meeting of Council (or anytime by resolution of Council).

7.7

A Council Committee will consist of at least one appointed Councillor as defined within Schedule B of this bylaw.

8 TERMS OF APPOINTMENT

8.1

Councillors who are appointed members of a Council Committee will normally hold office for a period of one year (in order to ensure rotation of members).

Council will appoint (or reappoint) Councillor members each year at the annual Organizational Meeting of Council (or if circumstances require by motion and resolution at a Regular Council Meeting).

Council may reappoint the same Councillor(s) to a committee if there is no new interest from another member of Council or if the committee requires the experience of a specific Councillor to function efficiently.

8.2

Members at Large will normally hold office for a 2-year term or as approved by Council resolution, or, as required by other enactment or authority.

8.3

In the event of a member vacancy occurring prior to the expiry of a term of office a new person will be appointed by Council to fill the vacancy and that person will hold office for the remainder of that term.

8.4

A member may resign from a Council Committee at any time by giving written notice to Council.

8.5

Council, by resolution, may remove any member from a Council Committee at any time on the recommendation of the Mayor or Committee Chair.

8.6

Council, by resolution, may alter the terms of appointment of any member.

8.7

Where membership of a Council Committee requires members to achieve a required standard of training this must be done in accordance with any statutory requirement or enactment.

9 MEETINGS**9.1**

The proceedings and deliberations of Council Committees must be conducted in public (Sections 197 & 198 of the MGA applies).

9.2

Council Committees may close all or part of their meetings to the public if a matter to be discussed is within one of the exceptions to disclosure in **Division 2 of Part 1 of the Access to Information Act.**

9.3

A Council Committee must give at least 24 hours' notice of a meeting **both to its members and the public in compliance with the provisions of section 195 of the MGA.**

9.4

Notice (of a meeting or change in meeting) will be deemed to have been given if posted for public viewing at the Town Administration Office and / or if posted on the Town's website pursuant to section 606.1(1) of the Municipal Government Act and the Town Advertising Bylaw.

9.5

A majority of the Committee members shall constitute a quorum at a Council Committee meeting.

9.6

All members of the Council Committee, including the Chair, are required to vote on any motion brought before the Council Committee. In the event of a tie, the motion will be defeated.

9.7

Members of Council are required to attend all meetings to which they are appointed and must notify the meeting Chair and arrange for the alternate to attend if they are unable to attend.

10 CHAIR**10.1**

The appointment of a Chair is included within the terms of reference for each committee.

10.2

The Chair will preside over and be responsible for the conduct of committee meetings.

10.3

The Chair must ensure that the proceedings and discussions of the committee are conducted in accordance with the Town of Bowden Council Procedural Bylaw.

10.4

The Chair may limit any presentation or discussion if it is determined to be repetitious, out of context, or if deemed to be inappropriate in any manner.

10.5

All discussions at a meeting will be directed through the Chair.

10.6

The Chair is responsible for ensuring that the meeting agenda is produced and distributed at least three days in advance of a meeting.

10.7

The Chair is responsible for ensuring that the meeting minutes are produced and distributed to the Council representative as soon as reasonably possible after the meeting.

11 ADMINISTRATION SUPPORT**11.1**

Town Administration staff may attend and provide advice to a Council Committee as required to assist the committee to fulfill their mandate.

11.2

Administrative support may include:

- i. assisting the chair to prepare meeting agendas, minutes, reports,
- ii. providing advice and expertise regarding municipal, legislative, regulatory and policy matters,
- iii. providing background or supporting information on a matter in hand,
- iv. assist in training and / or orientation of new members.

11.3

Town Administration staff cannot vote on any motion made.

11.4

Any request for information or support from Town Administration staff must be directed to the CAO for approval.

12 TERMS OF REFERENCE**12.1**

The Terms of Reference for each Council Committee shall be reviewed by Council within the first year of an electoral term or as frequently as necessary in order to accurately reflect the mandate of the Council Committee as conferred upon it by Council.

12.2

The Terms of Reference for each Council Committee shall set out as a minimum:

- i. a legality statement,
- ii. the purpose of the Council Committee,
- iii. membership / composition of the Council Committee,
- iv. frequency of meetings,
- v. reporting requirements,
- vi. any other relevant or required term / provision.

13 SEVERABILITY

Every provision of this bylaw is independent of all other provisions. If any provision of this bylaw is declared invalid for any reason by a Court of competent jurisdiction, all other provisions of this bylaw shall remain valid and enforceable.

Nothing in this bylaw relieves a person from complying with the provision of any Federal or Provincial enactment or regulation or the requirement of any lawful permit, order, or license.

14 APPLICABILITY

14.1

This bylaw applies to all persons appointed to or attending a Council Committee meeting.

14.2

No person shall obstruct, hinder, or interfere with any person while exercising or performing their duties or powers pursuant to the provisions of this bylaw, or any other enactment.

14.3

Exceptions (either permanent or temporary) to any provision within this bylaw are at the discretion of Council, by resolution, due to special circumstances, arrangements or need.

14.4

Nothing in this bylaw (either by inclusion or omission) exempts any person from any statutory enactment, regulation, code, any other applicable or relevant Town bylaw, policy, directive, or municipal order.

14.5

All references in this bylaw to an act, statute, regulation, or another bylaw or policy refer to the current version of that enactment, as amended or replaced from time to time including all successor legislation.

15 REFERENCES

References must be made where necessary to any relevant or applicable Provincial Act (and all regulations part of), or Town of Bowden bylaw or policy, including but not limited to the:

- i. Municipal Government Act, RSA2000, Chapter M-26,
- ii. Access to Information Act, RSA2024, Chapter A-1.4,
- iii. Emergency Management Act, RSA2000, Chapter E-6.8,
- iv. Libraries Act, RSA2000, Chapter L-11,
- v. Cemeteries Act, RSA2000, Chapter C3,
- vi. Weed Control Act, RSA2008, Chapter W-5.1,
- vii. Town of Bowden Land Use Bylaw,
- viii. Town of Bowden Council Procedural Bylaw,
- ix. ~~Councillor Code of Conduct Bylaw~~ (rescinded)
- x. Town of Bowden Advertising Bylaw,
- xi. Minutes of Council Meetings Policy.

16 BYLAW PRECEDENCE

This bylaw supersedes and takes precedence over all previously passed bylaws relating to the establishment and function of Council Committees.

Bylaw 06 / 2023 and all amendments thereto are hereby repealed.

Schedules attached to this bylaw:

Schedule A List of Standing Council Committees

Schedule B Terms of Reference for each Council Committees (those listed in Schedule A)

All schedules form part of this bylaw.

This bylaw will come into effect on the final day of passing and signature thereof.

Read a first time in open council this 10th day of November 2025,

Read a second time in open council this

and finally passed by unanimous consent of the Councilors' present.

Read a third time in open council this

Laurie Miller, Mayor

Arno Glover, Chief Administrative Officer

**Council Committee Bylaw
SCHEDULE A
List of Standing Council Committees, Boards, Associations and
Commissions.**

A1

Standing Committees

Intermunicipal Development Committee.

Emergency Advisory Committee.

Special Events & Cultural Committee.

Weed Control Act, Appeals Committee.

Economic Development Committee

Governance & Priorities Committee

A2

Boards & Associations

Public Library Board.

Bowden & District Cemetery Association.

A3

Commissions

Municipal Planning Commission.

Council Committee Bylaw SCHEDULE B Terms of Reference

B1

Intermunicipal Development Committee

Legality

The Town of Bowden Intermunicipal Development Committee is established in accordance with Section 145 of the Municipal Government Act, RSA2000, Chapter M-26 that states that a Council may pass bylaws in relation to the establishment and functions of Council Committees and other bodies and as enacted by this bylaw.

The Town of Bowden Intermunicipal Development Plan is enabled under the provisions of Part 17 of the MGA and as enacted by this bylaw and by a jointly passed bylaw with Red Deer County.

The Intermunicipal Development Plan provides for a common coordinated approach to land use planning strategies, subdivision, and land development in fringe areas of land lying within the boundaries of the two municipalities.

The aim is to produce a plan that reduces potential development conflicts, addresses community concerns, and provides a framework for ongoing consultation and cooperation regarding areas of mutual concern, eg: the conservation of natural areas, long range planning, infrastructure development, provision of services and future land annexation.

Purpose

The purpose of the Intermunicipal Development Committee is to:

- i. ensure that the Intermunicipal Development Plan is developed in accordance with regulations prescribed in the Municipal Government Act and in accordance with any orders made by the Minister,
- ii. ensure that the stated objectives and policies of the Intermunicipal Development Plan are realized,
- iii. review, update and amend the Intermunicipal Development Plan as situation and future need arises,
- iv. maintain an understanding of the requirements of the MGA (Part 17), the Town of Bowden Land Use Bylaw, and any other Act, Regulation, or enactment appropriate to effectively conduct the affairs of the Committee.

Membership

Membership of the Intermunicipal Development Committee consists of three appointed Councillors.

The Mayor is designated as chair of the Intermunicipal Development Committee.

Meetings

The Intermunicipal Development Committee will meet as deemed necessary according to either need or statutory requirement.

Reporting

Written reports and minutes of the Intermunicipal Development Committee meetings shall be submitted as soon as reasonably possible to a regular meeting of Council.

Council Committee Bylaw

SCHEDULE B Terms of Reference for Council Committees

B2

Emergency Advisory Committee

Legality

The Town of Bowden Emergency Advisory Committee is established under the requirement of the Emergency Management Act Revised Statutes of Alberta 2000 Chapter E-6.8. and as enacted by this bylaw.

The general duties, rights and powers of the Emergency Advisory Committee are defined by the Town of Bowden Municipal Emergency Management Bylaw 03 / 2023.

Purpose

The purpose of the Emergency Advisory Committee is to:

- i. ensure that the Town provides resource to satisfy the requirements of the Emergency Management Act RSA2000, Chapter E-6.8,
- ii. review the Joint Municipal Emergency Plan at least once a year and make recommendations to Council of any proposed changes to the Plan or emergency programs or services,
- iii. liaison with the Director of Emergency Management in matters relating to the direction and control of duties and responsibilities and to ensure that emergency plans and programs are prepared, tested and implemented in accordance with any Provincial statute or regulation,
- iv. recommend a Director of Emergency Management.

Membership

The Emergency Advisory Committee consists of all elected officials and other persons and bodies as stated in the Town of Bowden Municipal Emergency Management Bylaw 03 / 2023.

The Mayor is designated as chair of the Emergency Advisory Committee

Meetings

The Emergency Advisory Committee will meet as a minimum once every 12 months or as required or deemed necessary.

Reporting

Written reports and minutes of the Emergency Advisory Committee meetings shall be submitted as soon as reasonably possible to a regular meeting of Council.

Council Committee Bylaw

SCHEDULE B Terms of Reference for Council Committees

B3

Special Events & Cultural Committee

Legality

The Town of Bowden Special Events & Cultural Committee is established in accordance with Section 145 of the Municipal Government Act, RSA2000, Chapter M-26 that states that a Council may pass bylaws in relation to the establishment and functions of Council Committees and other bodies and as enacted by this bylaw.

Purpose

The purpose of the Special Events & Cultural Committee is to:

- i. organize, coordinate promote & execute Town recreational and cultural community events, including but not limited to, the Annual Bowden Parade, Canada Day, Movie in the Park, Igloo Daze, etc,
- ii. liaise and assist other organizations in the planning and coordination of community events,
- iii. liaise and communicate with residents and community groups regarding events, programs, and activities,
- iv. liaise with Town Administration where assistance is required in the provision of additional resource and on the planning & communication of events, eg: FCSS programs,
- v. recommend to Council the appointment of public members of the Board,
- vi. provide Council with a yearly Board Plan and annual financial budget.

Membership

The Special Events & Cultural Committee consists of all elected officials and other members at large as required (representatives from Town Administration, Town and area residents, and volunteers).

The Mayor is designated as Chair of the Special Events & Cultural Committee.

Meetings

The Special Events & Cultural Committee will meet as required or deemed necessary.

Reporting

Written reports and minutes of the Special Events & Cultural Committee meetings shall be submitted as soon as reasonably possible to a regular meeting of Council.

Council Committee Bylaw

SCHEDULE B Terms of Reference for Council Committees

B4

Weed Control Act – Appeals Committee

Legality

The Town of Bowden Weed Control Act Appeals Committee is established in accordance with Section 19.1 of the Weed Control Act, RSA2008, Chapter W-5.1 that states that a Council shall establish an independent appeal committee for the purpose of receiving appeals against any decision made by a weed control inspector, local authority notice, or debt recovery notice.

Purpose

The purpose of the Weed Control Act Appeals Committee is to:

- i. satisfy the requirements of Part 4, Section 19 of the Weed Control Act which states:
19.1 a local authority shall establish, at least annually, an independent appeal panel to determine appeals of inspector's notices, local authority's notices, and debt recovery notices.
19.2 a person who is given an inspector's notice, local authority's notice or debt recovery notice may, in accordance with the regulations, appeal it to an appeal panel.
19.3 the appeal panel may confirm, reverse, or vary the inspector's notice, local authority's notice, or debt recovery notice.
- ii. ensure that the requirements of the Weed Control Act are satisfied,
- iii. maintain an understanding of the requirements of the Weed Control Act and any other intermunicipal agreement appropriate to weed control in order to effectively conduct the affairs of the Committee.

Membership

Membership of the Weed Control Act Appeals Committee consists of all members of Town Council.

The Mayor is designated as chair of the Weed Control Act Appeals Committee.

Meetings

The Weed Control Act Appeals Committee will meet as required according to need or statutory requirement.

Reporting

Written reports and minutes of the Weed Control Act Appeals Committee meetings shall be submitted as soon as reasonably possible to a regular meeting of Council.

Council Committee Bylaw

SCHEDULE B Terms of Reference for Council Committees

B5

Public Library Board

Legality

- i. The Town of Bowden Public Library Board is established in accordance with Section 145 of the Municipal Government Act, RSA2000, Chapter M-26.
- ii. The Town of Bowden Public Library Board is required to satisfy the provisions of the Libraries Act RSA2000 Chapter L-11 and the Libraries Regulation 141/1998.

Purpose

In general, the purpose of the Public Library Board, is to:

- i. ensure the effective management, operation and control of the Town's public library, its services, and resources,
- ii. obtain adequate funding and prepare a budget for Library expenditures,
- iii. ensure that funds are received, spent, and audited in a proper manner and that financial accounts are maintained, audited, and presented to Council,
- iv. effectively communicate with Town Council,
- v. liaise with the CAO with regard to the care and maintenance of the library building and on any other matter requiring Town Administration intervention,
- vi. ensure that the library operates in accordance with statutory enactment, principally the Libraries Act (RSA 2000 Chapter L-11) and the Libraries Regulation,
- vii. create and maintain a Plan of Service and other policies as required by statutory enactment,
- viii. ensure that library services and operations are conducted in accordance with formulated policies bylaws and service plans as required by enactment,
- ix. liaise with the Parkland Regional Library Board on operational matters as required,
- x. appoint, appraise, and dismiss librarians and employees in accordance with budgeted financial constraints, and all applicable regulatory & legal responsibilities including the Employment Standards Code & Regulation and the Occupational Health & Safety Act.
- xi. liaise and communicate with residents and community groups (as required or deemed necessary) regarding any programs or initiatives concerning the operation of the Town library,
- xii. maintain an understanding of the requirements of all statutory legislation, issues, library general trends and developments and all required service delivery commitments.

Board Role

The Libraries Act sets the legal framework for public library service through the establishment of the Public Library Board who manage the public library service on behalf of the Town.

The Libraries Regulation sets out the required management practices for the Public Library Board.

Council's role is limited to the following nine responsibilities:

- i. establishment of a Library Board,
- ii. appointment to municipal and regional library boards,
- iii. funding (in whole or part) local library services,
- iv. provision of library building and equipment (in whole or part),
- v. determining the financial review,
- vi. receiving Library Board Bylaws,
- vii. receiving Library Board reports,
- viii. participating in a regional library system,
- ix. appointments to a regional library board.

The specific requirements of the Public Library Board are set out by both the MGA and the Libraries Act these being two distinct pieces of legislation and as such require a high degree of understanding particularly where legislative requirements are concerned.

The Public Library Board is responsible to the Provincial Government, the Town, Parkland Regional Library Board, and residents of the community.

Meetings

- i. the Bowden Public Library Board will meet at least 3 times every calendar year at a time and place designated by the chairperson,
- ii. other meetings can take place as required or deemed necessary by the chairperson, in order to accomplish required tasks and matters in hand,
- iii. an Organizational Meeting will be held in November each year as soon as possible after the annual Organizational Meeting of Town Council in order to confirm the appointment and terms of office for Library Board members,
- iv. a Quorum must exist for all meetings. A majority of the members of the Library Board constitutes a Quorum.

Board Membership

Membership of the Bowden Public Library Board will consist of:

- i. a minimum of one, and no more than two, appointed Councillors,
- ii. no fewer than 5 and no more than 10 members appointed by Council,
- iii. members will appoint a chairperson and other officers annually at the Organizational Meeting.
- iv. the chairperson cannot be a member of Town Council,
- v. the Board shall decide on the date of appointment of all members and submit this to Council for approval by resolution,
- vi. a member of the Board is eligible to be reappointed for only 2 consecutive terms of office, unless at least 2/3rds of Council passes a resolution stating that the member may be appointed as a member for more than 3 consecutive terms.
- vii. all persons appointed to the Public Library Board should attend all meetings in accordance with the provisions contained within the Libraries Act.
A person is disqualified from remaining a member of the Board if the person fails to attend, without authorization 3 consecutive regular meetings of the Board.
- viii. Council may at any time review the membership of the Board and may for any reason it considers appropriate revoke the appointment of any member.
- ix. a person who is an employee of the Public Library Board is not eligible to be a member of the Board but is entitled to attend Public Library Board meetings and provide input and advice on matters as deemed necessary.

Reporting & Records

- i. all minutes, resolutions and bylaws of the Public Library Board shall be permanently recorded and shall be signed by the Board Chairperson and the Secretary,
- ii. written reports or minutes of the Public Library Board meetings shall be submitted as soon as reasonably possible to a regular meeting of Council,
- iii. any substantive changes in organizational relationships, service goals, or future plans must be reported to Council as soon as reasonably possible,
- iv. a proposed financial operating budget (and supporting documentation) for the forthcoming calendar year must be submitted to Council no later December 1 in each calendar year,
- v. the operating budget must clearly state the amount of the local appropriation requested from the Town and any substantive changes or commitments in financial requirements,
- vi. Council must review the Library Board Budget in the last scheduled Regular Council Meeting held in December each calendar year and approve the budget either in full or part,
- vii. an independently produced financial report must be submitted to Council immediately after its completion.

Council Committee Bylaw

SCHEDULE B Terms of Reference for Council Committees

B6

Bowden & District Cemetery Association

Legality

The Bowden & District Cemetery Association is established in accordance with Section 145 of the Municipal Government Act, RSA2000, Chapter M-26 that states that a Council may pass bylaws in relation to the establishment and functions of Council Committees and other bodies and as enacted by this bylaw.

Council is the governing body of the Bowden & District Cemetery Association, established under the requirement of the Province of Alberta Cemeteries Act, Revised Statutes of Alberta 2000 Chapter C3.

The Bowden & District Cemetery Association is an advisory body whose purpose is to assist and oversee the care and administration of the Cemetery.

Purpose

The purpose of the Bowden & District Cemetery Association, subject to Council approval is to:

- i. ensure that the future operation of the Cemetery is controlled, managed, and maintained through a program of perpetual care (preservation, improvement, embellishment, and maintenance),
- ii. ensure that Cemetery care funds are received, spent, and audited in a proper manner,
- iii. ensure that Cemetery services are conducted in accordance with any statutory or regulatory requirements including, but not limited to; the Cemeteries Act, the Burial of the Dead Act, and the Vital Statistics Act (as amended over time),
- iv. liaise with the CAO in order to ensure that the day-to-day operation of the cemetery is conducted in accordance with the requirements of the Town of Bowden Cemetery Bylaw 09 / 2020 (as amended over time) including but not limited to, cemetery services, cemetery supplies and maintenance and record keeping obligations,
- v. liaise and communicate with residents and community groups regarding any programs or initiatives concerning the operation, management, control, of the Cemetery or any revisions to services or fees.

Membership

One appointed Councillor and one alternate Councillor form part membership of the Bowden & District Cemetery Association.

Members will appoint a chairperson and other officers annually at the Annual General Meeting.

Meetings

The Bowden & District Cemetery Association will meet at least six times every calendar year. Additional meetings will take place as required or deemed necessary.

Reporting & Records

Written reports and minutes of the Bowden & District Cemetery Association shall be permanently recorded and signed by the chairperson and the appointed Councillor and submitted as soon as reasonably possible to a regular meeting of Council.

Audited financial statements must be submitted to Council as soon as possible after the Annual General Meeting of the Bowden & District Cemetery Association.

Council Committee Bylaw SCHEDULE B Terms of Reference for Council Committees

B7

Municipal Planning Commission

Legality

The Municipal Planning Commission is established under the requirement of the Municipal Government Act Revised Statutes of Alberta 2000 Chapter M26 that authorizes Council to enact a Bylaw to prohibit or regulate or control the use and development of land and buildings within the Municipality.

The powers and responsibilities of the Municipal Planning Commission are defined by the MGA Part 17 Planning & Development, Division 3 and the Town of Bowden Land Use Bylaw 04 / 2021.

Purpose

The purpose of the Municipal Planning Commission is to:

- i. exercise all the powers and perform all the duties prescribed to it in the Municipal Government Act and the Town of Bowden Land Use Bylaw,
- ii. act as the authority for any applications assigned to it by Council or by Red Deer County Planning Officers, under the Land Use Bylaw or any other statutory obligation or responsibility or need and make decisions as required,
- iii. make recommendations to Council of any proposed changes to the Intermunicipal Collaboration Framework agreement, or funding arrangements,
- iv. hold public meetings and liaise with community groups and residents where required either by enactment, bylaw or need,
- v. maintain an understanding of the requirements of the MGA (Part 17 regarding Planning & Development), the Town of Bowden Land Use Bylaw and any other Act, Regulation, or enactment appropriate to effectively conduct the affairs of the Commission.

Membership

Membership of the Municipal Planning Commission consists of all of all elected officials and 2 members at large, appointed by Council resolution.

Council will appoint a chairperson annually at the Council Organizational Meeting.

The Special Events & Cultural Committee consists of all elected officials (Committee as a Whole) and other members at large as required (representatives from Town Administration, Town and area residents, and volunteers).

Meetings

The Municipal Planning Commission will meet as required according to need or statutory requirement.

Reporting

Written reports and minutes of the Municipal Planning Commission meetings shall be prepared as soon as reasonably possible after each meeting of the Municipal Planning Commission and submitted to the Chairperson and CAO for signing.

