



Town of Crossfield
AGENDA
Regular Council Meeting
Wednesday, July 02, 2025 07:00 PM

1. CALL TO ORDER

2. AGENDA

3. MINUTES

3.1 June 17, 2025 regular council meeting Page 3

4. BYLAWS

4.1 Bylaw 2025-09 - Amending Bylaw to Bylaw 2025-01 Municipal Development Plan Page 8

5. POLICIES

5.1 Investment Policy C 303-25 Page 15

6. ACTION AND DECISIONS

6.1 2026 Budget Principles Page 26

6.2 Alberta Environment and Protected Areas – Letter of Authorization Page 31

7. COUNCILLOR'S BUSINESS

Mayor Harris
Deputy Mayor Brennan
Councillor Fox
Councillor Gustafson
Councillor Knight
Councillor Lambert
Councillor Vang

8. ADMINISTRATIVE UPDATE

8.1 Monthly Administrative Update

8.2 Outstanding Items List

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9. ADJORN



**Regular Council Meeting
Minutes**

Tuesday, June 17, 2025

**Council Chambers
900 Mountain Avenue,
Crossfield, Alberta, T0M 0S0**

PRESENT: Mayor Harris
Deputy Mayor Brennan
Councillor Fox
Councillor Gustafson
Councillor Lambert
Councillor Vang

REGRETS: Councillor Knight

STAFF: Acting CAO, Russ Nash, Director of Community & Protective Services
Steve Altena, Director of Infrastructure and Community Growth
Amber Ouellette, Chief Finance Officer
Lindsey Nash, Legislative and Administrative Services Manager (Recording Secretary)
Jessica Ollenberger, Administrative Clerk

1. CALL TO ORDER

Mayor Harris called the council meeting to order at 7:04 p.m.

We would like to take this opportunity to acknowledge the traditional territories of the Indigenous peoples of the Treaty 7 territory and the Otipemisiwak (o-tey-pe-mi-si-wak) Metis Government, District 4. We respect the histories, languages, and cultures of First Nations, Metis, Inuit, and all First Peoples of Canada, whose presence continues to enrich our community.

2. AGENDA

2.1 June 17, 2025 council meeting agenda

148-2025

MOVED by Councillor Vang that the June 17, 2025 agenda be accepted as prepared.

CARRIED

3. MINUTES

3.1 June 3, 2025 regular council meeting

149-2025

MOVED by Deputy Mayor Brennan that the June 3, 2025 regular council meeting minutes be accepted as amended.

CARRIED

4. PUBLIC HEARING

4.1 Bylaw 2025-01 - Municipal Development Plan

A public hearing is being held on Bylaw No. 2025-01, being a bylaw to adopt the Municipal Development Plan (MDP) for the Town of Crossfield, in the Province of Alberta pursuant to Section 632 of the Municipal Government Act.

Mayor Harris declared the public hearing for Bylaw 2025-01 open at 7:08 p.m.

Director of Infrastructure and Community Growth Steve Altena presented opening Administrative remarks on Bylaw 2025-01. Becky Soby and Nathan Galan from Urban Systems presented an overview of the proposed actions regarding the MDP bylaw

The Crossfield's current MDP was adopted in 2018 and as directed by Council, Administration has been working with Urban Systems Limited (USL) to update the MDP. Considering Council's direction and public engagement, significant changes are proposed for the MDP.

Concerns were raised regarding the difference between the Area Structure Plan (ASP) and Neighbouring Structure Plan (NSP) and what's the value to the Town.

Beck Soby advised that the difference between an ASP & NSP is that they wanted to make sure we had the suitable level to support an appropriate size of land and ensure there are different levels to help guide development on different sized lands. Director Altena noted that ASP and NSP are both statutory documents that carry the same weight but offer options and flexibility.

Concerns were raised regarding traffic calming and the removal of the word narrow.

Becky Soby noted that with the MDP being a high-level document, its providing the flexibility to provide different ways to entrain and provide traffic calming measures and these are some of the ways, removing the narrow, modified cross sections allows an opportunity for the developer and the Town to have discussion on what each one wants so it is not as descriptive as saying we must have a minimum or maximum width, these would be in engineering specifications or a separate document. Modified cross sections reopen the door and allow flexibility on traffic calming measures.

Clarity question was raised regarding section 4.6.3.12

Becky Soby noted that the intent behind this section is to say that any of the ready developable ready lands, we want to make sure we don't approve any uses, that are going to harm the ability to support a more comprehensive development.

A clarity questions was raised regarding the notice from AlbertaMunis indicating that the province wants to own all school and school sites, including parking lots and sports fields – where that would fall for the Town and which document would this have to be in.

Director Altena noted as this is new information to the Town, and after reading the documentation provided to him, he does not believe that the legislation has passed by the Provincial Government, it may need to be eventually added to the MDP when we start talking about municipal reserve - school designation, ultimately it is a direction not to a developer but the municipality – I assume the process to take MR/MSR would remain the same with a dedication of a new developer of 10%. It would what happens afterwards and the municipal transfer of that to the school board specifically. This will need to be reviewed more and does not need to be included within this MDP.