Council Committee Bylaw

SCHEDULE B Terms of Reference for Council Committees

B8

Economic Development Committee

Legality

The Economic Development Committee is established in accordance with Section 145 of the Municipal Government Act, RSA2000, Chapter M-26 that states that a Council may pass bylaws in relation to the establishment and functions of Council Committees and other bodies and as enacted by this bylaw.

Purpose

The Economic Development Committee is an advisory committee to Council.

Its purpose is to:

- i. identify, investigate, analyze and report to Council on matters affecting or having the potential to affect, the growth, prosperity and economic wellbeing of the community,
- ii. plan and develop strategies and policies to develop a successful business climate and encourage economic investment in the Town,
- iii. liaise with Town residents, Town businesses and stakeholders with regard to any programs or initiatives to further develop business awareness, or to enhance growth or economic development,
- iv. liaise with Town Administration on the provision of funds where budgeted for.

Membership

The Economic Development Committee consists of three appointed Councillors and up to two members at large as appointed by Council.

Meetings

The Economic Development Committee will meet with other community organizations, businesses, developers, vendors, consultants, the CAO and other individuals as required or deemed necessary in order to achieve its aims, ongoing responsibilities and requirements.

Reporting

Written reports and minutes for the Economic Development Committee meetings shall be submitted as soon as reasonably possible to a regular meeting of Council.

Council Committee Bylaw

SCHEDULE B Terms of Reference for Council Committees

B9

Governance & Priorities Committee

Legality

The Governance & Priorities Committee is established in accordance with Section 145 of the Municipal Government Act, RSA2000, Chapter M-26 that states that a Council may pass bylaws in relation to the establishment and functions of Council Committees and other bodies and as enacted by this bylaw.

Definition

The Governance & Priorities Committee is a "Committee as a Whole".

This Committee enables Council to informally review upcoming and important issues with members of Town Administration where the focus is on understanding the broader policy implications of the matters in hand.

The Committee provides an important forum for policy debate and public input on issues within the Council's area of responsibility.

Purpose

The Governance & Priorities Committee purpose is to:

- i. review matters of governance including policies, and bylaws,
- ii. receive updates on emerging projects and initiatives,
- iii. help Council reach consensus and develop recommendations for action over a series of meetings,
- iv. provide the opportunity for the public, community partners and stakeholders, to participate in discussion and provide input on community matters,
- v. allow for elected official's training & development.

Limitation

The Governance & Priorities Committee acts principally as a forum for discussion and is not a decision-making body.

Recommendations made to Council must be submitted as a Request for Decision as part of the agenda for either a Regular Council Meeting or Special Council Meeting.

Membership

The Governance & Priorities Committee consists of all elected officials.

Council will appoint a chairperson annually at the Council Organizational Meeting.

Meetings

The Governance & Priorities Committee will meet as required according to need.

Reporting

Written reports and minutes for the Governance & Priorities Committee meetings must be submitted prior to or at the same time as the recommendation to Council is placed on a Council agenda.

Regular Council Meeting: November 10, 2025.	Agenda Item: 8.a
Prepared by: Arno Glover	Approved by: Mayor Laurie Miller
Report Type: RFD	Attachment(s):

8.a Amendment to Council Committee Appointment

Administration requests that Council pass a resolution to amend an appointment to the Intermunicipal Development Committee that was made during the Organizational Meeting of Council on October 27, 2025.

The revision is as follows:

Councillor Marietta Tuckwell is to be replaced by Councillor Cam Morrison.

Administration will update and prepare a revision to the document that details Council committee appointments.

Recommended Motion

Moved by Councillor _____ that Council appoints Councillor Cam Morrison to the Intermunicipal Development Committee in replacement of Councillor Marietta Tuckwell.

Regular Council Meeting: November 10, 2025.	Agenda Item: 8.b
Prepared by: Arno Glover	Approved by: Mayor Laurie Miller
Report Type: RFD	Attachment(s): 1 Elected Officials Remuneration, Benefits & Expenses Policy 05 / 2024

8.b Elected Officials Remuneration

8.b.i Background

The following is the reproduced minutes from the Organizational Meeting of Council on October 28, 2024.

Agenda Item 3(ii) Elected Officials Remuneration

Council reviewed the schedule within the agenda that provides details on the elected officials base remuneration (honorarium).

Since 2016 there has been no increase in real terms to the Councillor and Deputy Mayor base remuneration with the exception of 2024 when a 4% Cost of Living increase was awarded.

Council discussed research and findings pertaining to elected officials' remuneration with comparable sized towns. There was a strong argument both in favour of a degree of realignment with other Towns remuneration rates and for an increase to maintain rates in real terms (ie: correcting for the effect of inflation).

In addition, Council conducted a review of the current Elected Officials Remuneration, Benefits & Expenses Policy (01 / 2022) in particular section 4.3.1 of the policy pertaining to expenses. A decision was made to increase the meal allowances and the mileage allowance rate.

Motion 3.b. Moved by Councillor Deb Coombes that the Elected Officials remuneration is amended to include a \$50.00 per month addition to the current honoraria and that the per diem rate is amended to \$50.00 per hour and that the meal allowances are amended, and the mileage rate is amended as follows:

*breakfast \$20.00,
lunch \$20.00,
supper \$50.00,
mileage rate \$0.65 per kilometre,*

effective January 1, 2025.

MOTION CARRIED

Motion 3.c. Moved by Councillor Paul Webb that effective January 1, 2026, that the Elected Officials remuneration is amended in parity with any increase or decrease in Town Administration remuneration.

MOTION CARRIED UNANIMOUSLY

The decision to amend the Elected Officials Remuneration was not made as a result of any recommendations or deliberations made by the Council Remuneration Committee.

8.b.ii Elected Officials Remuneration, Benefits & Expenses Policy 05 / 2024

The policy is submitted to Council for reference.

8.b.iii Future Action

Council may wish to review the current remuneration for elected officials and propose a future course of action.

Motion

Moved by Councillor _____ that Council _____



Town of Bowden
Box 338, 2101 20th Ave
Bowden, Alberta, T0M 0K0

Town of Bowden – Province of Alberta Policy Document (05 / 2024) ELECTED OFFICIALS' REMUNERATION, BENEFITS & EXPENSES POLICY

1 POLICY STATEMENT

The Town of Bowden will provide remuneration and benefits to elected officials in recognition of their public service and in consideration of carrying out their municipal duties.

Compensation for elected officials should:

- reflect their roles and responsibilities,
- recognize time commitments,
- be fair and reasonable,
- be determined within a remuneration framework that is financially sustainable.

The purpose of this policy is to provide an open (public) written statement that defines:

- the types of remuneration (including benefits),
 - the amount of remuneration (fixed and ascertainable),
 - procedures for submitting remuneration & expenses claims,
 - the process for remuneration review.
-

2 DEFINITIONS

CAO (Chief Administrative Officer)

Is the person appointed by Council into the position of Chief Administrative Officer for the Town of Bowden in accordance with the Municipal Government Act and is the administrative head of the Municipality (and includes any person given designated responsibilities by the CAO).

Council

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

Elected Officials

Means those persons elected as Mayor and Councillors.

Expenses

Means reimbursement for approved expenses paid out of pocket, based on actual submitted receipts.

Honorarium

Means a flat monthly amount paid to elected officials as identified in section 4.1 of this policy.

Per Diem

Means an hourly, daily, or flat rate amount paid to cover specific meetings or duties as identified in section 4.2.1 of this policy.

Remuneration

Means the combination of honoraria, per diem and benefit payments.

Town

Means the municipal corporation of the Town of Bowden.

Words (interpretation)

- a) "may" is to be interpreted as permissive (allowed but not obligatory, optional).
- b) "must" is to be interpreted as imperative (obligatory, mandatory, required, unavoidable).
- c) "shall" is to be interpreted as "must".
- d) "should" is to be interpreted as a recommended (desirable, not required to conform).
- e) "Including but not limited to" means when listing a number of items, does not limit the policy term to only those words or those items listed.

3 SCOPE

This policy applies to all elected officials.

4 REMUNERATION**4.1 Honoraria (Base Remuneration)**

These are the amounts paid each month to elected officials irrespective of attendance at meetings or time spent on municipal matters.

Effective January 1, 2025, re: resolution 3.b moved at the Council Organization Meeting of October 28, 2024, elected officials receive a monthly honorarium, as follows:

Office	\$ (monthly)	\$ (yearly)
Mayor	778.00	9336.00
Deputy Mayor*	466.00	n/a
Councillor	414.00	4968.00

* Effective only for the period during which the office of Deputy Mayor is held.

4.2 Per Diems**4.2.1**

Effective January 1, 2025, re: resolution 3.b moved at the Council Organization Meeting of October 28, 2024, elected officials receive a per diem, as follows:

This is remuneration made for attending (and travel time to) the meetings of Council, Council Committees and for performing other municipal duties as required by nature of holding public office.

Office	\$ (per hour*)	\$ (per ½ hour*)
Mayor	50.00	\$25.00
Councillor	50.00	\$25.00

* calculated to the nearest hour or ½ hour.

4.2.2

Claimable Per Diems include:

- a) Regular Council Meetings, Special Council Meetings, Organizational Meetings of Council,
- b) Council Committee meetings that an elected official has been appointed to,
- c) Boards, Commissions, Society meetings that an elected official has been appointed to,
- d) Public Hearings,
- e) Conferences, Conventions, Education Sessions, Seminars and Workshops,
- f) Community partner meetings,
- g) Ministerial meetings.

4.2.3

Non-Claimable Per Diems include:

- a) An honorarium or per diem may be accepted from other organizations (eg: where an elected official serves on a Regional Commission) however the per diem provided for by the Town in 4.2.1 cannot be claimed if a payment is already received from another organization.
- b) Where an elected official attends a meeting to which they are not the designated / alternate Council representative.

4.2.4

Members are not limited in the number of educational or development activities they may attend however the total cost of all Council per diems may not exceed the total sum provided for these expenditures within the Town's Operating Budget for that year.

4.2.5

The cost of Councillor representation at conferences and conventions may not exceed the total sum provided for these expenditures within the Town's Operating Budget for that year.

4.2.6

Attendance at special events, social events, golf tournaments, facility tours, and galas etc will not receive a per diem payment.

4.2.7

The Mayor may, at his / her discretion, claim per diem up to a maximum of two hours for a single appearance when invited to make public appearances in an official capacity.

4.3 Expenses**4.3.1**

Provision will be made to cover an allowance for travel, subsistence and for expenses occurred in the fulfillment of duties.

Effective January 1, 2025, re: resolution 3.b Organizational Meeting of Council, October 28, 2024.

Expense			Notes
Breakfast	\$20.00	Per day	if departed before 7:30am
Lunch	\$20.00	Per day	if departed before 1:00pm
Supper	\$50.00	Per day	if departed after 4.00pm
Gratuities on Meals	Max 15%		
Mileage Allowance	\$0.65	Per km	use of personal vehicle
Travel & Accommodation	cost recovery		(refer to 4.3.2 below)

4.3.2

Original itemized receipts must be submitted in respect of all expenses claimed.

The repayment of expenses will reflect the face value of the receipt(s) submitted.

Expenses will not be paid for any part / value that exceeds the maximum allowance per day.

4.3.3

Travel expenses to attend official functions are authorized by the inherent nature of this policy.

Council members must, however, demonstrate fiscal responsibility when making reservations for travel and accommodation. The most economic, efficient, or practical means should be sought.

The cost of Council members' travel and accommodation may not exceed the total sum provided for these expenditures within the Town's operational budget for that year.

4.3.4

All miscellaneous expenses, including but not limited to, vehicle parking, hotel internet fees, registration fees, and secretarial services (photocopying) may be claimed where valid and applicable.

For all miscellaneous expenses claimed an itemized printed receipt must be attached to the Councillor Timesheet / Expenses Claim Form. Photocopies of credit card statements are not acceptable. Customer / Merchant cash summary receipts are not acceptable.

4.3.5 Non allowable expenses.

The following expenses cannot be claimed:

- a) Fines, penalties, or liabilities as a result of a traffic violation or an offence committed under the Alberta Traffic Safety Act (or any other Provincial Act) or bylaw.
- b) Liquor expenses,
- c) Fund raising donations, charitable donations, gifts, and any form of gaming or gaming entertainment,
- d) Attendance, and travel to, special events, social events, political party functions, fund raising functions, sporting tournaments, facility tours, galas and parades do not qualify to receive payment for expenses incurred,
- e) Spousal expenses including travel, meals, registrations, tickets, and fees are considered personal expenses and cannot be claimed.

4.4 Cost of Living Allowance (COLA)

Effective January 1, 2026, re: resolution 3.c Organizational Meeting of Council, October 28, 2024, Council may award a Cost-of-Living Allowance increase to the honorarium (base remuneration) and / or the per diem rates annually, by resolution, in parity with any COLA increase or decrease in Town Administration payroll.

5 EXPENSE SUBMISSION & REIMBURSEMENT PROCESS

5.1

Council members must submit their timesheets according to the processing / payroll deadlines set by Administration.

5.2

Timesheet / expenses claim forms will be provided by Administration.

5.3

Timesheet / expenses claim forms submitted by Councillors must be approved by the Mayor.

5.4

Timesheet / expenses claim forms submitted by the Mayor must be approved by the CAO.

5.5

In the event of a dispute over a submitted expense "Council as a Whole" shall review the expense and determine its validity and eligibility for reimbursement.

6 REMUNERATION PROCESSING**6.1**

Remuneration will be processed via the Town's payroll system.

6.2

Remuneration will be paid on the 15th day of each month by direct credit transfer.

6.3

Remuneration deductions will be made by Administration in accordance with all applicable Canada Revenue Agency requirements or any other statutory enactment or court order made on earnings.

6.4

A deduction will be made to Alberta Municipalities in respect of a basic life insurance policy premium.

7 REMUNERATION REVIEW**7.1**

A remuneration review will occur every general election year or midterm if Council agree to do so by resolution made in a Regular Meeting of Council.

7.2

Revised remuneration rates will become effective in the first pay period following formal approval of the Town's Operating Budget for that year or by Council resolution.

7.3

The process for conducting a remuneration review is outlined in Schedule A of this Policy, "Council Remuneration Review Committee – Terms of Reference".

8 AUTHORITY / RESPONSIBILITIES**8.1**

The CAO is responsible for providing resources and implementing procedures to ensure this policy is effective in its operation.

8.2

Council will consider recommendations put forward by the Council Remuneration Review Committee.

Council may accept, reject, or modify (in full or part) any proposals made by the Council Remuneration Review Committee.

9 SUPPLEMENTARY INFORMATION

9.1 Related Documentation

Schedule A Council Remuneration Review Committee – Terms of Reference.

9.2 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

9.3 Policy Specifics

Policy Number	05 / 2024
Policy Title	Elected Officials Remuneration, Benefits & Expenses Policy
Policy Type	Council
Supersedes / Revokes	Policy 07 / 2023
Document produced by:	Arno Glover
Date Policy Passed	Regular Council Meeting of December 9, 2024
Council Resolution #	7.b
Date Policy Effective	Immediate upon signature by Mayor & CAO
Policy Review Date	Qtr 4, 2025
Distribution:	Mayor / Councillors / CFO / CAO / Town Web Site

9.4 Policy Revision History

Any proposed changes that materially affect this policy in principle or substance (including remuneration) can only be made by Council motion.

Any change to this policy to:

- i. correct clerical, grammatical or typographical errors, or
 - ii. clarify context or meaning,
- can be made with the CAO's approval.

All revisions to this policy must be recorded below.

The version control number of this document must be amended accordingly.

Date	Version Control #	Description of Change	Section
14 Nov 2023	2	Amendment to Expenses	4.3.1
14 Nov 2023	2	New section reference COLA increases	4.4
28 Nov 2024	3	Amendment to honorariums, per diems, expenses, and COLA.	4.1 / 4.2 / 4.1 / 4.3.1 / 4.3.3 / 4.4

9.5

Signed:

 Robb Stuart Mayor	 Arno Glover, Chief Administrative Officer
---	--

SCHEDULE A

Council Remuneration Review Committee – Terms of Reference

A1**Legality**

The Town of Bowden Council Remuneration Review Committee is an ad-hoc committee (this is not a Council Committee).

A2**Purpose**

The purpose of the Council Remuneration Review Committee is to review the Elected Officials' Remuneration, Benefits & Expenses Policy and to make recommendations to Council in relation to proposed changes in the remuneration of the elected officials.

A3**Committee Membership**

Membership of the Council Remuneration Review Committee will consist of three volunteer residents from the Town of Bowden. Appointments to the committee will be ratified by Council resolution.

The CAO (or designated deputy) will act in an advisory role to the Committee and will provide any information necessary to the Committee to fulfill their duties.

A4**Meetings**

The Council Remuneration Review Committee will meet in the third quarter (July to September) of any year in which a general election occurs or whenever deemed necessary as resolved by Council motion.

The frequency and dates of meetings will be at the discretion of the Committee as deemed necessary.

By reason of being an "ad hoc committee", the Council Remuneration Review Committee will be dissolved once a recommendation to Council has been submitted.

A5

The Council Remuneration Review Committee may consider all or some of the following factors in determining their recommendations:

- a) previous pay awards (when / how much),
- b) the existence of any policy directives,
- c) comparative studies with other Town's compensation awards,
- d) financial factors (eg: current state of the Town's financial health, debt burden, reserves),
- e) external factors such as forecast inflation, the Consumer Price Index, local market conditions, economic indicators, community sentiment / perceptions.

A6**Reporting & Records**

The Council Remuneration Review Committee will submit a written report of their recommendations to the CAO, no later than the 1st day of October for inclusion on the agenda of the annual Organizational Meeting of Council.

A review of Councillor's remuneration should be objective and made without any commentary on a perception of Councillor's efficacy or productivity.

Regular Council Meeting: November 10, 2025.	Agenda Item: 8.c
Prepared by: Arno Glover	Approved by: Mayor Laurie Miller
Report Type: Information	Attachment(s): 1 2025-2026 Municipal Accountability Program Report 2 Response to Legislative Gaps Report

8.c Municipal Accountability Program (MAP)

8.c.i Background

The Office of Municipal Affairs conducted a Municipal Accountability Review in September 2025.

The review was essentially an audit of Town compliance with the legislative requirements of (principally) the Municipal Government Act and other enactments and regulations including Town bylaws, policies and meeting minutes.

Municipal Affairs provided the Town with a reported dated September 25, 2025, titled, "2025-2026 Municipal Accountability Program Report".

This report provided the results of the Municipal Accountability Review (attached).

8.c.ii Town of Bowden Response Report

The Town is required to submit a written response to Municipal Affairs that details the actions to be taken to rectify the legislative gaps identified in the report.

The attached report (Response to Legislative Gaps Report) is Administration's written response to Municipal Affairs.

As recommended by Municipal Affairs both reports should be submitted to Council in an open meeting of Council.

8.c.iii Future Tasks

Administration to submit the Response to Legislative Gaps Report to Municipal Affairs following this RCM.

Administration to continue to maintain dialogue with Municipal Affairs and report on progress made particularly as each legislative gap has been rectified.

8.c.iv Next Actions

a

Administration to post on the Towns website (on a new web page) both the:

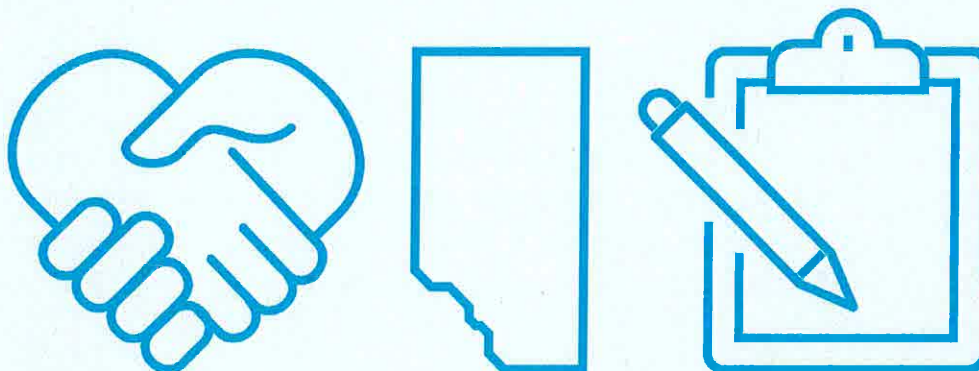
- 2025-2026 Municipal Accountability Program Report, and the,
- Response to Legislative Gaps Report.

b

Administration to prioritize the requirement to redraft the Council Procedural Bylaw.

2025-26 Municipal Accountability Program Report

Town of Bowden



Alberta

Municipal Affairs

Town of Bowden 2025-2026 Municipal Accountability Program Report

The Municipal Accountability Program is intended as a program of support and collaboration for municipal Chief Administrative Officers to either confirm compliance with requirements of municipal legislation or to identify concerns and develop corrective solutions where needed. The scope of this report is limited to confirming the compliance or lack of compliance with mandatory legislative requirements. The content of the report does not constitute an opinion on the legal effectiveness of any documents or actions of the municipality, which should be determined in consultation with independent legal advice.

© 2025 Government of Alberta | September 25, 2025

Contents

Section 1: Introduction.....	5
1.1 Our Commitment.....	5
1.2 The Municipal Accountability Program.....	5
Section 2: Executive Summary	6
2.1 Methodology	6
2.2 Legislative Compliance and Gaps.....	6
2.3 Next Steps.....	6
Section 3: Municipal Accountability Program Findings	8
3.1.3. Orientation Training.....	8
3.1.5. Procedural bylaw.....	10
3.2.1. Public Presence at Meetings and Public Participation.....	11
3.2.4. Organizational Meeting	24
3.4.2. Capital Budget.....	12
3.4.3. Three-Year Operating and Five-Year Capital Plans	13
3.4.4. Auditor, Audited Financial Statements, Financial Information Return.....	14
3.5.3. Property Tax Bylaw	15
Section 4: Conclusion	17
Appendix A: Legislatively Compliant and Discretionary Requirements Not Implemented.....	18
3.1 General	18
1. Municipal Office and Establish or Change Regular Meetings.....	18
2. Signing of Municipal Documents.....	19
4. Provision of Information	20
6. Establishment, Appointment, and Evaluation of the Chief Administrative Officer	21
3.2 Meetings and Procedures	22
2. Public Hearings	22
3. Closed Meetings	23
5. Special Meetings.....	24
6. Meetings by Electronic Means	26
7. Quorum and Authority to Act.....	27
8. Council Meeting Minutes.....	28
9. Pecuniary and Conflicts of Interest	29
3.3 Bylaw Procedures	30
1. Delegation of Authority.....	30

2. Passing, Revision, Amendment, and Consolidation of Bylaws.....	31
3. Bylaw Enforcement Officers.....	32
3.4 Municipal Finance	33
1. Operating Budget	33
5. Borrowing	34
6. Loans and Loan Guarantees	35
7. Disposal of Land	36
3.5 Assessment and Taxation	37
1. Assessment of Property	37
2. Assessment Notices.....	38
4. Tax Notices	39
5. Tax Payment and Tax Penalty Bylaws	40
6. Supplementary Assessments and Taxation.....	41
7. Assessment Review Boards	42
3.6 Tax Recovery	43
1. Tax Arrears List.....	43
2. Tax Agreements.....	44
3. Tax Recovery Auctions	45
4. Tax Recovery Auctions – Designated Manufactured Homes	46
3.7 Planning and Development	47
1. Municipal Development Plan	47
2. Land-Use Bylaw	48
3. Subdivision and Development Authorities	49
4. Subdivision and Development Appeal Board.....	50
5. Off-site Levies	51
6. Listing and Publishing Policies Used to Make Planning Decisions ..	52
3.8 Discretionary Bylaws	53
1. Fees and Charges.....	53
2. Advertising Bylaw	54
3.9 For Discussion Only	55
1. Adding Amounts to the Tax Roll	55
2. Reserve Lands	56
3. Repair of Roads, Public Places, and Public Works	57
4. Joint Use and Planning Agreements (JUPA)	58
5. Code of Conduct Bylaw.....	59
6. Investments and Accounts	60

Section 1: Introduction

1.1 Our Commitment

Alberta Municipal Affairs is committed to assisting municipalities in providing well-managed, accountable local government to Albertans. To achieve this, Municipal Affairs plays an important role in assisting and supporting municipalities in Alberta through various programs to foster capacity building, transparency, and accountability, which are essential elements for responsible local government.

The *Municipal Government Act (MGA)*, which provides the legislative framework for local government in Alberta, has numerous mandatory requirements that may at times seem overwhelming and difficult to manage for municipalities. Municipalities are also bound by other statutes and corresponding regulations that fall under the purview of Municipal Affairs. Compliance with these statutes and regulations is essential to good governance, the successful operation of a municipality, and the viability, safety, and well-being of a community. The Municipal Accountability Program is designed to help municipal officials successfully meet the challenges involved in responding to this wide range of legislative needs.

1.2 The Municipal Accountability Program

With a focus on continuing to strengthen municipal accountability and transparency, the purpose of this program is to:

- enhance their knowledge of mandatory legislative requirements with a primary focus on the *MGA*;
- assist municipalities in achieving legislative compliance;
- support municipalities in being well-managed, accountable, and transparent; and
- provide a collaborative partnership between Municipal Affairs and municipalities to address legislative discrepancies that may exist.

The Municipal Accountability Program consists of multi-year review cycles ordered by the Minister under the authority of Section 571 of the *MGA*. Municipalities with populations of 2,500 or less are automatically scheduled for a review once every five years. The Town of Bowden was selected for a municipal accountability program review in the 2025-2026 program year.

Working with the chief administrative officer (CAO), support is provided to mitigate any minor legislative gaps that may be identified. Ministry staff work with CAOs to validate compliance, identify gaps, provide resource information, and develop corrective solutions where needed. The outcome of this program will be strong, well-managed, accountable municipalities, and a strong collaborative relationship between the CAOs and the ministry.

The results of the Town of Bowden review, contained in this report, are offered to support the municipality's efforts in achieving its goals for ongoing legislative compliance with the *MGA* and its associated regulations, as well as other legislation under the responsibility of Municipal Affairs.

Section 2: Executive Summary

2.1 Methodology

The Municipal Accountability Program consists of a review of council meeting minutes, municipal bylaws, and other municipal documents. A site visit or electronic interview with town administration is also included. These components assist in determining areas where the municipality is compliant with legislative requirements, and to identify any areas that require improvement to achieve compliance with the many requirements of the *MGA* and other legislation imposed on municipalities.

Municipal Affairs staff met with town administration on September 25, 2025, by electronic means. This format was used to complete the Municipal Accountability Program review, and to examine compliance with mandatory requirements of the *MGA* and other legislation under the purview of Municipal Affairs.

The Town of Bowden is commended for their cooperation and assistance throughout the review. As well as the time commitment required, municipal staff promptly responded to questions and provided documentation as requested. Ministry staff appreciate this additional time and effort and recognize the commitment to the well-being and success of the municipality demonstrated by town administration.

2.2 Legislative Compliance and Gaps

The findings of this review are highly encouraging and reflect the municipality's strong commitment to good governance, accountability, and compliance with the legislative framework established under the *MGA*. The results demonstrate that the municipality is not only meeting its mandatory obligations but is also fostering a culture of diligence and responsibility in its operations.

For a detailed list of the areas in which the municipality was found to be legislatively compliant, or discretionary areas not implemented by the municipality, please refer to Appendix A at the end of this report.

Specific areas where the municipality is required to take action to achieve compliance are noted below:

- offer and attend orientation training;
- procedural bylaw is compliant with the *MGA*;
- meetings be open to the public and adopt a public participation policy;
- hold an organizational meeting annually;
- adopt a capital budget;
- prepare a three-year operating plan and a five-year capital plan;
- appoint an auditor, ensure the audited statements are submitted to the ministry on time and approved by council;
- property tax bylaw to be in accordance with the *MGA*;

Pages which detail the legislative requirements and the gaps to be addressed begin on [page 8](#).

2.3 Next Steps

This report contains a complete summary of the Municipal Accountability Program review including legislative requirements, comments and observations, recommendations for actions, as well as links to resources to assist the municipality.

A response by the municipality is required that includes a plan detailing the actions to be taken to rectify the legislative gaps identified in this report. This response must be submitted to Municipal Affairs within eight weeks of

receiving this report. For your municipality's convenience, this report has been formatted to provide space in each section for responses to the findings on each particular area of non-compliance; however, your municipality is not required to use this report to provide its responses and may prefer instead to develop a customized document for the responses and implementation plan.

Ministry staff are available to provide support and additional resources to guide the municipality through the development of the plan and to successfully address the legislative gaps identified. The review will formally conclude upon receipt of documentation confirming that all items have been addressed.

Section 3: Municipal Accountability Program Findings

3.1.3. Orientation Training

Legislative requirements: MGA 201.1

1. Did the municipality offer, and each councillor attend, orientation training:
 - a. prior to or on the same day as the first organizational meeting (for a general election); or
 - b. before the councillor takes the oath of office (following a by-election)?
2. Did the orientation include the following topics:
 - a. role of municipalities in Alberta;
 - b. municipal organization and function;
 - c. roles and responsibilities of council and councillors; and
 - d. roles and responsibilities of the CAO and staff?
3. Did the municipality offer, and each councillor attend, orientation training:
 - a. prior to or on the same day as the first regularly scheduled meeting (for a general election); or
 - b. within 90 days of a councillor taking the oath of office (for a byelection);
4. Did the orientation include the following topics:
 - a. key municipal plans, policies, and projects;
 - b. budgeting and financial administration;
 - c. public participation; and
 - d. any other topic prescribed by the regulations?
5. Did council pass a resolution extending the time for this orientation for up to 90 days?

Comments/Observations: As per Section 201.1 of the MGA, the town must, in accordance with the regulations, offer orientation training, and each councillor must attend it prior to or on the same day as the first organizational meeting following a general election. It is noted that the first organizational meeting is scheduled for October 27, 2025; however, at the regular council meeting held on June 23, 2025, council unanimously passed a motion to attend the elected officials' orientation training on October 28, 2025.

A second round of elected officials' orientation training is scheduled for November 2025, during which all elected officials are expected to attend on the same day as the first regular council meeting following the general election.

Meets Legislative Requirements: No

Recommendations/Action Items: Going forward, elected officials' orientation training on the topics specified must take place prior to the first organizational meeting following a general election.

Resources: Municipal Affairs provides documents to assist CAOs with orientation including:

- What Every Councillor Needs to Know
- Pecuniary and Conflicts of Interest for Councillors
- Closed Meetings of Council; and
- Procedure Bylaw and Agenda Guide

In addition, Municipal Affairs also provides workshops to set out the roles and responsibilities of council, councillors, the CAO, and staff: Roles and Responsibilities Workshop.

Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

Municipal Response: Response to the findings, or comments, status, or action to be taken including key milestones and deadlines. Where resolutions of council are required please provide the date of approval and resolutions of council and/or bylaw numbers.

--

3.1.5. Procedural bylaw

Legislative requirements: MGA 145

1. Does the municipality have a procedural bylaw which is compliant with the *MGA*?
2. Has council updated its bylaws respecting procedures for council and council committee meetings?

Comments/Observations: Council adopted Procedural Bylaw 04-2025 on April 28, 2025. The bylaw provides procedures for council and council committee meetings. Section 6.4.7 of the bylaw states the chief elected official is appointed as an ex-officio member of all boards and committees. When the CEO is appointed to a board, committee, or subdivision and development authority under Part 17 of the *MGA*, Section 154(3) of the *MGA* requires the person be appointed to in their own name.

For information, the procedural bylaw includes sections related to the conduct of members that reference or reflect the town's former code of conduct bylaw 07/2022 or otherwise addresses the behavior and conduct of council members. Section 145(11) requires every municipality to update municipal bylaws within six months of the proclamation of the *Municipal Affairs Statutes Amendment Act, 2025*, which is by November 15, 2025.

Meets Legislative Requirements: No

Recommendations/Action Items: The municipality must amend or repeal or replace the procedural bylaw to remove the clause designating the mayor as an ex-officio member of all committees.

Remove section 19.10 and section 21.6(v) from the procedural bylaw as they pertain to the councillor code of conduct bylaw 07/2022 which has been repealed by provincial legislation.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

Municipal Response: Response to the findings, or comments, status, or action to be taken including key milestones and deadlines. Where resolutions of council are required please provide the date of approval and resolutions of council and/or bylaw numbers.

3.2.1. Public Presence at Meetings and Public Participation

Legislative requirements: *MGA 197(1), 216.1, Public Participation Policy Regulation 193/2017*

1. Are council and council committee meetings held in public?
2. Has a public participation policy been passed?
3. Does the policy identify:
 - a. types or categories of approaches the municipality will use to engage the public; and
 - b. types and categories of circumstances in which the municipality will engage with the public?
4. Is the public participation policy available for public inspection?
5. Has the public participation policy been reviewed by council in the last four years?

Comments/Observations: Council and council committee meetings are held in public. Council adopted a public participation bylaw on July 23, 2018. The policy identifies the types or categories of approaches the municipality will use to engage the public and the types and categories of circumstances in which the municipality will engage with the public.

The policy has not been reviewed by council in the last four years as required by Section 4 of the Public Participation Policy Regulation 193/2017.

Meets Legislative Requirements: No

Recommendations/Action Items: Council must review the public participation policy at least once every four years to meet legislative requirements.

Resources: Alberta Municipalities and the Rural Municipalities of Alberta, in partnership with Brownlee LLP, have produced a guidance document containing general information intended to assist municipalities in developing a public participation policy and public notification bylaw: Public Participation Policies and Public Notification: A Guide for Municipalities.

Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

Municipal Response: Response to the findings, or comments, status, or action to be taken including key milestones and deadlines. Where resolutions of council are required please provide the date of approval and resolutions of council and/or bylaw numbers.

--

3.4.2. Capital Budget

Legislative requirements: *MGA 245, 246*

1. Has a capital budget been adopted prior to January 1 for the calendar year?
2. Does the capital budget include the estimated amount for the following:
 - a. the amount needed to acquire, construct, remove, or improve capital property;
 - b. the anticipated sources and amounts of money to pay the costs to acquire, construct, remove, or improve capital property; and
 - c. the amount to be transferred from the operating budget?

Comments/Observations: Council passed motion 9.e on December 9, 2024, to adopt an interim capital budget, and adopted their final capital budget by motion 9.b on April 14, 2025. While the *MGA* provides municipalities with the authority to pass an interim operating budget, Section 245 of the *MGA* does not permit the adoption of an interim capital budget. The capital budget includes the amount needed to acquire, construct, remove or improve capital property and the anticipated sources and amounts of money to pay the costs.

Meets Legislative Requirements: No

Recommendations/Action Items: Going forward, the town must adopt the capital budget prior to January 1 each year.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

Municipal Response: Response to the findings, or comments, status, or action to be taken including key milestones and deadlines. Where resolutions of council are required please provide the date of approval and resolutions of council and/or bylaw numbers.

3.4.3. Three-Year Operating and Five-Year Capital Plans

Legislative requirements: *MGA 283.1, Municipal Corporate Planning Regulation 192/2017*

1. Has the municipality prepared a written plan respecting its anticipated financial operations over a period of at least the next three financial years and does it include the following:
 - a. major categories of expenditures and revenues;
 - b. annual surplus/deficit; and
 - c. accumulated surplus/deficit?
2. Has the municipality prepared a written plan respecting its anticipated capital property additions over a period of at least the next five financial years and does it include:
 - a. anticipated expenditures; and
 - b. anticipated sources of revenue?
3. Has council reviewed and updated its financial plan and capital plan annually?

Comments/Observations: Council passed motion 9.d on December 9, 2024, respecting anticipated financial operations over the next three years. The three-year operating plan includes the major categories of expenditures and revenues, annual surplus/deficit, and accumulated surplus/deficit.

However, the town has not prepared a five-year capital plan for 2026-2030 as required by Section 283.1 of the MGA.

Meets Legislative Requirements: No

Recommendations/Action Items: The municipality must prepare a written plan respecting its anticipated capital property additions over a period of at least the next five financial years.

Resources: Municipal Affairs has created a guide to assist municipalities getting started with multi-year financial planning: [Guide to the new legislative requirements for municipal financial and capital plans](#)

Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

Municipal Response: Response to the findings, or comments, status, or action to be taken including key milestones and deadlines. Where resolutions of council are required please provide the date of approval and resolutions of council and/or bylaw numbers.

3.4.4. Auditor, Audited Financial Statements, Financial Information Return

Legislative requirements: *MGA 271, 276, 277 280, 281, Supplementary Accounting Principles and Standards Regulation 313/2000; Debt Limit Regulation 255/2000*

1. Have one or more auditors for the municipality been appointed by council?
2. Have annual financial statements of the municipality been prepared for the immediately preceding year in accordance with
 - a. Canadian generally accepted accounting principles for municipal governments approved by the Public Sector Accounting Board; and
 - b. any modifications of the principles or any supplementary accounting standards or principles established by the Minister by regulation?
3. Do the financial statements include:
 - a. the municipality's debt limit;
 - b. the amount of the municipality's debt as defined in the regulations under Section 271 of the *MGA*;
 - c. revenues received from the granting of rights over its properties for the purpose of providing a utility service, each as separate entries;
 - d. the annual revenues received from the granting of each utility franchise agreement entered into the municipality separately; and
 - e. the salaries of councillors, the CAO, and designated officers of the municipality?
4. Does the municipality make its financial statements, or a summary of them, and the auditor's report of the financial statements available to the public in the manner the council considers appropriate by May 1 of the year following the year for which the financial statements have been prepared?
5. Has council received the auditor's report on the annual financial statements and financial information return of the municipality?
6. Has the auditor reported separately to the council any improper or unauthorized transaction or non-compliance with this or another enactment or bylaw that was noted during the course of the audit?

Comments/Observations: Council approved the 2024 audited financial statements on April 14, 2025. The financial statements include information on the town's debt limit and debt servicing limit. The salaries and benefits of elected officials, the CAO, and two designated officers were disclosed in the audited financial statements; however, the town's designated officers bylaw 04-2020 establishes five designated officers for the town.

Meets Legislative Requirements: No

Recommendations/Action Items: Going forward, the salaries and benefits for all designated officers must be reflected in the annual financial statements to meet legislative requirements.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

Municipal Response: Response to the findings, or comments, status, or action to be taken including key milestones and deadlines. Where resolutions of council are required please provide the date of approval and resolutions of council and/or bylaw numbers.

3.5.3. Property Tax Bylaw

Legislative requirements: MGA 326(1)(a), 353-357

1. Is a property tax bylaw passed annually?
2. Does the property tax bylaw authorize the council to impose a tax in respect of property in the municipality to raise revenue to be used toward the payment of:
 - a. the expenditures and transfers set out in the budget of the municipality; and
 - b. the requisitions?
3. Are the requisitions listed within the tax rate bylaw for:
 - a. the amount required to be paid into the Alberta School Foundation Fund under Section 167 of the *Education Act* that is raised by imposing a rate referred to in Section 167 of the *Education Act*;
 - b. the requisition of school boards under Part 6, Division 3 of the *Education Act*;
 - c. the amount required to be paid to a management body under Section 7 of the *Alberta Housing Act*; or
 - d. the amount required to recover the costs incurred for matters relating to the assessment of designated industrial property, and any other matters related to the provincial assessor's operations?
4. Are the rates in accordance with the:
 - a. assessment classes pursuant to Section 297 of the *MGA*; and
 - b. a municipal assessment sub-class bylaw?
5. Are the calculations correct?
6. Is there more than one minimum tax applied?

Comments/Observations: At the May 12, 2025, regular council meeting, the 2025 tax rate bylaw (bylaw 05/2025) was passed by town council. The bylaw imposes a tax to raise revenues and lists the legislated requisitions. The bylaw does not include a minimum tax or sub-classes.

The tax rate bylaw includes a tax levy for the "Police Funding Model", which has not been designated as a requisition under Section 326(1) of the *MGA*.

The tax rate for the designated industrial property (DIP) was set at \$0.070676 in the 2025 tax rate bylaw; however, Ministerial Order No. MAG:004/25 set a tax rate of \$0.0701.

Meets Legislative Requirements: No

Recommendations/Action Items: Going forward, the police funding model must not be listed as a requisition within the tax rate bylaw, and rates of taxation for DIP must match the rate set by Ministerial Order to meet legislative requirements.

The Designated Industrial Property (DIP) tax rate will need to be corrected to reflect Ministerial Order No.MAG:004/25.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

Municipal Response: Response to the findings, or comments, status, or action to be taken including key milestones and deadlines. Where resolutions of council are required please provide the date of approval and resolutions of council and/or bylaw numbers.

Section 4: Conclusion

Your participation and cooperation during the 2025 Municipal Accountability Program review are appreciated. This report is intended to help the Town of Bowden reach full mandatory legislative compliance.

No confidential information is contained within this report; therefore, the report in its entirety should be shared with council to strengthen awareness of the diversity and magnitude of municipal responsibilities, the significant tasks and work involved, and achievements in compliance. The report can be used as a planning tool for addressing the compliance gaps identified and for future training purposes. To demonstrate transparency and accountability to citizens, it is strongly encouraged that the review results are shared during an open public meeting.

The ministry is committed to maintaining a strong collaborative working relationship. We welcome your feedback on our review process as we work together to ensure Albertans live in viable municipalities with well-managed, accountable and transparent local governments.

Appendix A: Legislatively Compliant and Discretionary Requirements Not Implemented

The following topics are included in the Municipal Accountability Program review, the Town of Bowden's implementation is legislatively compliant or is not implementing the discretionary legislated authority available through the *MGA*. For both, no further action is required.

3.1 General

1. Municipal Office and Establish or Change Regular Meetings

Legislative requirements: *MGA* 193, 204

1. Has council decided to hold regularly scheduled council meetings at specified dates, times, and places?
 - a. Were all the councillors present at the meeting where this resolution was passed?
2. Has the date, time, or place of a regularly scheduled meeting been changed?
3. Was at least 24 hours' notice of the change provided to any councillors not present at the meeting at which the change was made, and to the public?
4. Is there a resolution or bylaw naming a place as the municipal office?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

2. Signing of Municipal Documents

Legislative requirements: MGA 210, 213

1. Are minutes of council meetings, and minutes of council committee meetings dealing with a power, duty, or function delegated by council to the council committee signed by:
 - a. the person presiding at the meetings; and
 - b. a designated officer?
2. Are the bylaws of the municipality signed by:
 - a. the chief elected official (CEO); and
 - b. a designated officer?
3. Are agreements, cheques, and other negotiable instruments signed by:
 - a. by the CEO or by another person authorized by council to sign them, and a designated officer; or
 - b. by a designated officer acting alone if so, authorized by council?
4. Are signatures reproduced by any method to sign municipal documents?
 - a. If so, has the reproduction of signatures been authorized by council?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

4. Provision of Information

Legislative requirements: *MGA 145, 153.1, 208.1(3)*

1. When information regarding the operation or administration of the municipality is requested by a councillor, how does the CAO provide information to all of council as soon as practicable?
2. When the chief administrative officer or a person designated by the chief administrative officer provides information to a councillor, has the chief administrative officer provided the information to all other councillors within 72 hours of the information being provided to the councillor?
3. Has the chief administrative officer provided reasons to all councillors for refusing to provide the information requested?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

6. Establishment, Appointment, and Evaluation of the Chief Administrative Officer

Legislative requirements: MGA 205(1), 205.1, 206

1. Is there a bylaw establishing the position of CAO?
2. Is there a council resolution that appoints the current CAO?
3. Has the municipality appointed more than one CAO?
4. Has council provided the CAO with an annual written performance evaluation?
5. Has council passed a bylaw which varies the requirement for a majority of council to make, suspend, or revoke the appointment of a person to the position of CAO?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Resources: The Canadian Association of Municipal Administrators (CAMA) developed a three-step CAO Performance Evaluation Toolkit. The toolkit enhances the CAO / Council relationship and helps local elected officials achieve their strategic goals and objectives. It is available at no cost to member and non-member municipalities.

In addition, Municipal Affairs has prepared a CAO performance evaluation manual to guide elected officials through the CAO evaluation process. It includes a sample template of an evaluation: CAO Evaluation (Municipal Affairs).

Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

3.2 Meetings and Procedures

2. Public Hearings

Legislative requirements: MGA 216.4

1. When council is required to hold a public hearing on a proposed bylaw or resolution, was the public hearing held:
 - a. before second reading of the bylaw; or
 - b. before council votes on the resolution?
2. Was notice of the public hearing given in accordance with Section 606 or 606.1 of the *MGA*?
3. Was the public hearing conducted during a regular or special council meeting?
4. Do the minutes of the council meeting record the public hearing to the extent directed by the council?
5. Has the municipality conducted more than one public hearing for the same bylaw or resolution that considers residential developments or developments with residential and non-residential developments under Part 17?
 - a. If so, what authority in the *MGA* or other enactments did the municipality rely upon to conduct more than one public hearing?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

3. Closed Meetings

Legislative requirements: MGA 197

1. Are council and council committee meetings held in public, unless the matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the *Access To Information Act (ATIA)*?
2. Before closing all or a part of the meeting to the public:
 - a. Is a resolution passed to indicate what part of the meeting is to be closed?
 - b. Does the resolution identify the exception(s) to disclosure under *ATIA* apply to the part of the meeting to be closed?
 - c. Are members of the public notified once the closed portion of the meeting is concluded?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs has developed an online resource for municipalities regarding closed meetings: Closed Meetings of Council (Municipal Affairs).

Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

4. Organizational Meeting

Legislative requirements: *MGA 150, 152, 159(1), 192*

1. Is an organizational meeting held annually no later than 14 days after the third Monday in October, or before August 31 for summer villages?
2. Is a CEO appointed if the CEO is not elected at large?
3. Is a deputy CEO appointed?
4. Is the CEO appointed as a member of a board, commission, subdivision authority, or development authority under Part 17 of the *MGA* in their own name?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

5. Special Meetings

Legislative requirements: MGA 194

1. Has a special council meeting been held:
 - a. when the CEO considered it appropriate to do so; or
 - b. within 14 days of receiving a request for the meeting, stating its purpose, from a majority of the councillors?
2. Was the proper notification provided to the public?
3. If less than 24 hours was provided as notification, was the appropriate documentation signed by two-thirds of council before the beginning of the meeting?
4. Was there a need to change the agenda for the special meeting?
5. If the agenda was modified, was all of council present at the meeting to approve the change?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

6. Meetings by Electronic Means

Legislative requirements: MGA 199

1. Does the municipality have a bylaw providing for council meetings or council committee meetings by electronic means?
 - a. Does the electronic or telephonic method enable all persons attending to hear and communicate with each other?
 - b. Does the municipality have a bylaw providing for public hearings under Part 17 of the *MGA* to be conducted by electronic means?
2. Does the bylaw:
 - a. specify the type or types of electronic means by which meetings are authorized to be held;
 - b. require the identity of each councillor attending the meeting to be confirmed by a method authorized by the bylaw; and
 - c. except in the case of a meeting that is closed to the public in accordance with Section 197 of the *MGA*, specify:
 - i. a method by which members of the public may access the meeting and make submissions;
 - ii. where information is required to be made publicly available, a method for making the information available before and during the meeting; and
 - iii. a method for giving the public notice of the meeting, of the method by which the public may access the meeting, and the method by which the public may access information required to be made public?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

7. Quorum and Authority to Act

Legislative requirements: MGA 167, 180-185

1. Are resolutions or bylaws passed in an open public meeting?
2. Is a majority of council present at the meeting to exercise their authority to act under Sections 180 and 181?
3. Is an abstention from voting recorded in the minutes?
4. Is the request for a recorded vote made prior to the vote being taken?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

8. Council Meeting Minutes

Legislative requirements: MGA 208

1. Are the minutes recorded in the English language?
2. Do the minutes include the names of the councillors present at the council meeting?
3. Are the minutes given to council for adoption at a subsequent council meeting?
4. Are the minutes kept safe?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs provides the following resource to assist CAOs in the preparation of council meeting minutes: The Preparation of Meeting Minutes for Council

Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

9. Pecuniary and Conflicts of Interest

Legislative requirements: MGA 172, 172.1

1. When a pecuniary, conflict of interest, or perceived conflict of interest is declared:
 - a. Is the general nature of the interest disclosed prior to any discussion on the matter?
 - b. Has the councillor abstained from voting on any question relating to the matter?
 - c. Has the councillor abstained from any discussion on the matter?
 - d. Has the councillor left the room where the meeting is being held?
2. Has the abstention from voting and the disclosure of the councillor's interest been recorded in the minutes of meeting?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs has prepared Pecuniary and Conflicts of Interest for Municipal Councillors.

Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

3.3 Bylaw Procedures

1. Delegation of Authority

Legislative requirements: *MGA 203*

1. Has council delegated any of its powers, duties, or functions under this or any other enactment or a bylaw to a council committee or any person?
 - a. Was the delegation enacted by bylaw?
 - b. Does the delegation of authority include any of the following powers, duties, or functions prohibited by legislation:
 - i. its power or duty to pass bylaws;
 - ii. its power to make, suspend, or revoke the appointment of a person to the position of CAO;
 - iii. its power to adopt budgets under Part 8 of the *MGA*;
 - iv. its power with respect to taxes under Section 347 of the *MGA*; or
 - v. a duty to decide appeals imposed on it by this or another enactment, unless the delegation is to a council committee?
 - c. Are the delegations compliant with Section 203 of the *MGA*?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

2. Passing, Revision, Amendment, and Consolidation of Bylaws

Legislative requirements: *MGA 63-69, 187-189, 191, and 692*

1. Are bylaws given three distinct and separate readings?
2. If all readings are conducted at one council meeting, is there a resolution passed that gives unanimous consent to consider third reading?
3. Has council, by bylaw, authorized a designated officer to consolidate one or more of the bylaws of the municipality?
4. In consolidating a bylaw, has the designated officer:
 - a. incorporated all amendments to it into one bylaw; and
 - b. omitted any provisions that have been repealed or which have expired?
5. Are revision bylaws limited to:
 - a. consolidation of two or more bylaws;
 - b. altering citation; and
 - c. changes that do not materially affect a bylaw (clerical, technical, grammatical, or typographical)?
6. Does the title of the bylaw indicate that it is a revision bylaw?
7. Has the CAO certified in writing the revision prior to the bylaw being given first reading?
8. Are bylaws or schedules of bylaws amended or repealed in the same way as the original bylaw was enacted?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs has created a handbook that includes the procedures to pass, amend, and revise bylaws: Basic Principles of Bylaws.

Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

3. Bylaw Enforcement Officers

Legislative requirements: *MGA 555-556*

1. Has the municipality passed a bylaw enforcement officer bylaw?
2. Are the powers and duties established within the bylaw for the bylaw enforcement officer?
3. Does the bylaw include:
 - a. disciplinary procedures;
 - b. penalties; and
 - c. an appeal process?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

3.4 Municipal Finance

1. Operating Budget

Legislative requirements: *MGA 242-244, 248*

1. Has an operating budget or interim operating budget been adopted prior to January 1 for the calendar year?
2. Does the operating budget include the estimated amount of each of the following expenditures and transfers:
 - a. the amount needed to provide for the council's policies and programs;
 - b. the amount needed to pay the debt obligations in respect of borrowings made to acquire, construct, remove, or improve capital property;
 - c. the amount of expenditures and transfers needed to meet the municipality's obligations as a member of a growth management board;
 - d. the amount needed to meet the requisitions or other amounts that the municipality is required to pay under an enactment;
 - e. the amount of expenditures and transfers needed to meet the municipality's obligations for services funded under an intermunicipal collaboration framework;
 - f. if necessary, the amount needed to provide for a depreciation or depletion allowance, or both, for its municipal public utilities as defined in Section 28 of the *MGA*;
 - g. the amount to be transferred to the capital budget; and
 - h. the amount needed to recover any shortfall as required under Section 244 of the *MGA*?
3. Does the operating budget include estimated amounts from each source of revenue (taxes, grants, service fees)?
4. Are the estimated revenues and transfers sufficient to pay the estimated expenditures?
5. Has council established procedures to authorize and verify expenditures that are not included in a budget?

Comments/Observations: This area was reviewed and found to be compliant.

Resources Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

5. Borrowing

Legislative requirements: *MGA 251-259, Debt Limit Regulation 255/2000*

1. Does the municipality have any debt?
2. Have all borrowings been authorized by a borrowing bylaw?
3. Does the borrowing bylaw set out:
 - a. the amount of money to be borrowed and, in general terms, the purpose for which the money is borrowed;
 - b. the maximum rate of interest, expressed as a percentage, the term, and terms of repayment of the borrowing; and
 - c. the source or sources of money to be used to pay the principal and interest owing under the borrowing?
4. Was the borrowing bylaw advertised (if required)?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

6. Loans and Loan Guarantees

Legislative requirements: MGA 264-265

1. Has the municipality loaned money to another organization?
2. Was the recipient of the loan:
 - a. one of the municipality's controlled corporations;
 - b. a non-profit organization; or
 - c. to a designated seller under the *Gas Distribution Act* as part of the capitalization of the designated seller by its shareholders?
3. Is the loan authorized by bylaw?
4. Does the bylaw authorizing the loan set out:
 - a. the amount of money to be loaned and, in general terms, the purpose for which the money that is loaned to be used;
 - b. the minimum rate of interest, the term, and terms of repayment of the loan; and
 - c. the source or sources of money to be loaned?
5. Was the bylaw authorizing the loan advertised?
6. Has the municipality guaranteed the repayment of a loan of another organization?
7. Was the loan guarantee for:
 - a. one of the municipality's controlled corporations; or
 - b. a non-profit organization?
8. Is the loan guarantee authorized by bylaw?
9. Does the bylaw authorizing the loan set out:
 - a. the amount of money to be borrowed under the loan to be guaranteed and, in general terms, the purpose for which the money is borrowed;
 - b. the rate of interest under the loan or how the rate of interest is calculated, the term, and terms of repayment of the loan; and
 - c. the source or sources of money to be used to pay the principal and interest owing under the loan if the municipality is required to do so under the guarantee?
10. Was the bylaw authorizing the guarantee advertised?

Comments/Observations: The municipality has not implemented this discretionary area of the legislation.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

7. Disposal of Land

Legislative requirements: *MGA 70, 606, 606.1*

1. Has the municipality ever transferred or granted an estate or interest in:
 - a. land for less than its market value; or
 - b. a public park or recreation or exhibition grounds?
2. Was the proposal advertised?

Comments/Observations: The municipality has not implemented this discretionary area of the legislation.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

Municipal Response: Response to the findings, or comments, status, or action to be taken including key

3.5 Assessment and Taxation

1. Assessment of Property

Legislative requirements: *MGA 284.2(1), 297, Municipal Assessor Regulation 347/2009*

1. Has a person who has the qualifications as set out in the Regulation been established as a designated officer and appointed to carry out the functions of a municipal assessor?
2. When preparing the assessment of property, does the assessor assign one or more of the following assessment classes to the property:
 - a. class 1 – residential;
 - b. class 2 – non-residential;
 - c. class 3 – farm land; and
 - d. class 4 – machinery and equipment?
3. Has the municipality, by bylaw, divided class 1 into sub-classes?
4. Has the municipality, by bylaw, divided class 2 into the sub-classes prescribed by Section 297 of the *MGA*?
5. Is the assessment roll available for inspection?
6. Is there a fee for this?
7. Does the municipality have a bylaw to establish this fee?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

2. Assessment Notices

Legislative requirements: MGA 303, 308-311

1. Has the assessor set a notice of assessment date, which must be no earlier than January 1 and no later than July 1?
2. Does the assessment notice show the following information:
 - a. a description sufficient to identify the location of the property;
 - b. the name and mailing address of the assessed person;
 - c. whether the property is a parcel of land, an improvement, or a parcel of land and the improvements to it;
 - d. if the property is an improvement, a description showing the type of improvement;
 - e. the assessment;
 - f. the assessment class or classes;
 - g. a notation if the property is fully or partially exempt from taxation under Part 10 of the *MGA*;
 - h. a notation if a deferral of the collection of tax under Section 364.1 or 364.2 of the *MGA* is in effect for the property;
 - i. any other information considered appropriate by the municipality or required by the Minister;
 - j. the notice of assessment date;
 - k. a statement that the assessed person may file a complaint not later than the complaint deadline; and
 - l. information respecting filing a complaint in accordance with the regulations?
3. Have assessment notices been sent no later than July 1, and at least seven days prior to the notice of assessment date?
4. Has a designated officer certified the date on which the assessment notice was sent?
5. Has the municipality published a notice that the assessment notices have been sent?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

4. Tax Notices

Legislative requirements: MGA 329, 333-336, 357

1. Does the tax notice show the following information:
 - a. a description sufficient to identify the location of the property or business;
 - b. the name and mailing address of the taxpayer;
 - c. the assessment;
 - d. the name, tax rate, and amount of each tax imposed in respect of the property or business;
 - e. the total amount of all taxes imposed in respect of the property or business;
 - f. the amount of tax arrears, if any;
 - g. a notation if the property is the subject of an agreement between the taxpayer and the municipality under Section 347(1) of the *MGA* relating to tax arrears;
 - h. a notation of the amount deferred and the taxation year or years to which the amount relates if the property is subject of a bylaw or agreement made under Section 364.1 of the *MGA* to defer the collection of tax;
 - i. a notation of the amount deferred and the taxation year or years to which the amount relates if the property is subject of a deferral granted under Section 364.2 of the *MGA*;
 - j. any other information considered appropriate by the municipality;
 - k. the date the tax notice is sent to the taxpayer;
 - l. the amount of the requisitions, any one or more of which may be shown separately or as part of a combined total;
 - m. except when the tax is a property tax, the date by which a complaint must be made, which date must not be less than 30 days after the tax notice is sent to the taxpayer;
 - n. the name and address of the designated officer with whom a complaint must be filed;
 - o. the dates on which penalties may be imposed if the taxes are not paid; and
 - p. information on how to request a receipt for taxes paid?
2. Has the municipality prepared and sent tax notices annually before the end of the year in which the taxes were imposed?
3. Has a designated officer certified the date the tax notices were sent?
4. If the property tax bylaw specifies a minimum amount payable as property tax, does the tax notice indicate the tax rates set by the property tax bylaw that raise the revenue required to pay the Alberta School Foundation Fund requisition?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

5. Tax Payment and Tax Penalty Bylaws

Legislative requirements: MGA 339, 340, 344, 345, 357(1.1)

1. Has the municipality, by bylaw:
 - a. Provided incentives for payment of taxes by the dates set out in the bylaw?
 - b. Permitted taxes to be paid by instalments, at the option of the taxpayer?
2. Has the municipality passed a bylaw separate from the property tax bylaw that provides for compulsory tax instalment payments for designated manufactured homes?
3. Has the municipality, by bylaw:
 - a. Imposed penalties in the year in which a tax is imposed if the tax remains unpaid after the date shown on the tax notice?
 - b. Imposed penalties in any year following the year in which a tax is imposed if the tax remains unpaid after December 31 of the year in which it is imposed?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

6. Supplementary Assessments and Taxation

Legislative requirements: *MGA 313, 315, 316, 325.1, 369, 369.1*

1. Does the municipality require the preparation of supplementary assessments for improvements?
2. Is the preparation of supplementary assessments authorized by bylaw?
 - a. Was the bylaw or any amendments passed prior to May 1 of the year to which it applies?
3. Has the assessor set an additional notice of assessment date for supplementary assessment notices?
4. Has the municipality prepared and sent supplementary assessment notices for every assessed improvement shown on the supplementary assessment roll before the end of the year?
5. Does the supplementary assessment reflect the value of an improvement not previously assessed or an increase in the value of the improvement since it was last assessed?
6. Is the supplementary assessment prorated to reflect the number of months the improvement was complete, occupied, located, or in operation?
7. Was the supplementary assessment roll prepared before the end of the year?
8. Does the supplementary assessment notice show:
 - a. the same information required to be shown on the assessment roll;
 - b. the notice of assessment date;
 - c. the date the improvement was completed, occupied, moved to the municipality, or became operational;
 - d. the statement that the assessed person may file a complaint and the deadline for doing so; and
 - e. information with respect to filing a complaint?
9. Has the council, in the same year when a bylaw authorizing supplementary assessments to be prepared in respect of property, passed a bylaw authorizing it to impose a supplementary tax?
10. Does the supplementary property tax bylaw use the same tax rates set in the property tax bylaw?
11. Are the tax rates required to raise the revenue to pay requisitions referred to in Section 175 of the *Education Act* applied as supplementary tax rates?

Comments/Observations: The municipality has not implemented this discretionary area of the legislation.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

7. Assessment Review Boards

Legislative requirements: *MGA 454-456, Matters Relating to Assessment Complaints Regulation 201/2017*

1. Has the municipality, by bylaw, established a local assessment review board?
 - a. Are at least three members appointed to this board?
 - b. Is the term of office for each member appointed established?
 - c. Has council prescribed the remuneration and expenses, if any, payable to each member?
 - d. Has council designated one of the members appointed as chair and prescribed the chair's term of office, remuneration, if any, and expenses?
 - e. Have the appointed members received the mandatory training?
2. Has the municipality, by bylaw, established a composite assessment review board?
 - a. Are at least two members appointed to this board?
 - b. Is the term of the appointment established?
 - c. Has council prescribed the remuneration and expenses, if any, payable to each member?
 - d. Has council designated one of the members appointed as chair and prescribed the chair's term of office, remuneration, if any and expenses?
 - e. Have the appointed members received the mandatory training?
3. Has council appointed a person who has received the mandatory training as the clerk of the boards?
4. If the municipality has jointly established the local assessment review board, composite assessment review board, or both with one or more other municipalities:
 - a. Have the member councils jointly designated one of the board members as chair?
 - b. Have the member councils jointly prescribed the chair's term of office and the remuneration and expenses, if any, payable to the chair?
 - c. Have the member councils jointly appointed the clerk of the assessment review boards?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs has developed a website to assist municipalities with respect to Assessment Review Boards.

In addition, Municipal Affairs Assessment advisors are available to provide general support by calling toll-free 310-0000 and then 780-422-1377.

3.6 Tax Recovery

1. Tax Arrears List

Legislative requirements: MGA 412, 436.03

1. Has a tax arrears list been prepared prior to March 31 annually showing the parcels of land in the municipality in respect of which there are tax arrears?
 - a. Have two copies of the list been sent to the Registrar?
 - b. Has a copy of the list been sent to the Minister responsible for the *Unclaimed Personal Property and Vested Property Act*? (Treasury Board and Finance)?
 - c. Were persons notified who are liable to pay the tax arrears that a tax arrears list has been prepared and sent to the Registrar?
2. Has a tax arrears list been prepared showing the designated manufactured homes in the municipality for which there are tax arrears for more than one year?
 - a. Has the municipality registered a tax recovery lein against each designated manufactured home shown on the tax arrears list?
 - b. Were the owners of each designated manufactured home been given written notice that a tax recovery lein has been registered against the designated manufactured home?
 - c. Was the owner of each manufactured home community containing one or more designated manufactured homes shown on the tax recovery list notified in writing that a tax recovery lein has been registered?
3. Have the tax recovery lists been posted in a place that is accessible to the public during normal business hours?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

2. Tax Agreements

Legislative requirements: *MGA 418(4), 436.09(4)*

1. Has the municipality entered into an agreement with the owner of a parcel of land shown on the tax arrears list?
2. Does the period of time for the payment of tax arrears exceed three years?

Comments/Observations: The municipality has not implemented this discretionary area of the legislation.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

3. Tax Recovery Auctions

Legislative requirements: MGA 418-422

1. Has the municipality offered for sale at public auction any parcel of land shown on its tax arrears list within the timeframe provided if the tax arrears are not paid?
2. Did the council set:
 - a. for each parcel of land to be offered for sale at public auction, a reserve bid that is as close as reasonably possible to the market value of the parcel; and
 - b. any conditions that apply to the sale?
3. Did the municipality advertise the public auction:
 - a. in one issue of The Alberta Gazette, not less than 40 days and not more than 90 days before the date of the public auction; and
 - b. in one issue of a newspaper having general circulation in the municipality, not less than 10 days and not more than 20 days before the date of the public auction?
4. Does the advertisement specify the date, time, and location of the public auction, the conditions of sale, and a description of each parcel of land to be offered for sale?
5. Does the advertisement state the municipality may, after the public auction, become the owner of any parcel of land not sold at the public auction?
6. Did the municipality send a copy of the advertisement placed in The Alberta Gazette to:
 - a. the owner of each parcel of land to be offered for sale;
 - b. each person who has an interest in any parcel to be offered for sale that is evidenced by a caveat registered by the Registrar; and
 - c. each encumbrance shown on the certificate of title for each parcel to be offered for sale?
7. Did the municipality adjourn the holding of a public auction to any date within two months after the advertised date?
 - a. If so, did the municipality post a notice in a place accessible to the public during regular business hours, showing the new date on which the public auction is to be held?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

Municipal Affairs has developed a resource for assisting municipalities in [A Guide to Tax Recovery in Alberta](#).

4. Tax Recovery Auctions – Designated Manufactured Homes

Legislative requirements: MGA 436.08-436.13

1. Not later than August 1 following the preparation of the tax arrears list, has the municipality in respect to each designated manufactured home (DMH) shown on the tax arrears list sent a written notice to:
 - a. the owner of the DMH;
 - b. the owner of the manufactured home community where the DMH is located; and
 - c. each person who has a security interest in or a lien, writ, charge, or other encumbrance against the DMH?
2. Does the notice state that if the tax arrears are not paid before March 31 in the next year, the municipality will offer the DMH for sale at public auction?
3. Has the municipality offered for sale at public auction any DMH shown on its tax arrears list within the timeframe provided if the tax arrears are not paid?
4. Did the council set:
 - a. for each DMH to be offered for sale at public auction, a reserve bid that is as close as reasonably possible to the market value of the parcel; and
 - b. any conditions that apply to the sale?
5. Did the municipality advertise the public auction in one issue of a newspaper having general circulation in the municipality, not less than 10 days and not more than 30 days before the date of the public auction?
6. Does the advertisement specify the date, time, and location of the public auction, the conditions of sale, and a description of each DMH to be offered for sale?
7. Did the municipality send a copy of the advertisement to:
 - a. the owner of the DMH;
 - b. the owner of the manufactured home community where the DMH is located; and
 - c. each person who has a security interest in or a lien, writ, charge, or other encumbrance against the DMH?
8. Did the municipality adjourn the holding of a public auction to any date within two months after the advertised date?
 - a. If so, did the municipality post a notice in a place accessible to the public during regular business hours, showing the new date on which the public auction is to be held?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs has developed a resource for assisting municipalities in [A Guide to Tax Recovery in Alberta](#).

Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225

3.7 Planning and Development

1. Municipal Development Plan

Legislative requirements: *MGA 216.4, 606, 606.1 632, 641, 692*

1. Has the municipality adopted a municipal development plan (MDP) by bylaw?
2. Does the MDP address:
 - a. future land-use;
 - b. future development;
 - c. coordination of land use, growth patterns, and infrastructure with adjacent municipalities (if there is no intermunicipal development plan);
 - d. transportation systems within the municipality and in relation to adjacent municipalities;
 - e. provision of municipal services and facilities;
 - f. policies respecting municipal reserve lands; and
 - g. policies respecting the protection of agricultural operations?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs has prepared a Guidebook for preparing a municipal development plan.

Municipal Affairs Planning advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

2. Land-Use Bylaw

Legislative requirements: *MGA 606, 606.1 640, 642(1), 692(4), Matters Related to Subdivision and Development Regulation 84/2022*

1. Is there a land-use bylaw?
2. Does the land-use bylaw:
 - a. divide the municipality into districts (zones);
 - b. establish a method of making decisions on development permit applications, including provisions for:
 - i. the types of development permits that may be issued;
 - ii. processing an application for, or issuing, canceling, suspending, or refusing to issue development permits;
 - iii. the conditions (contained in the land-use bylaw) that development permits may be subject to;
 - iv. how long development permits remain in effect (if applicable);
 - v. the discretion the development authority may exercise with respect to development permits; and
 - vi. how and to whom notice of the issuance of development permits is to be given?
 - c. establish the number of dwelling units permitted on a parcel of land; and
 - d. identify permitted and discretionary uses?
3. When an application to amend or change the land-use bylaw is submitted, did the notice of the amendment include:
 - a. the municipal address/legal address of the parcel of land;
 - b. a map showing the location of the parcel of land;
 - c. written notice to the assessed owner of that parcel of land;
 - d. written notice to the assessed owner of the adjacent parcel of land;
 - e. the purpose of the bylaw amendment or change and public hearing;
 - f. the address where the proposed bylaw, and any documents can be inspected; and
 - g. the date, time, and place of the public hearing?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

3. Subdivision and Development Authorities

Legislative requirements: *MGA 623, 625*

1. Has the municipality, by bylaw, provided for a subdivision authority?
2. Has the municipality, by bylaw, provided for a development authority?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs Planning advisors are available to provide planning and development support by calling toll-free 310-0000 and then 780-427-2225.

4. Subdivision and Development Appeal Board

Legislative requirements: *MGA 627, Matters Related to Subdivision and Development Regulation 84/2022*

1. Is a subdivision and development appeal board (SDAB) or intermunicipal subdivision and development appeal board (ISDAB) established by bylaw?
2. Does the SDAB bylaw describe the functions and duties of the SDAB?
3. Do appointments to the SDAB exclude those who are:
 - a. municipal employees;
 - b. members of the municipal planning commission; and
 - c. individuals who can carry out subdivision and development powers on behalf of the municipality?
4. Is there no more than one councillor appointed to serve on a panel of the board?
 - a. If more than one, is there Ministerial approval for the additional councillors to sit on the panel?
5. Has council appointed, or authorized the appointment of, one or more clerks of the SDAB?
6. Has the clerk successfully completed the required SDAB training?
7. Are the member(s) appointed to the SDAB qualified to do so in accordance with the SDAB provisions in the *MGA* and regulation?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

5. Off-site Levies

Legislative requirements: MGA 648, 648.2

1. Has the municipality, by bylaw, provided for the imposition and payment of a levy in respect to land that is to be developed or subdivided, and authorized an agreement to be entered into in respect of the payment of the levy?
2. Does the bylaw impose an off-site levy on land owned by a school board that is to be developed for a school?
3. Does the bylaw provide for the payment of capital costs relating to one or more of:
 - a. new or expanded facilities for the storage, transmission, treatment, or supplying of water;
 - b. new or expanded facilities for the treatment, movement, or disposal of sanitary sewage;
 - c. new or expanded storm water drainage facilities;
 - d. new or expanded roads required for or impacted by a subdivision or development;
 - e. new or expanded transportation infrastructure required to connect, or to improve the connection of, municipal roads to provincial highways resulting from a subdivision or development;
 - f. land required for or in connection with any of the above facilities;
 - g. new or expanded community recreation facilities;
 - h. new or expanded fire hall facilities;
 - i. new or expanded police station facilities; or
 - j. new or expanded libraries?
4. Does another off-site levy bylaw apply to the same lands for the same purpose?
5. Was the off-site levy bylaw advertised?
6. Does the calculation of the off-site levy:
 - a. take into account criteria such as area, density, or intensity of use;
 - b. recognize variation among infrastructure, facility, and transportation infrastructure types;
 - c. maintain consistency across the municipality for that type of infrastructure, facility, or transportation infrastructure; and
 - d. be fair and reasonable in the municipality?
7. Does the bylaw include a requirement for periodic reviews of the off-site levy calculation?

Comments/Observations: The municipality has not implemented this discretionary area of the legislation.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

6. Listing and Publishing Policies Used to Make Planning Decisions

Legislative requirements: MGA 638.2

1. Are the following published on the municipal website:
 - a. an up-to-date list of council approved policies (by bylaw or resolution) used to make planning/development decisions;
 - b. a summary of these policies and their relationship to each other and to statutory plans and bylaws passed under Part 17 of the *MGA*; and
 - c. documents incorporated by reference in any bylaws passed under Part 17?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs Planning advisors are available to provide planning and development support by calling toll-free 310-0000 and then 780-427-2225.

3.8 Discretionary Bylaws

1. Fees and Charges

Legislative requirements: *MGA 7, 8(1), 61*

1. Has the municipality passed bylaws for municipal purposes respecting matters including:
 - a. businesses, business activities, and persons engaged in business;
 - b. services provided by or on behalf of the municipality;
 - c. public utilities;
 - d. establishing fees for licences, permits, and approvals;
 - e. establishing fees for licences, permits, and approvals that are higher for persons or businesses who do not reside or maintain a place of business in the municipality; and
 - f. charging fees, tolls, and charges for the use of its property, including property under the direction, control, and management of the municipality?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs Advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

2. Advertising Bylaw

Legislative requirements: *MGA 606, 606.1*

1. Has the municipality, by bylaw, provided for one or more methods, including electronic means, for advertising proposed bylaws, resolutions, meetings, and public hearings?
2. Did the municipality conduct a public hearing before making the bylaw?
3. Was notice of the proposed bylaw advertised?
4. Is the bylaw available for public inspection?

Comments/Observations: This area was reviewed and found to be compliant.

Resources: Municipal Affairs Advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

3.9 For Discussion Only

1. Adding Amounts to the Tax Roll

Legislative requirements: MGA 553

1. Is the municipality aware that the following amounts may be added to the tax roll of a property by council:
 - a. unpaid cost referred to in Section 35(4) or 39(2) of the *MGA* relating to service connections of a municipal public utility that are owing by the owner of the parcel;
 - b. unpaid charges referred to in Section 42 of the *MGA* for a municipal utility service provided to the parcel by a municipal public utility that are owing by the owner of the parcel;
 - c. unpaid expenses and costs referred to in Section 549(5)(a) of the *MGA*, if the parcel's owner contravened the enactment or bylaw and the contravention occurred on all or a part of the parcel;
 - d. costs associated with tax recovery proceedings related to the parcel;
 - e. if the municipality has passed a bylaw making the owner of a parcel liable for expenses and costs related to the municipality extinguishing fires on the parcel;
 - e.1 if the municipality has passed a bylaw requiring the owner or occupant of a parcel to keep the sidewalks adjacent to the parcel clear of snow and ice, unpaid expenses and costs incurred by the municipality for removing the snow and ice in respect of the parcel;
 - f. unpaid costs awarded by a composite assessment review board under Section 468.1 of the *MGA* or the Land and Property Rights Tribunal under Section 501 of the *MGA*, if the composite assessment review board or the Land and Property Rights Tribunal has awarded costs against the owner of the parcel in favour of the municipality and the matter before the composite assessment review board or the Land and Property Rights Tribunal was related to the parcel;
 - f.1 the expenses and costs of carrying out an order under Section 646 of the *MGA*; and
 - g. any other amount that may be added to the tax roll under an enactment?
2. When an amount is added to the tax roll of a parcel:
 - a. is deemed for all purposes to be a tax imposed under Division 2 of Part 10 of the *MGA* from the date it was added to the tax roll; and
 - b. forms a special lien against the parcel of land in favour of the municipality from the date it was added to the tax roll.

Resources: Municipal Affairs Advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

2. Reserve Lands

Legislative requirements: 664.1, 666, 667, 669, 672, 673, 674, 676

1. Does the municipality receive "subdivision approval applications" for approval to subdivide a parcel of land?
2. If so, is the municipality aware that as a subdivision authority, the municipality must require the owner of a parcel of land that is the subject of a proposed subdivision:
 - a. to provide part of that parcel of land as municipal reserve, school reserve, or municipal and school reserve;
 - b. to provide money in place of municipal reserve, school reserve, or municipal and school reserve; or
 - c. to provide any combination of land or money referred above?
3. If money is required to be provided in place of municipal reserve, school reserve, or municipal and school reserve, does the municipality ensure the applicant provide:
 - a. a market value appraisal of the land as of a specified date occurring within the 35-day period following the date on which the application for subdivision approval is made as if the use proposed for the land conforms with any use prescribed in a statutory plan or land-use bylaw for that land;
 - b. on the basis of what might be expected to be realized if the land were in an unsubdivided state and sold in the open market by a willing seller to a willing buyer on the date on which the appraisal is made; or
 - c. if the applicant and the subdivision authority agree, a land value based on a method other than those described above?
4. Has the municipality as a subdivision authority directed that the requirement to provide all or part of the municipal reserve, school reserve, or municipal and school reserve be deferred against:
 - a. the remainder of the parcel that is the subject of the proposed subdivision approval; or
 - b. other land of the person applying for subdivision approval that is within the same municipality as that parcel of land, or both?
5. Has the municipality ensured if a school board holds an interest in a school reserve, municipal and school reserve, or municipal reserve under this or previous legislation and declares that the reserve is surplus to the school board's needs, the school board must transfer its interest in the land to the municipality where the reserve is located, for the consideration agreed on between them?
6. Has the municipality transferred municipal reserve of its interest in municipal and school reserve to a school board?
7. Did the municipality hold a public hearing in accordance with the legislation and advertise in accordance with the legislation before any of the following occurs:
 - a. the sale, lease, or other disposal of municipal reserve, community services reserve, or municipal and school reserve:
 - i. by a council; or
 - ii. municipal and school reserve by a council and a school board; or
 - b. the making of a bylaw requiring the school building footprint of a school reserve, municipal and school reserve, or municipal reserve referred to in above to be designated as community services reserve; or
 - c. the disposal of conservation reserve by a municipality as permitted by legislation?
8. Has the municipality sold, leased, or otherwise disposed of a conservation reserve?
9. Has the municipality ensured that lands designated as conservation reserve remains in its natural state?
10. Has the municipality, by bylaw, after giving notice in accordance with the legislation and holding a public hearing in accordance with the legislation:
 - a. used an environmental reserve for a purpose not specified in the legislation;
 - b. transferred an environmental reserve to the Crown or an agent of the Crown for consideration, as agreed;
 - c. leased or disposed of an environmental reserve other than by a sale for a term of not more than three years; or
 - d. change the boundaries of an environmental serve or environmental reserve easement in order to correct an omission, error, or other defect in the certificate of title, or to rectify an encroachment problem or other concern?

Resources: Municipal Affairs Advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

3. Repair of Roads, Public Places, and Public Works

Legislative requirements: MGA 532

Is the municipality aware that each municipality must ensure that every road or other public place that is subject to the direction, control, and management of the municipality, including all public works in, on, or above the roads or public place put there by the municipality or by any other person with the permission of the municipality, are kept in a reasonable state of repair by the municipality, having regard to:

- the character of the road, public place, or public work; and
- the area of the municipality in which it is located?

1. Is the municipality aware of this Section?
2. Has the municipality considered what it does to support this requirement?
 - a. Is the above supported through the annual budget?
3. Is the municipality aware of the level of risk and liability if the municipality fails to perform its duty outlined in Section 532?

Comments/Observations: The municipality is encouraged to review all policies and practices in place. In the event the policies and practices established set specific service levels, it may be appropriate to review the service levels and seek the necessary advice to ensure that the service levels are appropriate and are being followed.

Resources: Municipal Affairs Advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

4. Joint Use and Planning Agreements (JUPA)

Legislative requirements: *MGA 670.1, 672 and 673, Education Act 53.1*

1. Is the municipality aware of the requirement that where a school board is operating within the municipal boundaries of a municipality, the municipality must enter into an agreement with the school board?
2. The agreement must contain provisions:
 - a. establishing a process for discussing matters relating to:
 - i. the planning, development, and use of school sites on municipal reserves, school reserves, and municipal and school reserves in the municipality;
 - ii. transfers under Section 672 or 673 of the *MGA* of municipal reserves, school reserves, and municipal and school reserves in the municipality;
 - iii. disposal of school sites;
 - iv. the servicing of school sites on municipal reserves, school reserves, and municipal and school reserves in the municipality;
 - v. the use of school facilities, municipal facilities, and playing fields on municipal reserves, school reserves, and municipal and school reserves in the municipality, including matters relating to the maintenance of the facilities and fields and the payment of fees and other liabilities associated with them; and
 - vi. how the municipality and the school board will work collaboratively;
 - b. establishing a process for resolving disputes; and
 - c. establishing a time frame for regular review of the agreement, and may, subject to the governing legislation, contain any other provisions the parties consider necessary or advisable?

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

5. Code of Conduct Bylaw

Legislative Requirements: MGA 145

1. Is the municipality aware that all codes of conduct bylaws are now repealed?
2. Has council made a bylaw or a resolution under this Act that addresses the behaviour or conduct of councillors or of members of council committees who are not councillors?

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

6. Investments and Accounts

Legislative requirements: MGA 250, 270

1. Is the municipality aware that the municipality may only invest in one or more of the following:
 - a. securities issued or guaranteed by the Crown in right of Canada or an agent of the crown, or the Crown in right of a province or territory, or an agent of the province or territory;
 - b. securities of a municipality, school division, hospital district, health region under the *Regional Health Authorities Act*, or regional services commission in Alberta;
 - c. securities that are issues or guaranteed by a bank, treasury branch, credit union, or trust corporation; and
 - d. units in pooled funds of all or any of the investments described above?
2. Does the municipality have any investments in shares of a corporation incorporated or continued under the *Canada Business Corporations Act* (Canada) or incorporated, continued, or registered under the *Business Corporations Act*?
 - a. If so, was the investment approved by the Minister?
3. Is the municipality aware that all money belonging to or held by the municipality must be deposited into a financial institution designated by council?

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.



Municipal Accountability Program (MAP) Response to Legislative Gaps (draft)

This report is the Town of Bowden response to the report titled, "2025-2026 Municipal Accountability Program Report" dated September 25, 2025, produced by the Municipal Sustainability and Accountability Unit, Municipal Affairs, Government of Alberta.

1 Background

The Municipal Accountability Program was created in 2018 to:

- foster effective local governance and build administrative capacity in municipalities,
- review municipal processes and procedures to develop and enhance knowledge of mandatory municipal requirements,
- achieve legislative compliance.

The Town of Bowden received notification from the Alberta Government on July 14, 2025, that Municipal Affairs was to conduct a review under the Municipal Accountability Program later that year.

This review would follow on from a previous review conducted in 2020. It was stated that, "in order to provide value and to support recent legislative changes the 2025 review was revised to include areas of legislation not previously reviewed in 2020".

The scope of the legislative areas in the 2025 review is provided as Appendix A to this report.

A MAP review is a proactive approach aimed at helping municipalities achieve legislative compliance. Although mandatory the MAP is not a governance review. The MAP review is conducted collaboratively to ensure that non-compliance issues are identified and addressed in a timely manner.

The MAP process involved a meeting to review municipal documents, records, policies, procedures and processes. Many supporting documents and a preliminary findings report were submitted to Municipal Affairs by Town Administration as requested following the meeting.

The 2025-2026 Municipal Accountability Program report dated September 25, 2025, was received by the Town from Municipal Affairs identifying both areas of compliance and non-compliance.

This report (Response to Legislative Gaps) provides a documented response on the eight (8) specific areas of non-compliance.

This document and the 2025-2026 Municipal Accountability Program Report will be shared with Municipal Council in an open public meeting.

Municipal Accountability Program Findings (where action is required)**1 Orientation Training****1.1 MAP Comment / Observations**

As per Section 201.1 of the MGA, the town must, in accordance with the regulations, offer orientation training, and each Councillor must attend it prior to or on the same day as the first organizational meeting following a general election. It is noted that the first organizational meeting is scheduled for October 27, 2025; however, at the regular council meeting held on June 23, 2025, council unanimously passed a motion to attend the elected officials' orientation training on October 28, 2025.

A second round of elected officials' orientation training is scheduled for November 2025, during which all elected officials are expected to attend on the same day as the first regular council meeting following the general election.

1.2 Meets Legislative Requirements:

No

1.3 MAP Recommendations / Action Items:

Going forward, elected officials' orientation training on the topics specified must take place prior to the first organizational meeting following a general election.

1.4 Town of Bowden Municipal Response:**1.4.1 Organizational Meeting of Council**

The 2025 Municipal Election saw 6 new members elected to Council including a new Mayor. The Mayor and 4 Councillors have never previously served on a municipal council.

The Town of Bowden Organizational Meeting of Council took place at 6:30pm on Monday October 27, 2025, prior to the scheduled Regular Council Meeting.

The agenda items for the Organizational Meeting of Council were determined by the provisions within section 6.3 of the Town of Bowden Procedural Bylaw 04 / 2025.

An additional item was added to the agenda at the request of the CAO.

Agenda item 3(viii)1 was a report titled: "New Council Orientation - Good Governance".

This 7-page document was prepared by the CAO and was intended to provide new Councillors with an oversight of statutory enactments and established best practice policies and procedures with regard to the many aspects of Council / Administration operations and relationships.

The document was aimed at complementing the Councillor orientation training requirements and was intended as a precursor to the formal training that the Councillors would receive the following day.

This document is attached to this report as Appendix B.

In addition, members of the new Council were provided with the document titled, "Closed Meetings of Council (In Camera)" published in June 2020 by the Government of Alberta.

This document is attached to this report as Appendix C.

The CAO also provided members of the new Council with the list of exceptions to disclose as contained within the Access to Information Act.

This document is attached to this report as Appendix D.

1.4.2 Elected Officials Orientation Training

Section 201 of the MGA sets out the minimum training requirements required for Councillor Orientation training. This includes:

- The role of municipalities in Alberta,
- Municipal organization & structure,
- Roles and responsibilities of Council and Councillors,
- Roles and responsibilities of the CAO and staff,
- Key municipal, policies and projects,
- Budgeting & financial administration,
- Public Participation,
- Any other topic prescribed by the regulations.

All seven (7) elected officials attended a one-day regional orientation conference titled, "Governance of Local Municipalities", hosted by George Cuff on October 28, 2025.

The presentation consisted of 99 slides. Each attendee was provided with a binder containing all of the presentation slides plus additional resource material.

Following the event the CAO provided all elected officials with the following reports:

- i. A Report on the Inspection of the City of Chestermere, August 2022 (George Cuff),
- ii. Report on Governance Audit for Red Deer County, February 2024 (George Cuff).

The provision of these 2 reports to the elected officials provides actual knowledge of real situations concerning municipal governance as opposed to the theoretical model delivered within the conference. The provision of these two reports is intended to provide an improved learning experience.

1.4.3 Candidates Information Pack

All of the election candidates received both a comprehensive information pack and a USB flash drive prior to the 2025 Municipal Election Nomination Day.

The information provided to candidates (amongst other things) included:

- i. the Municipal Government Act,
- ii. the Local Authorities Election Act,
- iii. the document titled, "What Every Councillor Needs to Know".

1.5 Comment

The Town of Bowden recognizes that a literal strict interpretation of Section 201.1 of the Municipal Government Act has not been followed, however the requirement of the statutory provision was met in full within one day of the Organizational Meeting of Council.

In mitigation one of the factors for consideration was the commitment to participate in a shared event attended by many other villages and towns organized by the Town of Blackfalds. This event provided an affordable first-class external training experience within a cost-effective shared budget.

The requirements of section 201.1 of the MGA are noted for future reference.

2 Procedural Bylaw

2.1 MAP Comment / Observations

Council adopted Procedural Bylaw 04-2025 on April 28, 2025.

The bylaw provides procedures for council and council committee meetings. Section 6.4.7 of the bylaw states the chief elected official is appointed as an ex-officio member of all boards and committees. When the CEO is appointed to a board, committee, or subdivision and development authority under Part 17 of the MGA, Section 154(3) of the MGA requires the person be appointed to in their own name.

For information, the procedural bylaw includes sections related to the conduct of members that reference or reflect the town's former code of conduct bylaw 07 / 2022 or otherwise addresses the behavior and conduct of council members.

Section 145(11) requires every municipality to update municipal bylaws within six months of the proclamation of the Municipal Affairs Statutes Amendment Act, 2025, which is by November 15, 2025.

2.2 Meets Legislative Requirements:

No

2.3 MAP Recommendations / Action Items:

The municipality must amend or repeal or replace the procedural bylaw to remove the clause designating the mayor as an ex-officio member of all committees.

Remove section 19.10 and section 21.6(v) from the procedural bylaw as they pertain to the councillor code of conduct bylaw 07/2022 which has been repealed by provincial legislation.

2.4 Town of Bowden Municipal Response:

2.4.1 Councillor Code of Conduct Bylaw

The Town of Bowden Councillor Code of Conduct Bylaw 07 / 2022 was effectively repealed by the Alberta Government, legislation Bill 50: the Municipal Affairs Statutes Amendment Act, 2025.

This introduced updates to modernize municipal processes, improve election accessibility, enhance local governance, and strengthen homebuyer protections.

The bill introduced amendments to the Local Authorities Election Act, the Municipal Government Act, and the New Home Buyer Protection Act, with consequential amendments to the Safety Codes Act

Changes to the Municipal Government Act (MGA) prohibited municipal councils from creating and adopting codes of conduct.

Councils cannot make a bylaw or resolution that addresses Councillor conduct or behaviour. Any current complaint or sanction against a Councillor under a code of conduct bylaw or resolution was effectively terminated.

2.4.2 Councillor Code of Conduct Bylaw – CAO's Review

During the Regular Council Meeting of July 14, 2025, the CAO reported to Council as follows:

The CAO has reviewed the Councillor Code of Conduct Bylaw.

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.

2.4.3 Council Procedural Bylaw

The MGA establishes that a council may, by bylaw, establish functions and procedures for council and council committee meetings. The Council Procedural Bylaw establishes processes and clarifies expectations for council, administration, and the public.

Items typically seen in municipal procedural bylaws include procedural rules, committee membership, public hearings, quorum, absences, and electronic meetings.

The Council Procedural Bylaw was last updated in April 2025 to include the new provision within section 199 of the MGA which stated that every Council must by bylaw provide for public hearings to be conducted by electronic means.

Further to the bylaw revision Council has been notified on more than one occasion of the need to further update the Council Procedural Bylaw.

The CAO has in previous Regular Council Meetings stated to Council stated that the Council Procedural Bylaw requires further revision to:

- include the guidelines within the Councillor Code of Conduct that were not specific to Councillor conduct but were relevant to Council procedures (provisions 6.1 to 6.10 as noted above),
- incorporate the new requirements within sections 201.1(1) to (5) of the MGA relating to the provision of data to Councillors and improving administrative transparency.

2.5 Comment

Town Administration will submit to Council a revised Council Procedural Bylaw by the end of 2025.

As required, this will remove any reference to:

- i. councillor codes of conduct,
- ii. the Mayor being an ex officio member of all committees.

In addition, it will include:

- iii. elements of the repealed Councillor Code of Conduct bylaw pertinent to council procedures,
- iv. the requirements of sections 201.1(1) to (5) of the MGA.

The requirement within Section 145(11) of the MGA to update municipal bylaws within six months of the proclamation of the Municipal Affairs Statutes Amendment Act, 2025, by November 15, 2025, is unlikely to be met.

3 Public Presence at Meetings and Public Participation

3.1 MAP Comment / Observations

Council adopted Procedural Bylaw 04-2025

Council and council committee meetings are held in public. Council adopted a public participation bylaw on July 23, 2018. The policy identifies the types or categories of approaches the municipality will use to engage the public and the types and categories of circumstances in which the municipality will engage with the public.

The policy has not been reviewed by council in the last four years as required by Section 4 of the Public Participation Policy Regulation 193/2017.

3.2 Meets Legislative Requirements:

No

3.3 MAP Recommendations / Action Items:

Council must review the public participation policy at least once every four years to meet legislative requirements.

3.4 Town of Bowden Municipal Response:

Town Administration will submit to Council a revised Public Participation Policy by the end of 2025.

4 Capital Budget

4.1 MAP Comment / Observations

Council passed motion 9.e on December 9, 2024, to adopt an interim capital budget, and adopted their final capital budget by motion 9.b on April 14, 2025.

While the *MGA* provides municipalities with the authority to pass an interim operating budget, Section 245 of the *MGA* does not permit the adoption of an interim capital budget. The capital budget includes the amount needed to acquire, construct, remove or improve capital property and the anticipated sources and amounts of money to pay the costs.

4.2 Meets Legislative Requirements:

No

4.3 MAP Recommendations / Action Items:

Going forward, the town must adopt the capital budget prior to January 1 each year.

4.4 Town of Bowden Municipal Response:

Town Administration have noted the requirement of section 245 of the *MGA* and will submit to Council a capital budget for 2026 prior to January 1, 2026.

4.5 Comment

Administration has in the past always prepared and submitted a Capital Budget to Council.

Typically, this has been done in February or March each year after the approval of the Operating Budget.

As part of the budget deliberations Administration provides Council with the following:

- a Capital Budget Summary – a high-level overview of each project and the project capital costing (typically these are estimated costs).
- a summary of the amount of capital reserves
- a Business Case study for each capital project.

5 Three-Year Operating and Five-Year Capital Plans

5.1 MAP Comment / Observations

Council passed motion 9.d on December 9, 2024, respecting anticipated financial operations over the next three years. The three-year operating plan includes the major categories of expenditures and revenues, annual surplus/deficit, and accumulated surplus/deficit.

However, the town has not prepared a five-year capital plan for 2026-2030 as required by Section 283.1 of the MGA.

5.2 Meets Legislative Requirements:

No

5.3 MAP Recommendations / Action Items:

The municipality must prepare a written plan respecting its anticipated capital property additions over a period of at least the next five financial years.

5.4 Town of Bowden Municipal Response:

Town Administration will prepare and submit to Council a 5-year capital plan for the period 2026 to 2030 as required by section 283.1 of the MGA.

5.5 Comment

During the MAP discussions it was stated to Municipal Affairs that with the anticipated forthcoming change in Council the CAO expected that future discussions on capital planning could take a very different direction to that what previous Councils had planned / implemented.

In addition, it was stated that the new Council will be required to establish a Strategic Plan for the 4-year term of Council (2026 to 2029).

Strategic Plans outline the priorities and desired results of the Town over a specific period of time.

For a Strategic Plan to be effective it must also be aligned with both the 3-Year Operating and 5-Year Capital Plan in order for the goals to be achievable depending on future funding, reserves and resources available.

6 Auditor, Audited Financial Statements, Financial Information Return

6.1 MAP Comment / Observations

Council approved the 2024 audited financial statements on April 14, 2025.

The financial statements include information on the town's debt limit and debt servicing limit. The salaries and benefits of elected officials, the CAO, and two designated officers were disclosed in the audited financial statements; however, the town's designated officers bylaw 04-2020 establishes five designated officers for the town.

6.2 Meets Legislative Requirements:

No

6.3 MAP Recommendations / Action Items:

Going forward, the salaries and benefits for all designated officers must be reflected in the annual financial statements to meet legislative requirements.

6.4 Town of Bowden Municipal Response:

The Town of Bowden Designated Officer Bylaw 04 / 2020 defines the following designated officer positions within the Town of Bowden.

- i. Director of Emergency Management,
- ii. Bylaw Enforcement Officer,
- iii. Municipal Assessor,
- iv. FOIP Coordinator,
- v. Health & Safety Representative.

The salary & benefits disclosure in the notes to the 2024 consolidated financial statements provide for 2 designated officers with a salary of \$46775.00. The make up of this figure is predominantly the value of the contracted salary of the Bylaw Enforcement Officer and the contracted Municipal Assessor.

All other positions are held by Town employees. These are not full-time positions and therefore a salary estimate is applied to each position based on estimates of time spent on each position.

6.5 Comment

This area of the MAP audit covers a very wide and diverse range of legislative requirements. The 2025 MAP review makes comment on a single failure in financial legislative requirements.

The Town of Bowden audited financial statements are prepared by the Town's auditors (BDO Canada LLP) in accordance with Canadian Public Sector Accounting Standards.

The matter of how designated officer salaries are calculated and reported on has previously been raised by the CAO during previous audit discussions with BDO Canada.

The matter will again be discussed with the Town's auditors during the 2025 preliminary audit (commencing December 2025).

The Town will consider any advice given regarding the value of the data relating to designated officers and the reporting requirements / guidelines within any relevant / pertinent legislation.

Note:

The Town of Bowden Designated Officer Bylaw 04 / 2020 requires an update to remove the position of FOIP Coordinator to be replaced with a Privacy Officer as required by new Provincial legislation.

7 Property Tax Bylaw

7.1 MAP Comment / Observations

At the May 12, 2025, regular council meeting, the 2025 tax rate bylaw (bylaw 05 / 2025) was passed by town council. The bylaw imposes a tax to raise revenues and lists the legislated requisitions. The bylaw does not include a minimum tax or sub-classes.

The tax rate bylaw includes a tax levy for the "Police Funding Model", which has not been designated as a requisition under Section 326(1) of the MGA.

The tax rate for the designated industrial property (DIP) was set at \$0.070676 in the 2025 tax rate bylaw; however, Ministerial Order No. MAG:004/25 set a tax rate of \$0.0701.

Council approved the 2024 audited financial statements on April 14, 2025.

7.2 Meets Legislative Requirements:

No

7.3 MAP Recommendations / Action Items:

a

Going forward, the police funding model must not be listed as a requisition within the tax rate bylaw, and rates of taxation for DIP must match the rate set by Ministerial Order to meet legislative requirements.

b

The Designated Industrial Property (DIP) tax rate will need to be corrected to reflect Ministerial Order No.MAG:004/25.

7.4 Town of Bowden Municipal Response:

a

The Designated Industrial Property (DIP) tax rate will need to be corrected to reflect the correct tax rate in the 2026 Tax & Property Assessment Notices.

b

The Town's policing cost share under the Police Funding Model Regulation will be collected through General Municipal Taxes and not as a separate requisition in 2026.

7.5 Comment

In recent years following the decision of the Government of Alberta to recover a percentage of policing costs (based on several parameters) Town Administration has opted to show this cost recovery as a requisition within the 2026 Tax & Property Assessment Notices.

This was to provide transparency to the taxpayers and therefore the decision was taken to show this as a specific requisition line on the Combined Taxation Notice & Property Assessment.

In future years all funds collected via the municipal tax system in respect of the Alberta Police Funding Model will be incorporated into municipal tax rates and if required communicated to municipal taxpayers in a different manner.

8 Attachments

The following are attachments to this report.

- Appendix A - 2025 / 2026 Municipality Accountability Program overview document.
- Appendix B - Document titled "New Council Orientation - Good Governance".
- Appendix C - Closed Meetings of Council (In Camera) published by the Government of Alberta.
- Appendix D - List of exceptions to disclose as contained within the Access to Information Act.

9 SUPPLEMENTARY INFORMATION

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

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

Document reference	MAP2025RR
Version Number	Version 1
Author	Arno Glover (CAO)
Date	5 November, 2025
Document status	DRAFT (not for release)
Document Review Date	As required. Updates to this document are required to be provided to Municipal Affairs as each area of legislative noncompliance is rectified.
Report Distribution:	1. Government of Alberta, Municipal Affairs, Municipal Sustainability and Accountability Unit 2. Chief Financial Officer (CFO) 3. Town of Bowden Council 4. Town of Bowden Web Site

2025-2026 Municipal Accountability Program

What is the Municipal Accountability Program?

The Municipal Accountability Program (MAP) collaboratively supports municipal governments by helping them to understand and achieve legislative compliance with the *Municipal Government Act (MGA)* and any associated regulations.

To ensure that the program retains its value through each cycle, the program has been updated to include additional areas of the Act. Each review will revisit some of the mandatory provisions and examine the requirements associated with discretionary powers of municipalities within legislation.

These discretionary areas are not implemented by all municipalities; therefore, each review will address only those items relevant to the municipality being reviewed.

Municipalities with populations of 2,500 or less are automatically scheduled for a MAP review throughout a five-year cycle. Ministry staff and chief administrative officers (CAOs) work together, resulting in a report provided to the CAO identifying areas of strength and issues of legislative non-compliance.

Each MAP report includes recommendations and resources to assist in remedying identified concerns. Municipal Affairs maintains contact with CAOs to provide support as required.

The goal is to facilitate well-managed municipalities and foster strong collaborative relationships between the CAO and the ministry.

MAP Cycle Changes

The MAP program year has been modified to match the provincial fiscal year, from April 1 through March 31. Therefore, a municipality

scheduled for the 2025 program year may see its review conducted in early 2026.

How is the MAP conducted?

The focus of the MAP is compliance with legislative requirements. The process includes document reviews and a meeting with the CAO.

The MAP is an administratively focused process and does not include matters related to the governance of the municipality and does not involve the public.

What is reviewed in 2025-2026?

The following is a list of the legislative areas reviewed under the program (please note that this list is subject to change pending any future legislation or program changes):

- Signing of municipal documents – MGA 213
- Disposal of land – MGA 70, 606, 606.1
- Delegation of authority – MGA 203
- Meetings and meeting procedures – MGA 193
- Special meeting procedures – MGA 194
- Organizational meeting – MGA 150, 152, 192
- Closed meetings – MGA 197
- Public hearings – MGA 216.4
- Recording of pecuniary interest – MGA 172
- Meetings through electronic communications – MGA 199
- Procedural bylaw – MGA 145
- Code of conduct bylaw – MGA 146.1, Code of Conduct for Elected Officials Regulation 200/2017
- CAO bylaw and appointment – MGA 205
- Bylaw enforcement officer bylaw – MGA 555-556
- Face mask and proof of COVID-19 vaccination bylaw – MGA 7.1
- Fees and charges bylaw – MGA 8(1)(c), 61
- Consolidation of bylaws – MGA 69(1)
- Firearm bylaws – MGA 74.1

- Road closure – MGA 22
- Advertising bylaw – MGA 606.1
- Utility services bylaws – MGA 33,45,46
- Operating and capital budgets – MGA 242-246, 248.1
- Three-year operating and five-year capital plans – MGA 283.1, Municipal Corporate Planning Regulation 192/2017
- Auditor appointment, audited financial statements, salary and benefits disclosure, and auditor report – MGA 276, 280-281, 217, Supplementary Accounting Principles and Standards Regulation 313/2000
- Investments – MGA 250
- Borrowing bylaws – MGA 251-259, Debt Limit Regulation 255/2000
- Loans – MGA 264-265
- Loan guarantees – MGA 264-265
- Assessment of property – MGA 284.2(1), 297
- Assessment notices – MGA 303, 308-3011
- Assessment review board MGA 454-456, Matters Relating to Assessment Complaints Regulation 201/2017
- Property tax bylaw content – MGA 361(1)(a) 353-357, Matters Relating to Assessment Sub-classes Regulation 202/2017
- Tax notices – MGA 329, 333-336, 357
- Supplementary assessments – MGA 313, 315, 316
- Supplementary tax bylaw – MGA 369, 369.1
- Tax payment and tax penalty bylaws – MGA 339, 340, 344(1), 345(1), 357(1.1)
- Brownfield tax incentives – MGA 364.1
- Non-residential tax incentives – MGA 364.2
- Tax agreements (utilities/linear property) – MGA 360
- Business tax – MGA 369.1, 371-379
- Community revitalization levy – MGA 381.1-381.5
- Special tax – MGA 382-387
- Local improvement tax – MGA 391-409
- Clean energy improvement tax – MGA 390.1-390.9
- Other taxes – MGA 388, 409.1
- Adding amounts to the tax roll – MGA 553 (for discussion only)
- Tax arrears list and tax recovery – MGA 412, 418, 436.03, 436.08
- Tax agreements – MGA 418(4), 436.09(4)
- Tax recovery auctions (land) – MGA 418-422
- Tax recovery auctions – designated manufactured homes – MGA 436.08-436.13
- Municipal development plan – MGA 230, 606, 632, 641, 692
- Land use bylaw – MGA 230, 606, 639, 640, 642 (1), 692 (4), Subdivision and Development Regulation 43/2002
- Subdivision and development appeal board – MGA 627-628, Subdivision and Development Appeal Board Regulation 195/2017
- Off-site levies – MGA 648, 648.2
- Municipal planning commission – MGA 625
- Area structure plans – MGA 633
- Area redevelopment plans – MGA 634, 635, 647
- Joint use and planning agreements – MGA 670.1, 672-673, Education Act 53.1
- Reserve lands – MGA 664.1(1), 666(1), 667(1), 669(1), 672(1), 673(1), 674(1), 676(1)

Contact Us

To speak with a Municipal Accountability Advisor, call toll-free at 310-0000, then 780-427-2225, or email map@gov.ab.ca.



New Council – Orientation

Organizational Meeting of Council – October 27, 2025

Agenda Item 3(viii) Good Governance

The CAO has many obligations and responsibilities including managing what can be a complex organizational dynamic that exists between, Council, residents and Town employees.

Some distinct boundaries exist through legal frameworks.

In other cases, protocols, policies and procedures play an important role in creating an environment that promotes a culture of fairness, integrity and accountability.

One of the challenges with a Council changeover (particularly with a high turnover) is for all new members of Council to understand and remain congruent with established and generally accepted best practice, policy and procedures.

In the interests of good governance (and to mitigate any potential conflicts), Administration submits to Council the following information.

1 Statutory Enactments

a
Legislation (through the MGA) provides for a one employee model. Council's access to information on operational matters or Administration affairs should be addressed directly through the CAO during a Council meeting or Council Committee meeting (if appropriate).

Councillors cannot request information from any Administration staff (only the CAO).

In terms of reporting to Council, a documented process currently exists within the Town's Chief Administrative Officer's Bylaw that sets out requirements including:

- reporting structures,
- authority,
- a requirement to report to Council on Town affairs and operations,
- a requirement to report to Council any matter which affects the Town's financial position, liability, legislative compliance or reputation.

Matters of significance or requirement or progress are brought to the attention of Council either through the CAO's report or as a new business item within a Regular Council Meeting agenda package.

Lesser important day to day operational matters have been discussed in the past (almost on a daily basis) directly with the Mayor on an informal one to one basis.

This arrangement is encouraged and should remain in place.

Through these established channels Administration has and will continue to adopt and foster open lines of communication with Council with the aim to build trust and maintain openness and transparency.

b

As notified to Council in the Regular Council Meeting of June 23, 2025, sections 208.1(1) to (4) of the revised MGA place additional obligations on the CAO with respect to the provision of information to Councillors.

There is therefore a requirement for Administration to draft a revised Councillor Procedural Bylaw to introduce formal guidelines to cover the new legislative provisions.

In the interim a temporary process was suggested and put forward to Council.

This was outlined in the RFD submitted to Council as Business Item 7 during the June 23 RCM and is attached to this document for reference.

The motion passed by Council during that meeting is reproduced below:

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

c

The new Protection of Privacy Act (passed on June 11, 2025) replaces the FOIP Act and governs the protection of privacy related to personal information in the custody of Alberta public bodies.

This Act sets out regulation to control the collection, use and disclosure of personal information by a public body. Administration is therefore accountable for protecting personal information in accordance with these new provisions.

While Administration has not yet established and implemented a Privacy Management Program compliance with the Act is now required.

Administration must appoint 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.

2 Council Roles & Responsibilities

Reproduced from Municipal Affairs Guidelines

The council is the governing body of the municipal corporation and the custodian of its powers, both legislative and administrative.

The Municipal Government Act (MGA) provides that councils can only exercise the powers of the municipal corporation in the proper form, either by bylaw or resolution.

Councillors

Under the MGA, councillors have the duty to:

- *consider the welfare and interests of the municipality as a whole and, to bring to council's attention anything that would promote the welfare or interests of the municipality,*
- *participate generally in developing and evaluating the policies and programs of the municipality,*

- *participate in council meetings and council committee meetings and meetings of other bodies they are appointed to by the council,*
- *obtain information about the operation or administration of the municipality from the chief administrative officer,*
- *keep in confidence matters discussed in private at a council meeting until discussed at a meeting held in public,*
- *perform any other duty or function imposed on councillors by this or any other enactment or by the council.*

Chief Elected Official (Mayor)

The Mayor in addition to performing a councillor's duties, must preside when attending a council meeting, unless a bylaw provides otherwise.

The Mayor must also perform any other duty imposed under the MGA or any other enactment.

The Mayor role, unless a bylaw says otherwise, includes:

- *spokesperson for Council*
- *chairperson of council*
- *consensus seeker amongst members of council*
- *liaison with senior elected officials*
- *key representative with regard to ceremonial responsibilities*
- *liaison with other levels of government*
- *advice with regard to policy development*

CAO's note: The Mayor is the official spokesperson for Council (as per the Town of Bowden Communications & Information Policy 01 / 2025)

3 Essential Reading for Councillors

The following documents provide an invaluable resource for newly elected officials.

Council Procedural Bylaw (2025)
 Council Committee Bylaw (2023)
 CAO Bylaw (2022)
 Municipal Emergency Management Bylaw (2025)
 Taxation Rate Bylaw (2025)
 Rates, Fees Charges & Penalties Bylaw (2025)
 Advertising Bylaw (2024)
 Council Code of Conduct Bylaw (2022) **rescinded (some provisions to be transferred to Council Procedural Bylaw)**
 Land Use Bylaw (2021) **rewrite required – work in progress**

Communications & Information Policy (2025)	Administrative Policy
Elected Officials Remuneration Policy (2024)	Council Policy
Accounting & Financial Controls Policy (2024)	Administrative Policy
Asset Management Policy (2024)	Council Policy
Procurement Policy (2023)	Administrative Policy
Bylaw Enforcement Policy (2023)	Council Policy
Grants & Donation Policy (2023)	Council Policy
Policy on Policy Standards (2022)	Administrative Policy
Minutes of Council Meetings Policy (2020)	Council Policy
Public Participation Policy (2018)	Council Policy

4 Council / Town Relationship Partners / Stakeholders

The following provides a brief summary of the varied nature of the groups that the Town must maintain relationships with.

While we strive to do what we can to maintain those relationships however with the resources we have trying to keep all groups happy can sometimes be a challenge.

- 1 Provincial Government
- 2 Regulators (Alberta Environment / OHS / Transport Canada / Municipal Affairs / Elections Alberta)
- 3 Intermunicipal Partners (Red Deer County)
- 4 Council Committees (Cemetery Board / Library Board)
- 5 Regional Commissions (Water & Wastewater)
- 6 Regional Bodies (Parkland Library Board / Parkland Homes)
- 7 Residents (Seniors / Youth)
- 8 Local Businesses / Developers / Landowners
- 9 Agricultural Society
- 10 Planning & Development (Permits & Building Codes & Fire Codes)
- 11 RCMP / Red Deer County Fire Department / Peace Officers
- 12 FCSS programs (Foodbanks etc)
- 13 Charities & Not for Profit Organizations (Community Halls)
- 14 Fraternal Organizations (Lions Club)
- 15 School & Youth Groups
- 16 Fortis Alberta
- 17 ATCO Gas

5 In Camera (Closed) Discussions of Council

Reference should be made to the two attachments to this document:

1. Alberta Government "Closed Meetings of Council (in camera),
2. Town of Bowden "Closed Session of Council Record Sheet".

CAO's notes:

a

These exceptions stated by reference the FOIP Act have been repealed.

These were amended in the Access to Information Act.

The revised exceptions are provided as attachment to this document.

b

All matters documented and discussed during a closed meeting:

- must remain confidential and cannot be discussed outside of the closed meeting by individual Councillors,
- must not be openly discussed with Town residents or any other third party,
- must not be acted upon,
- must not be distributed as either a hard copy document, via forwarded e-mail or as a digital file.

Any decision or action taken must be in an open meeting of council by resolution.

6 Agenda Items

a Agenda

Agenda items should be concise and only include matters that Council needs to approve or act on.

Items for inclusion on an agenda (New Business / Correspondence) must be forwarded to the Mayor for review and approval.

The agenda for a Regular Council Meeting or Special Council Meeting is determined and approved by the Mayor (not the CAO).

However, committee reports to be included on an agenda (as Reports) can be forwarded directly to the CAO for inclusion within the agenda. Consideration must be given to any public / private confidences.

Notification must be provided to the CAO if these reports are to be submitted in closed session of Council.

b RFD

A Request for Decision (RFD) within an agenda provides information to Council to allow Council to make a decision.

All supporting information should be provided (documents, policies, bylaws, legislation etc).

Previous action, discussions or decisions may also be included in the RFD.

A recommended motion might be included as a suggestion for Council.

c Motions

All motions should provide Administration with clear direction must be able to be implemented without interpretation or guesswork as to the intent.

A motion typically may be to present an idea for consideration and action but may also be made to:

- improve a pending motion,
- delay a decision,
- meet an emergency,
- gain further information,
- change an action already taken.

A motion should be:

- stated in the affirmative (only),
- stated clearly and concisely,
- contain all relevant information,
- unambiguous so as to allow for only one interpretation,
- possible to execute (timings, resources and budget should be considered).

The format should be as follows:

- that Council approve (to confirm or sanction)
- that Council endorse (to support proceeding in a particular direction,
- that Council authorize (to give authority),
- that Council execute (used for agreements).

d Definitions

The Interpretation Act (RSA2000 Chapter I-8)

This Act defines and applies to every Provincial Government enactment.

General definitions as stated within the Interpretation Act are as follows:

- “may” shall be construed as permissive and empowering
- “must” is to be construed as imperative
- “shall” is to be construed as imperative

In the Town of Bowden bylaws, the following definitions apply:

- a) “may” is to be interpreted as permissive (allowed but not obligatory, optional).
- b) “must” is to be interpreted as imperative (obligatory, mandatory, required, unavoidable).
- c) “shall” is to be interpreted as “must”.
- d) “should” is to be interpreted as a recommended (desirable, not required to conform).
- e) “Including but not limited to” means when listing a number of items, does not limit the bylaw term to only those words or those items listed.

Council resolutions should follow the definitions set out in the bylaws in order to be concise and unambiguous.

e Minutes

These are the link between the policy direction of council with the practical operation of the municipality.

Clearly defined resolutions as recorded in the meeting minutes will provide clear direction and assist in accomplishing the intended result.

7 Role of Administration

Administration attends Council meetings in an advisory capacity and to provide information to enable effective decision making by Council.

Council is provided with broad authorities under the MGA however despite this a council may only act by bylaw, or resolution that is passed in a public meeting.

Interaction between Council and Administrative Staff is typically more challenging in smaller communities. Clear lines of communication are needed.

In general, the following guidelines should be followed:

- Elected Officials are not permitted to request information from Town employees (unless approved by the CAO),
- Elected Officials are not permitted to direct Town employees
- The CAO reports to Council as a whole and not to any one Councillor,
- Operational enquiries should be directed through the CAO ideally during a Council meeting,
- Complaints concerning the CAO can only be directed through the Mayor.

8 Housekeeping

a Councillor emails

Councillor emails are not monitored, tracked or forwarded onto Administration. Administration does not maintain records of Councillor email account passwords.

b Councillor Mailboxes

Each Councillor has a mailbox in the Town Administration Office

c Photocopying & other services

The CAO does not provide a secretarial resource to elected officials

Elected officials may request photocopying / fax / scanner assistance via Melissa (Communications).

e Remuneration / Timesheets

All enquires regarding payroll should be directed to the CFO (Jacqui Molyneux)

f Expenses

Councillor timesheets / expenses claims are approved by the Mayor.

The Mayor's timesheet / expenses are approved by the CAO.

Further details on expenses are provided below reproduced from the elected Officials Remuneration, Benefits & Expenses Policy.

Council members must demonstrate fiscal responsibility when making reservations for travel and accommodation. The most economic, efficient, or practical means should be sought.

The cost of Council members' travel and accommodation may not exceed the total sum provided for these expenditures within the Town's operational budget for that year.

All miscellaneous expenses, including but not limited to, vehicle parking, hotel internet fees, registration fees, and secretarial services (photocopying) may be claimed where valid and applicable.

For all miscellaneous expenses claimed an itemized printed receipt must be attached to the Councillor Timesheet / Expenses Claim Form. Photocopies of credit card statements are not acceptable. Customer / Merchant cash summary receipts are not acceptable.

The following expenses cannot be claimed:

- a) Fines, penalties, or liabilities as a result of a traffic violation or an offence committed under the Alberta Traffic Safety Act (or any other Provincial Act) or bylaw.
- b) Liquor expenses,
- c) Fund raising donations, charitable donations, gifts, and any form of gaming or gaming entertainment,
- d) Attendance, and travel to, special events, social events, political party functions, fund raising functions, sporting tournaments, facility tours, galas and parades do not qualify to receive payment for expenses incurred,
- e) Spousal expenses including travel, meals, registrations, tickets, and fees are considered personal expenses and cannot be claimed.

g Office Keys / Alarm Pin Code

Elected officials may request an office key and alarm pin code (optional).

Enquiries should be directed to the CFO (Jacqui Molyneux).

Closed Meetings of Council (In Camera)



What is a closed meeting?

The *Municipal Government Act (MGA)* provides that a meeting or part of a meeting is considered to be closed to the public if:

- a) any members of the public are not permitted to attend the entire meeting or part of the meeting,
- b) the council, committee or other body holding the meeting instructs any member of the public to leave the meeting or part of the meeting, other than for improper conduct, or
- c) the council, committee or other body holding the meeting holds any discussions separate from the public during the meeting or part of the meeting.

Under what authority can a council close a meeting?

Section 197 of the MGA states that councils and council committees must conduct their meetings in public unless the matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy (FOIP) Act* (s. 16 to 29). Section 197 also requires that a council or council committee must pass a resolution stating the reason and the section of FOIP that applies before closing all or any part of a meeting to the public. For example:

MOVED by Councillor Smith that council close the meeting to the public at 7:00 pm for Agenda item 2b Legal - Arena Project as per Section 27, FOIP.

NOTE: Section 197(2.1) is the exception to the rule, allowing municipal planning commissions, subdivision authorities, development authorities and subdivision and development appeal boards to deliberate and make decisions in meetings closed to the public.

How to prepare for closed meeting discussions?

Discussions that will be closed during the meeting should be listed on the agenda for the meeting in which they are held. The agenda should contain a 'Confidential' heading and then provide a brief description of the topic and state the section of FOIP that allows closure for that topic. For example, "Personnel – CAO Evaluation - FOIP Section 17" would be used to describe conducting the performance appraisal of a chief administrative officer or "Legal – Arena Project - FOIP Section 27" could describe discussions regarding a legal advice received. Further information is not required.

Any background information on the confidential items should be circulated when attendees are in the closed meeting and collected prior to returning to the open meeting.

This is an information summary only and has no legislative or legal sanction. For certainty, refer to the *Municipal Government Act* and the *Freedom of Information and Protection of Privacy Act*. Copies are available for purchase from Alberta Queen's Printer Bookstore or electronically at the website link below.

Suite 700; Park Plaza Building
10611 - 98 Avenue NW
Edmonton, AB T5K 2P7
Phone: 780- 427-4952
Email: qp@gov.ab.ca
www.qp.alberta.ca

How to record discussions from a closed meeting?

It is strongly recommended that a closed session discussion not be recorded. Any notes or minutes taken during the discussion may become part of a FOIP request. The council meeting minutes should reflect that a resolution was made to move into a closed session (as outlined above) and then another resolution to return to the open meeting.

Council members, the CAO and any others included in the closed session are required to keep in confidence what was discussed until the item is discussed at a meeting held in public.

Section 197(3) of the *MGA* prohibits the passing of a resolution or bylaw during in a closed meeting, with the exception of the resolution to revert to the public meeting, which must be recorded in the minutes. If direction is given or a decision reached, then a resolution must be made in the open meeting so that council's direction(s) are recorded and acted on.

What can be discussed in a closed session?

FOIP outlines the items that would allow a council to close a council meeting, which include matters where a public disclosure could be harmful to:

- Third party business interests; (s. 16)
- Third party personal privacy; (s. 17)
- Individual or public safety; (s. 18 and 19)
- Law enforcement; (s. 20)
- Intergovernmental relations; (s. 21, 22, 23 and 24) and
- Economic or other interests (s. 25, 26, 27, 28 and 29).

Public bodies should not:

- Reveal confidential employee evaluations;
- Disclose local public body confidences, or advice from officials; or
- Disclose information that is subject to any kind of legal privilege.

For example, a discussion regarding the employment of the CAO should be held in a closed session to protect the privacy of that individual. Also,

preliminary meetings with developers (at their request/or council's discretion) describing a new land use development should be held in a closed session (s. 16 of FOIP).

Who can attend a closed session?

All members of Council, guests (at the discretion of council), and most times, the chief administrative officer may attend a closed session.

The media and general public cannot attend the closed discussion, but are welcome to return to the council meeting following the closed session.

What should not be discussed in a closed session?

These are examples of difficult topics that typically should not be discussed in a closed session:

- Budget deliberations
 - Property tax (i.e., assessments/mill rates, penalties)
 - Capital expenditures
- Any contentious issues
 - Sensitive local issues
 - Bylaw amendments (i.e., Land use)
 - Subdivision proposals
- Tax recovery (i.e. reserve bids for auction)
- Discussions regarding budget requirements for hiring additional municipal staff and for the setting of salary ranges

The *MGA* sets out clear requirements for municipal councils to conduct their business openly. The powers of a municipal council are balanced by councils' accountability to the citizens who elect them. It is therefore essential that citizens are allowed to take an active interest in the development and direction of our local governments and express their views to their locally elected representatives. For more information on how the FOIP affects municipalities, please visit the Service Alberta website at

www.servicealberta.ca/FOIP/documents/FAQ_Municipal.pdf.



CLOSED SESSION OF COUNCIL RECORD SHEET

Date: _____

12 CLOSED SESSION OF COUNCIL ("in camera")

Motion 12.a

Moved by Councillor _____ at _____pm that Council moves to an "in-camera" 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 Access to Information Act, Statutes of Alberta 2024, Chapter A-1.4 (as amended over time) therefore applies on the basis of:

- Section 19 disclosure harmful to business interests of a third party.
- Section 20 disclosure harmful to personal privacy.
- Section 21 disclosure harmful to individual or public safety.
- Section 22 confidential evaluations.
- Section 23 disclosure harmful to law enforcement.
- Section 24 workplace investigations.
- Section 25 disclosure & complaints.
- Section 26 disclosure harmful to intergovernmental relations.
- Section 27 cabinet and treasury board confidences.
- Section 28 local public body confidences.
- Section 29 advice from officials.
- Section 30 disclosure harmful to economic and other interests of a public body.
- Section 31 testing procedures, tests and audits.
- Section 32 privileged information.
- Section 33 disclosure harmful to the conservation of heritage sites, etc.
- Section 34 information that is or will be made available to the public.

MOTION CARRIED UNANIMOUSLY

Motion 12.b Moved by Councillor _____ at _____pm that Council return to an "open meeting" of Council.

MOTION CARRIED UNANIMOUSLY

Motion 12.c

Moved by Moved by Councillor _____ at _____pm that Council

MOTION CARRIED UNANIMOUSLY

8.c Municipal Accountability Program (MAP) continued**8.c.v Recommended Motions****a**

That Council accepts both the 2025-2026 Municipal Accountability Program Report and the Response to Legislative Gaps Report as information.

Motion

Moved by Councillor _____ that Council accepts the 2025-2026 Municipal Accountability Program Report and the Response to Legislative Gaps Report as information.

b

That Administration provides Council with updates as each legislative gap is rectified.

Motion

Moved by Councillor _____ that Administration report to Council on progress made as each legislative gap is rectified.

Regular Council Meeting: November 10, 2025.	Agenda Item: 10.a to 10.f
Prepared by: Arno Glover	Approved by: Mayor Laurie Miller
Report Type: Information	Attachment(s): As per content listing

Agenda item 10

Content:

- 10.a Alberta Municipal Affairs**
Letter of congratulation to new Council
- 10.b Canadian Pacific Kansas City (CPKC)**
Introductory & contact information email
- 10.c Red Deer County Enforcement Contract (October 2025)**
Monthly statistical report
- 10.d Fortis Alberta**
Introductory & contact information letter
- 10.e Innisfail & District Chamber of Commerce**
AGM invitation letter
- 10.f Discovery Wildlife Park**
Light the Night Event
(rsvp by November 12, 2025)



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Peace River*

AR120370

November 4, 2025

Her Worship Laurie Miller
Mayor
Town of Bowden
PO Box 338
Bowden, AB T0M 0K0

Dear Mayor Miller and Council:

My sincere congratulations on your election to municipal office for the Town of Bowden. I commend you for stepping forward to represent your community. I am sure you will uphold the trust placed in you by your electorate to serve your community with diligence and to the best of your ability.

Urban municipalities are at the forefront of innovation, economic development, and service delivery. As Alberta's villages, towns, and cities continue to grow and diversify, your leadership will be instrumental in advancing strategic priorities such as sustainable infrastructure, public safety, housing, and inclusive community development.

I look forward to working with you to support the Town of Bowden's success through funding programs, legislative guidance, and collaborative initiatives that strengthen local infrastructure, public services, and community resilience. Strong, safe, and sustainable municipalities contribute to the success and future of our province.

Thank you for your dedication to public service. I look forward to working together.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dan Williams'.

Dan Williams, ECA
Minister of Municipal Affairs

From: Mark Piciacchia <Mark.Piciacchia@cpkcr.com>
Sent: November 3, 2025 2:27 PM
To: Mayor <mayor@bowden.ca>
Subject: CPKC - Congratulatory Letter



November 3, 2025

Mayor Laurie Miller
Town of Bowden
PO Box 338
AB T0M 0K0

SENT VIA EMAIL: mayor@bowden.ca

Dear Mayor Miller:

On behalf of Canadian Pacific Kansas City ("CPKC"), congratulations on your election as Mayor. CPKC values the longstanding relationship with the communities we operate through, and we value the opportunity to strengthen our engagement with you and your Council.

Please treat me as your primary contact into the company. You can contact me anytime at 403 803-9166. Mike LoVecchio, Director of Indigenous Relations and Government Affairs is also available at 778 772-9636.

We would welcome the opportunity to meet with you and your Council. We can arrange a video conference, phone call, or in-person meeting at your convenience. During a short 20-minute presentation, I will review rail safety, service, and emergency response. In the meantime, the following resources offer valuable information:

- Emergency Training: <https://www.cpkcr.com/en/safety/hazmat-safety>
- Community Emergency Planning guides: <https://www.cpkcr.com/en/safety/hazmat-safety/emergency-planning-guides>
- Sustainability: <https://www.cpkcr.com/en/sustainability>
- Community Investment: <https://www.cpkcr.com/en/community/cpkc-has-heart>
- Grain shipments: <https://www.cpkcr.com/en/our-markets/canadian-grain>

Should residents raise questions or concerns about railroad operations, please direct them to CPKC Community Connect at communityconnect@cpkcr.com or toll free at 800 766-7912. All enquiries are tracked and shared with our executive leadership to address emerging issues promptly.

For emergent situations, please ensure the CPKC Police Service dispatch number is in your community emergency plan: 800 716-9132.

Finally, we kindly request your cellular telephone number for confidential emergency contact purposes only. Rest assured, this information will be treated with the utmost sensitivity.

Thank you, and we look forward to meeting you and working together throughout your term.

Sincerely,

Mark Piciacchia
Manager, Indigenous Relations and Government Affairs
Canadian Pacific Kansas City
Mark.Piciacchia@cpkcr.com



PROTECTIVE SERVICES 164
38106 Range Road 275
Red Deer County, AB T4S 2L9
Phone: 403.343.6301

November 3, 2025

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

Sent Via Email to: cfo@bowden.ca

Attention: Chief Administrative Officer

Dear Sir/Madam:

Re: October 2025 Enforcement Contract

Please be advised for the month of October, Red Deer County Patrol Officers spent 11 hours and 3 minutes in the Town of Bowden.

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

- Fail to Stop at Stop Sign
- Unregistered Motor Vehicle
- Driver Fail to Wear Seatbelt

There were two occurrences generated during the month of October.

- Public Inquiry
- Abandoned Vehicle

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



FortisAlberta Inc.
100 Chippewa Road
Sherwood Park, AB
T8A 4H4
Chris Burt
Stakeholder Relations Manager

Oct 23, 2025

Mayor and Council
Town of Bowden
2101 20 Avenue
Bowden, Alberta T0M 0K0

Dear Mayor and Council,

On behalf of FortisAlberta, your electricity distribution service provider, I would like to extend warm congratulations to all newly elected and returning members of council. Your dedication to public service and your communities is truly commendable.

As your Stakeholder Relations Manager, I look forward to serving as a trusted advisor and partner to you and your municipality. Our team at FortisAlberta values the strong relationships we share with local governments, and we are committed to working alongside you to support the priorities and needs of your community.

As you settle into your new or returning role, please know that I am your primary point of contact. I encourage you to reach out at any time. I am here to listen, provide support and ensure open communication between your council and FortisAlberta.

Wishing you every success in your term ahead. I look forward to connecting with you soon and continuing to strengthen our partnership.

Best regards,

A handwritten signature in black ink that reads "Chris Burt". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Chris Burt
Stakeholder Relations Manager
780-464-8377
chris.burt@fortisalberta.com

On behalf of FortisAlberta

**ALBERTA MUNICIPALITIES
CUSTOMER RECEPTION**

We would like to invite you to join us.

Thursday, Nov. 13, 2025

7 – 10 p.m.

Drinks & Hors d'oeuvres

Dress: Business Casual

Fairmont Palliser,
Oak Room
133 9 Avenue SW, Calgary, AB

FORTIS

ALBERTA

From: Innisfail & District Chamber of Commerce <ichamber-telus.net@shared1.ccsend.com>

Sent: November 5, 2025 1:01 PM

To: Mayor <mayor@bowden.ca>

Subject: The latest news for you

Join Us for Our Annual General Meeting!

The Innisfail & District Chamber of Commerce invites you to our

Annual General Meeting on

Monday, November 18 at 4:30 PM

upstairs at Dark Woods Brewing

Enjoy some great company, appetizers on us, and learn about what the Chamber has been up to this year — and what's ahead!

We're also looking for new board members who are passionate about supporting local business and helping shape the future of our community.

Come connect, share ideas, and be part of Innisfail's business voice!

Dark Woods Brewing (upstairs)

Tuesday, November 18

4:30 PM

Appetizers provided

For more information please call or text the office at 587-447-1177

From: Discovery Wildlife Park <info@discoverywildlifepark.com>
Sent: November 2, 2025 2:43 PM
To: info <info@bowden.ca>
Subject: Re: Invitation

Town of Bowden
Mayor and Council
2101 20 Ave
Innisfail, AB
T0M 0K0
November 2, 2025

To the Mayor and Members of the Council,

On behalf of Discovery Wildlife Park, we are delighted to extend a special invitation to you and your partners for an exclusive evening at Light the Night—the largest light display in Central Alberta - taking place on Thursday, November 13 at 7:00p.m. at Discovery Wildlife Park.

This private event is our way of welcoming the new council and celebrating the vibrant community we're proud to call home. As the region's largest tourist destination, we're excited to share this magical experience with those who help shape the region's future. Enjoy a drive through our display featuring millions of lights, photo opportunities in our new walk through, and warm refreshments inside.

At the heart of Light the Night is our commitment to wildlife conservation and community connection. The event helps support ongoing educational and conservation initiatives at Discovery Wildlife Park, while celebrating the partnerships that make our community thrive. Together, we can continue to promote awareness, stewardship, and appreciation for the incredible wildlife that call our world home.

Please RSVP by November 12, 2025 to info@discoverywildlifepark.com if you are able to attend.

We look forward to welcoming you to Light the Night and sharing in the magic of the holidays together.

Warm regards,

Management and Staff

Discovery Wildlife Park
5400 42 Avenue
Innisfail, Alberta, T4G 1P9
(403) 227-3211
info@discoverywildlifepark.com



Agenda item 10 (continued)**Suggested Motions****Motion:**

Motion by Councillor _____ that Council accepts agenda items 10.a / 10.b / 10.c / 10.d / 10.e as information.

Motion:

Motion by Councillor _____ with regard to agenda item 10.f that Council members _____ will attend the Discovery Wildlife Park, "Light the Night Event" on November 13, 2025.

or

Motion:

Motion by Councillor _____ with regard to agenda item 10.f that Council accepts the item of correspondence as information.

Regular Council Meeting: November 10, 2025.	Agenda Item: 11.a
Prepared by: Arno Glover	Approved by: Mayor Laurie Miller
Report Type: Information	Attachment(s) 1 CAO's Report

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

Regular Council Meeting: November 10, 2025	Agenda Item: 11.a
Prepared by: Arno Glover	Approved by: Mayor Laurie Miller
Report Type: Information	Attachment(s): 1

CAO's Report

The following provides a brief update on matters in hand / tasks completed.

1 Elected Officials Training

The following training courses have been arranged.

1.1 Legal Seminar

An optional legal seminar hosted by the Town of Blackfalds conducted by Reynolds, Mirth & Farmer LLP is scheduled for Wednesday November 26th from 1:00pm until 4:00pm.

Topics will include:

- Pecuniary interest and conflict of interest,
- Public hearings/statutory hearings (and engaging with the public),
- Council as an employer (and corresponding obligations to the CAO),
- Enforcement of municipal bylaws (and Council's role in that process),
- Process for passing and amending bylaws in relation to Land Use Planning.

1.2 Emergency Management

Section 8(1) of the Local Authority Emergency Management Regulation (May 21, 2025) states:

Training requirements for elected officials and delegates

8(1) *The Managing Director may prescribe courses that each of a local authority's elected officials must complete by posting notice of the courses on the Alberta Emergency Management Agency's website.*

(2) *Any courses that are prescribed under subsection (1) must be completed*

(a) within 90 days of the elected official taking an official oath as required by section 156 of the Municipal Government Act or section 23 of the Metis Settlements Act, as the case may be, or within one year of this Regulation coming into force, whichever is later, or (b) within 90 days of the councillor of an Indian band assuming office,

This training is mandatory for all elected officials.

I have arranged through the Town of Innisfail that the Town of Bowden will attend a shared event at Innisfail Town Library on January 21, 2026 (timings tbc).

The Town of Innisfail, Town of Penhold and Red Deer County have confirmed attendance.

1.3 Planning 101 workshop

A date has yet to be set for this in house course to be provided by Liz Armitage of Vicinia Planning.

2 Meeting with Olds Detachment Commander, RCMP

Mayor Laurie Miller and I attended a meeting with Staff Sergeant Jamie Day the newly promoted Detachment Commander for Olds RCMP.

The purpose of the meeting was introductory in nature and discussed possible changes to the presentation of the RCMP crime statistics and reporting within the community.

3 Delegations – RCM November 24, 2025

The following delegations will present to Council at the RCM of 24th November.

Trish Proctor - Innisfail & District Chamber of Commerce

Jade Scott - FCSS

Warren Wright - Bylaw Enforcement

4 North Bowden Land Annexation (update)

Administration has continued to meet with representatives from the Land & Property Rights Tribunal, Red Deer County, and Alberta Transportation regarding the North Bowden Land Annexation.

A property boundary land description was finally established to the satisfaction of Land Titles.

Representatives from Land & Property Rights Tribunal finalized the Order in Council and submitted the document to the Alberta Government Legislative Council, (this includes the description of the annexation area and annexation map).

The “cabinet package” is making its way up the chain, and the annexation proposal is scheduled to go before Cabinet (Alberta Government Minister) on December 2.

LPRT will issue a notice after the Cabinet decision.

I would like to personally like to thank all the staff at the Land & Property Rights Tribunal, Red Deer County, Alberta Transportation and Vicinia Planning for their collective efforts and contributions on this project (which formally commenced back in March 2024 with the Public Open House meeting).

5 Former Bowden Hotel Site (update)

Administration has met with the current owner of the land that was the former Bowden Hotel site.

The Development Company is putting together a proposal and development plan.

Any permitted development will be submitted to Red Deer County for development permit approval.

If required, this proposal will be submitted to MPC for review and decision.

Dependent upon the exact content of the proposed development (once received) the CAO:

- will establish an appropriate future course of action,
- consult as necessary with Red Deer County,
- inform Council,
- ensure that the development becomes a factor for consideration when the Land Use Bylaw rezoning review is conducted.

6 Apartments (update)

Red Deer County have approved the site servicing plan submitted by the Developer.

The stormwater and site grading plan requires revisions to be made.

A Development Permit has therefore not yet been issued.

7 Bowden & District Cemetery Remembrance Flags

The Mayor and I conducted a personal tribute at the Bowden & District Cemetery on Tuesday in respect of Remembrance Week.

Canada flags were placed at the headstones of all Veterans graves (72 in total).

The event was recorded by the local press correspondent from the Albertan newspaper.

**8 Administration Office (Christmas Week Closing)**

The Town Administration Office will be closed throughout Monday 22nd December to Friday 26th December.

The Thursday and Friday are statutory holiday days (Christmas Day & Boxing Day).

In past years the Town office has closed on Christmas Eve at 12 noon. Town Administration have in the past taken this ½ day as unpaid time off work.

With regard to Monday 22nd / Tuesday 23rd / Wednesday 24th December:

- The CAO has had a holiday request approved by Mayor Robb Stuart dating back to last May when the request was submitted.
- The CAO will be available to attend the RCM scheduled for Monday December 22, 2025.
- Other Town Administration staff have also requested this time off work (as holiday).
- In past years this week has seen very little traffic / enquiries in the Town Administration Office during the days running up to Christmas.
- There are no critical services that Town Administration must provide during this week that cannot be put back / assigned / completed during the following week.
- Residents paying utility bills will not incur a penalty charge for any late payment of the November billings (due by 31 January).
- Public Works will remain "open" though this may be on a reduced capacity.
- All Town Administration staff will return to work on Monday 29th December.

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

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

Regular Council Meeting: November 10, 2025.	Agenda Item: 11.b / 11.c
Prepared by: Arno Glover	Approved by: Mayor Laurie Miller
Report Type: Information	Attachment(s): As per content

Agenda Item 11.b / 11.c**Content:****Council Committee Reports****11.b**

- i. Special Events & Cultural Committee (Minutes of planning meeting November 3, 2025)
(report submitted by Mayor Laurie Miller)

Society & Other Reports**11.c**

- i. Alberta Counsel News (Issue 235 November 2025)
(report submitted by CAO Arno Glover)

Note:

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



Town of Bowden – Special Events Committee Meeting
Monday, November 3, 2025 at 6:30 pm

Purpose
Christmas Festival Planning (December 12)

MINUTES

Roll Call:

Laurie Miller, Mayor; Councillors: Randy Brown, Ryan Howlett, Amanda Peffers, Carol Pion, Marietta Tuckwell; COA, Arno Glover; Lions: Annette Glazer; Volunteer: Anaya Lea

Timing of Activities:

Public Skate 5:00 pm to 7:00 pm

- Town staff managing the arena
- Laurie has contacted Shayla regarding use of the concession

Lighting of Christmas Tree 5:30 pm

- Lions Club is awaiting confirmation from school choir to perform during the lighting

Wagon Rides 5:30 pm to 7:30 pm

- Unloading at the CP rail site
- Town will sand the route
- Town establishes barricades for the wagon loading area at the arena.

Crafts

- Lions Club sets up table (upstairs) with crafts/wreaths for sale. Monies raised and donations go to the Christmas Food Hamper program.

Refreshments

Hot Dogs

Confirmation of Tim Horton's Donation

- Food service starts after tree lighting service. Some concession workers to arrive by 3:30.
- Excess food items donated to FCSS
- Tim Horton's stopped in to confirm donation of coffee and hot chocolate.

TASKS:

- Shopping: Laurie and Arno will review invoices from last year to determine amounts. Laurie will do the shopping and will seek assistance if required. Shopping list: Coffee cups, foil wrappers, condiments (mustard, ketchup), disposable gloves, napkins. Recommended that we buy 300 hotdogs as there is no record of attendance for previous years.
- Urns/Pots: Laurie to contact Jade regarding these items.
- Laurie to contact Quinn to confirm donated items (i.e. will there be Timbits). If not part of the donation, we should buy these.
- Concession: Lions members, Amanda, Marietta, Carol, Randy and Anaya. (3:30 arrival for Amanda, Marietta and Carol).

Other Items/Discussion

1. Determine date for 2026 event to ensure booking of the arena and Double T Percherons: December 11, 2026 Task: Laurie to book the items.
2. New lighting is in the gazebo and furniture should arrive prior to event.
3. Invitation to Fire Department Task: Laurie to email
4. Town will provide:
 - Arena staff
 - Jason Sahli will tend the fire.
 - Salting wagon route
 - Placing additional garbage receptacles at the park.
5. Amanda suggested wearing ugly Christmas sweaters. All participants welcome to join.

Roundtable

1. Ryan suggested having a big Christmas card available for participants to sign. The card would be on display at the arena until Christmas and then donated to the museum. Task: Ryan and Carol to proceed.
2. Carol suggested having a contest for best decorated house in town. Moving ahead with this the details are:
 - Categories are: Creativity-Originality; Spirit of Christmas; Use of Lights & Color
 - Judging will be done on December 8 by council (pre or post council meeting)
 - Winners will be contacted prior to event for approval for public announcement at the event.
 - Promotion through Bowden FB page and inclusion on the December newsletter. All can share the Bowden FB announcement.
 - Task: Carol and Ryan to spearhead the promotion and have it ready by Monday, November 10. Work with Melissa to post on Bowden.ca, FB site and for newsletter.
3. Laurie suggested having the Christmas Carolling Truck attend. Task: Laurie to contact them about availability and discuss the restrictions regarding the horses.
4. Carol suggested having a large, free standing photo frame for people to take selfies at the event. The frame could be used and decorated at other town events. Task: Carol and Anaya to bring this back to next meeting.
6. Arno reminded that AHS Registration of event required. Noted that Carol, Marietta and Anaya have their food handling certification. There is free on-line course for food handling if anyone else is interested. Task: Amanda to register the event on-line with AHS.
5. Anaya suggested that keeping track of numbers could be done based on the number of hot dogs dispensed. Arno also suggested the possibility of handing out raffle tickets to help determine attendance with a prize given out at the end of the night. Further discussion next meeting.

Next Meeting: Monday, December 1 at 6:30 pm.



ALBERTA COUNSEL

Senior Editor: Aaron Singleton
Publisher: Alberta Counsel

ALBERTA COUNSEL

Legal and Lobby Professionals
Management Consultants
Trade-mark Agents

LEDGEVIEW BUILDING
800, 9707-110 Street NW
Edmonton AB T5K 2L9
P: 780-652-1311
F: 780-652-1312
E: info@albertacounsel.com
www.AlbertaCounsel.com

The News from Alberta Counsel is

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

Alberta Counsel

We work with organizations to navigate their way through the confusing network that is associated with government. We help our clients connect with those who are important in shaping public policy and ensure your messaging is effectively communicated to decision makers.

To subscribe to The News from
Alberta Counsel, please visit
www.albertacounsel.com/news

FALL SESSION BEGINS WITH SOVEREIGNTY, EDUCATION, AND LABOUR AT THE FOREFRONT

Jack Derbich/Scott Ratch

Alberta's MLAs returned to the Legislature last week on October 27th for the start of the Fall session amid a province-wide teachers' strike that had entered its fourth week. The session opened with a new Throne Speech, outlining the government's priorities for the upcoming session.

Government House Leader Joseph Schow announced that the government plans to introduce at least 15 pieces of legislation during this sitting. These bills will focus on areas such as protecting provincial jurisdiction, modernizing Alberta's water regulations, and improving public safety. The most significant and controversial measure came in the form of legislation to mandate an end to the teachers' strike, which has left over 700,000 students out of the classroom.

Throne Speech Highlights

Opening the second session of the 31st Legislature, Lieutenant Governor Salma Lakhani delivered a Speech from the Throne on behalf of His Majesty the King, outlining Premier Danielle Smith's priorities over the next session. With a notable undertone surrounding Albertan sovereignty, this session's Throne Speech has a number of broad but critical highlights to cover.

Intergovernmental Relations and Energy Opportunities

Capitalizing on recent federal announcements with respect to resource-based projects, namely the east to west pipeline project, the speech asserted "the world needs more Alberta energy, not less". In part, the speech credits the continued advocacy of Smith's government in "turning the tide of national opinion" back in favour of fossil fuel-based projects. Pledging to continue development "until Alberta has doubled its oil and gas production," the Speech makes it clear that this can only be achieved through a strong focus on developing cooperative inter-provincial, federal, and international relations.

Economy and Budget

Acknowledging the province's ongoing budget deficit, this session's speech commits Alberta to "calm, steady, and smart fiscal leadership." Notably, as outlined in the Speech, this will be achieved through a comprehensive government spending review, efforts to diversify the provincial economy, and an overall shift in immigration policy. As such, it should be unsurprising to see potential austerity measures following the spending review.

Healthcare

An area of notable contention for Alberta has been the recent overhaul of the healthcare system. This session's speech referenced the apparent success of such actions in reducing wait times, increasing front-line staff, and reducing bureaucratic spending. Additionally, the reference to "specialized chartered surgical centres" within the speech indicates that the government is seeking to, at the very minimum, expand the private healthcare ecosystem within the province.

Justice and Public Safety

This session's speech included a number of bold statements surrounding pledges to "fund, not defund the police," "seek justice for victims, not excuses for the guilty," and refusal to support "any federal seizure program" with respect to firearms. It is unsurprising that with public safety growing as a concern for Canadians writ large, Alberta would seek to oppose Ottawa so fervently.

Sovereignty

It should be of no small note that this session's speech concluded explicitly with the subject of sovereignty. Stating "sovereignty does not mean separation," the speech highlighted Alberta's intent to continue engaging with Ottawa while seeking "a proper constitutional balance."



AARON SINGLETON

Associate-Digital Campaigns

Aaron brings years of political experience to our already strong government relations team. He leads Alberta Counsel's digital campaign portfolio which has quickly grown to include public relations support on issues ranging from the grassroots level to national reach. Having been trained by a leading digital organizer in the United States, he is well-equipped to take your digital campaigns to the next level by supporting clients' existing government relations objectives.

He earned a BA in Political Science from the University of Alberta and brings additional experience supporting progressive campaigns at both the provincial and federal level since 2011.

a.singleton@albertacounsel.com



ALBERTA COUNSEL

Nenshi's First Question Period

NDP leader Naheed Nenshi took his seat in the Legislature for the first time since winning a by-election in Edmonton-Strathcona last June. During his first Question Period, Nenshi went on the offensive against Premier Smith over her government's handling of education. Both leaders traded sharp accusations, referencing each other's records in public service.

Nenshi accused the premier of engineering the strike and claimed that under the UCP, "public education funding has fallen to the lowest per capita in the nation." He argued that years of underfunding have led to overcrowded classrooms, increasing complexity and stagnant teacher wages.

Premier Smith responded by defending her government's record. "This government stands on its action: \$8.6 billion for new school construction, 130 new schools by 2030," she said. "We are going to be giving up to a 17 per cent pay increase to teachers. Three thousand new teachers, 3,000 new education assistants: that's the record of this government," the Premier added.

The fiery exchange drew cheers and jeers across the chamber and set the tone for what is expected to be a contentious fall sitting. Nenshi's debut appeared to mark a clear shift in tone for the Opposition, one that was more direct, more rhetorical, and aimed at positioning the NDP as a credible alternative to the UCP government.

Despite his high profile as a former three-term mayor of Calgary, polling suggests that the NDP continue to lag behind the UCP since Nenshi became leader. A recent Leger poll shows that the UCP maintains a lead provincially, with the NDP trailing by roughly five percentage points. Nenshi's challenge will be converting his growing visibility into broader appeal across the province, particularly as education and labour issues dominate the political agenda – issues that are traditional strengths for Alberta's NDP.

Bill 2 Passes: Students Return to Class

On Monday, the government introduced the highly anticipated Bill 2: Back to School Act, legislating an end to the teachers' strike. Following a long night in the Legislature, the bill passed into law in the early hours of Tuesday morning.

Government House Leader, Joseph Schow, invoked several procedural motions to limit debate across all three stages of the bill, drawing sharp criticism from the Opposition. NDP MLA Heather Sweet called the move "an absolute democratic betrayal in the making."

Bill 2 enacts the terms of a tentative agreement reached in September 2025, which had been rejected by nearly 90 per cent of Alberta teachers. The legislation imposes a four-year contract, in effect from September 1, 2024, to August 31, 2028. It includes a 12 per cent salary increase and funding to hire 3,000 teachers and 1,500 educational assistants. With the bill's passage, teachers and students returned to class on October 29th.

The government justifies the legislation, voicing concern for the well-being of students and the inability of both sides to reach an agreement. Last Tuesday, Minister of Education, Demetrios Nicolaides, commented: "As I spoke to Bill 2 yesterday, I spoke about the severe consequences that students are going through right now because of the strike, academic disruption, social disruption, psychological disruption, so I'm comfortable that the kids will be going back so that they can have that routine, have that structure, continue with their academics and their social development."

The Alberta Teachers' Association (ATA) responded with strong condemnation of both the back-to-work order and the government's use of the notwithstanding clause, which allows provincial and territorial governments to override certain Charter rights for five years. Speaking to reporters outside the Legislature, ATA president Jason Schilling said, "We saw a government use the legislature to ram through what they feel is a fair settlement and then use the notwithstanding clause to prohibit the rights of teachers."

The ATA has indicated plans to pursue all available legal avenues to challenge the legislation. Meanwhile, other public sector unions in the province have threatened to strike in support of teachers and to protest the government's actions.

Ultimately, the first week of the fall session underscores the high political stakes facing the Smith government. With education, labour issues, fiscal management, and sovereignty all vying for the spotlight, the Legislature is poised for a contentious sitting that will shape provincial politics heading into 2026.



SCOTT RATCH
Grant Writing Associate

Scott has recently completed a Bachelor of Arts degree in political science at the University of Alberta. While at university, he completed a co-op term as a Student Policy Analyst with the Government of Canada and served as an editor for the Political Science Undergraduate Review (PSUR).

s.ratch@albertacounsel.com



ALBERTA COUNSEL

POLITICAL EVENTS

UCP – President's Debate

Monday, November 10th, 2025 @ 7:00PM

Location: Glenmore Christian Academy, Calgary

- Candidates running for president of the UCP board of directors and other positions will be participating in a debate night prior to the party AGM.
- Tix: \$10(unitedconservative.ca/events)

NDP – Nenshi's Novemberfest

Saturday, November 8th @ 6:30PM

Location: Hazeldean Community League, Edmonton

- Join Naheed Nenshi for a fundraiser.
- Tix: \$200 (albertandpcaucus.ca/events)

NDP – Leader's Gala

Friday, November 28th @ 6:00PM

Location: Hyatt Regency, Calgary

- Join Naheed Nenshi and the Alberta NDP for an evening gala.
- Tix: \$500 (albertandpcaucus.ca/events)

UCP AGM

November 28th – 30th, 2025

Location: Edmonton Expo Centre

- Join the United Conservative Party for their annual general meeting.
- Tix: \$119-\$999 (unitedconservative.ca/events)

KEY INFLUENCER PROFILE

MIKAYLA JANSSEN

**CHIEF OF STAFF TO THE MINISTER OF HOSPITAL
AND SURGICAL HEALTH SERVICES**

Scott Ratch

Mikayla Janssen is the current Chief of Staff to the Minister of Hospital and Surgical Health Services, Matt Jones. The ministry was newly established in May 2025 following the division of the Ministry of Health into four separate portfolios. Its mandate focuses on implementing an activity-based funding model for insured surgical services and advancing efforts to reduce surgical wait times across the province.

Janssen brings extensive experience within the Government of Alberta to her new role. She previously served as Ministerial Assistant, Policy Advisor, and eventually Chief of Staff in the Ministry of Agriculture and Irrigation. Prior to this, she also worked in politics as a staffer with the United Conservative Caucus.

A graduate of the University of Victoria, Janssen holds a Bachelor of Arts in Political Science. Her appointment comes at a pivotal time for Alberta's health care system, as the province works to modernize hospital funding structures and improve access to surgical care for Albertans.

AT A GLANCE

In the Media



PASCAL RYFFEL

VP of Corporate
Development and
Government Relations

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

pr@albertacounsel.com



ALBERTA COUNSEL

Fall 2025 Speech from the Throne

The Government of Alberta's fall 2025 Speech from the Throne outlined key priorities for the new legislative session. Key initiatives include strengthening Alberta's position in federal and U.S. relations, diversifying the economy, controlling spending, and growing the heritage fund to \$250 billion by 2050. The government also plans to welcome newcomers while asserting more provincial control over immigration and infrastructure investment. Major investments are earmarked for education, including \$8.6 billion to build 130 schools and open 200,000 new spaces.

Alberta Premier Danielle Smith commented: "Albertans have been clear about their priorities, and this government is acting on them. Through this legislative session, we are putting those priorities into action with policies that strengthen health care, improve classrooms, protect freedoms and advance nation-building projects that strengthen Alberta's role as the driving force in Canada's future."

Alberta Legislates End of Teachers' Strike

The Alberta legislature has passed the Back to School Act, ending the province-wide teachers' strike. The law enacts the terms of a tentative four-year collective agreement reached in September 2025, which includes a 12 per cent salary increase and funding to hire 3,000 teachers and 1,500 educational assistants. The legislation suspends local bargaining for its duration and imposes financial penalties for non-compliance.

The government says the legislation is necessary to protect students' learning. The Alberta Teachers' Association (ATA) and the Official Opposition criticized the government's use of the notwithstanding clause to prevent potential court challenges. The ATA has urged the province to address ongoing concerns about class sizes and classroom complexity.

Modernizing Oversight of Private Career Colleges

The Government of Alberta is proposing updates to the Private Vocational Training Act to modernize oversight of private career colleges, strengthen student protections and ensure programs are aligned with labour-market needs. The changes would create a Student Tuition Protection Fund for students affected by college closures, enforce stricter recruitment standards, and establish a public registry of licensed colleges and programs.

"Students and employers count on Alberta's private training providers to deliver high-quality education that prepares people for in-demand careers. These proposed amendments would strengthen oversight, enhance transparency, and ensure students are protected as they pursue their education and career goals, while allowing us to address problematic behaviour when it arises," commented Minister of Advanced Education, Myles McDougall.

Investments in Alberta's Agri-Tourism Sector

The Government of Alberta is investing in agritourism through Travel Alberta's program, with \$1.7 million allocated last year to support rural operations such as ranch stays, farm-to-table dinners, and corn maze attractions. These initiatives aim to boost the province's rural economies, link visitors with local farmers and producers, and help reach the goal of growing the visitor economy to \$25 billion annually by 2035.

Minister of Agriculture and Irrigation, RJ Sigurdson, stated: "Alberta's farmers and ranchers are some of the best ambassadors for our province. By opening their gates and sharing their stories, they're helping more people experience the passion, hard work, and pride that define Alberta agriculture. Agri-tourism not only strengthens rural economies, it deepens the connection between consumers and the people who produce their food."



JACK DERBICH
Associate

While serving as Legislative Coordinator from 2022 to 2023, he supported elected officials on key files such as rural health and EMS reform. In addition, Jack has served as a commissioned officer in the Canadian Army Reserve since 2020, bringing with him a planning-based results-oriented approach. In 2025 he graduated with distinction from the University of Alberta, earning a double major in Political Science and History, with an additional Certificate in Civil-Military Leadership.

j.derbich@albertacounsel.com



ALBERTA COUNSEL

THE ALBERTA NEXT FOIL

182

Jack Derbich

On August 15th, the Alberta New Democratic Party published the Better Together: Town Hall Report. The report is the culmination of 10 townhalls, 100,000 door knocks, and various community engagement events carried out by the NDP throughout the course of the summer. Running parallel to the Alberta Next Panel events of this summer, the "Better Together" series heard concerns from approximately 3,500 Albertans on matters ranging from healthcare and cost of living to separatism and pensions.

The Leader's Message

Describing the campaign's initial purpose as "an idea to counter the irresponsible rhetoric of a separatist movement," the NDP's Leader Naheed Nenshi states there is "a hunger in the heart of Albertans... to reject the divisive politics of Danielle Smith and the UCP." Nenshi presents the report as having uncovered the wider concerns among Albertans about issues now being overshadowed by threats of separation, including the state of healthcare, cost of living, and pensions. Citing recent actions by the United Conservative Party government including book bans and gender-based policy, Nenshi orients this report as uncovering the true concerns of Albertans.

Separatism

As the initial motivation for Better Together, the report argues that the recent wave of separatism to have swept the province is of major concern to both the NDP and regular Albertans. Criticising the supposed tacit support towards separatist sentiments by the Premier and UCP government, the report presents such actions as a "a political distraction designed to pull attention away from Danielle Smith's failures to address the real challenges facing families across Alberta." Concluding that Albertans see separatism as a threat to the stability and identity of Alberta, the report reaffirms the NDP's promise to keep the province within Canada and continue the party's focus on public services.

Healthcare

With significant recent restructuring of the provincial health system, it is unsurprising that healthcare comes in as the number two topic for the Better Together report, highlighting concerns over the stability, funding, and accessibility of Albertan healthcare. Included among concerns raised in the report are those of physician retention, increasing wait times, and new out of pocket costs. Included within the report are direct quotes from healthcare workers describing personal embarrassment of and burnout from working within the provincial health system. The NDP capitalises on such statement in the report pledging access to healthcare as a top priority for the party.

Education

The report's third area of focus, something ever more relevant considering the results of the recent teacher's strike, is education. With firsthand accounts from educators, the report highlights issues of overcrowding in schools, funding concerns, and deterioration of teacher working conditions. In addition, highlighting Alberta as the lowest per student funding province in the country, the report contrasts these issues with the purported focus of the UCP and Premier in prioritizing an ongoing 'culture war' through book bans. In light of the recent strike and back to work legislation, it is likely that the NDP will continue to capitalize on perceived shortcomings of the UCP within the realm of education.

Cost of living and employment

Amid an ongoing national cost of living crisis, it is no surprise that the Better Together report would touch on the concerns of Albertans facing growing prices in stores, stagnating wages, and increasingly uncertain job markets. The report references price hikes in groceries, auto insurance, utilities, and rent, stating "life has become increasingly unaffordable under this UCP government." Referencing unemployment statistics of for youth unemployment (17% in Alberta), the report includes testimonies of Albertans who are struggling to get by in the face of a refusal by the UCP increase minimum wage.

Unsurprisingly, the NDP leverage the concerns highlighted by participants in Better Together, promising to lower costs and building the Albertan economy.

Pensions

Included within the concerns over separatism, the Better Together report orients recent UCP discussion over Alberta's exit from the Canadian Pension Plan (CPP) as "reckless and deeply unpopular". Notably, the pension section of the report focuses exclusively on the concerns of seniors either on pension, or Albertans soon to qualify for their CPP. Better Together frames the UCP's discussion of withdrawing from the CPP as an extension of the Premier's ongoing conflict with Ottawa, with disregard for the stability and security of the federal program.

What does this mean?

Overall, the Better Together report portrays a province facing issues in crucial quality of life areas and a population increasingly dissatisfied by the priorities of the UCP, with separatist sentiments being a central point of contention. Using this report to reaffirm the longstanding promises of the NDP, it is highly likely that the information gathered over the duration of this project will be used to inform areas of specific focus and critique over the course of the next session.

Agenda item 11.b / 11.c (continued)

Recommended Motion:

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