A clarify questions was raised regarding calculating density and what was the real change in the amendment.

Becky Soby advised that this is an additional piece of information as there was nothing within the document on how to calculate density previously.

Mayor Harris asked three times if there was anyone present who wished to speak in favour of the Bylaw 2025-01. There were no responses.

Mayor Harris asked three times if there was anyone present who wished to speak in opposition to the Bylaw 2025-01. There were no responses.

Mayor Harris closed the public hearing for Bylaw 2025-01 at 8:08 p.m.

150-2025

MOVED by Councillor Gustafson that Council approve the amendments to the Municipal Development Plan as set out in Attachment B.

CARRIED

151-2025

MOVED by Councillor Lambert that Council approve the additional amendments to the Municipal Development Plan as presented on June 17, 2025.

CARRIED

152-2025

MOVED by Deputy Mayor Brennan that Bylaw 2025-01 be given second reading.

CARRIED

153-2025

MOVED by Councillor Fox that Bylaw 2025-01 be given third and final reading.

CARRIED

5. **BYLAWS**

5.1 Bylaw 2025-07 – Public Notification Bylaw

154-2025

MOVED by Councillor Lambert that Council give Public Notification Bylaw 2025-07 first reading and that a public hearing be held on July 15, 2025.

CARRIED

6. **POLICIES**

6.1 Urban Tree Policy C 601-25

155-2025

MOVED by Deputy Mayor Brennan that Council approve Urban Tree Policy C 601-25 as presented.

CARRIED

7. **COUNCILLOR'S BUSINESS**

Mayor Harris

- June 12 – Attended the ABMunis Summer Caucus in Drumheller with Director Nash
- June 13 - Attended the Town Rodeo Breakfast and helped serve pancakes to residents.
- June 14 - Participated in judging the Pete Knight Parade floats and rode on the Council float. Then attended the rodeo and provided opening remarks.
- Continue CAO meetings
- Continue with Mayor Cacus meetings

Deputy Mayor Brennan

- June 14 - Participated in judging the Pete Knight Parade floats and rode on the Council float and attended the rodeo in the afternoon.

Councillor Fox

- June 12-14 – As the President of the Rodeo Society, attended the Pete Knight Days.

Councillor Gustafson

- The upcoming Rocky View Foundation meeting is on June 18.

Councillor Lambert

- June 14 - Participated in judging the Pete Knight Parade floats.

Councillor Vang

- June 14 - Participated in the Pete Knight parade on the Council float.

156-2025

MOVED by Councillor Lambert that Councillor's Business be accepted as presented.

CARRIED

8. ADMINISTRATIVE UPDATE

8.1 Outstanding Items List

157-2025

MOVED by Deputy Mayor Brennan that items 007 Rodeo Grounds Lease Agreement be removed from the Outstanding Items list.

CARRIED

9. ADJOURN

158-2025

MOVED by Councillor Vang that the Council meeting adjourn at 8:31 p.m.

CARRIED

Mayor Harris

Acting Chief Administrative Officer
Russ Nash

Report to Council



Meeting Date: 2025-07-02
Meeting Type: Council Meeting
Prepared By: Steve Altena, Director of Infrastructure and Community Growth
Presented By: Steve Altena, Director of Infrastructure and Community Growth
Subject: Bylaw 2025-01 Municipal Development Plan Bylaw Amendment
Department: Planning & Development

REPORT PURPOSE:

The purpose of this report is to correct a clerical error in Bylaw 2025-01 Town of Crossfield Municipal Development Plan (MDP). Bylaw 2025-01 did not specifically repeal the previous MDP Bylaw 2018-15. Bylaw 2025-09 will add a specific line to Bylaw 2025-01 that repeals the previous MDP bylaw, thereby clearly communicating the intent for the updated MDP to replace the previous one.

RECOMMENDATION:

Administration recommends:

THAT Bylaw 2025-09 be given first reading.

THAT Bylaw 2025-09 be given second reading.

THAT Bylaw 2025-09 be considered for third and final reading with unanimous consent.

THAT Bylaw 2025-09 be given third and final reading.

PREVIOUS COUNCIL DIRECTION:

Bylaw 2025-01 Town of Crossfield Municipal Development Plan was adopted by Council on June 17, 2025.

BACKGROUND:

Bylaw 2025-01 was adopted by Council on June 17, 2025, to implement the Town's updated Municipal Development Plan, however, Administration noted while finalizing the documents that Bylaw 2025-01 did not specifically repeal the previous Municipal Development Plan Bylaw 2018-15.

Administration sought an opinion from the Town's legal counsel on the best course of action to amend Bylaw 2025-01. Counsel advised amending the bylaw pursuant to Section 63 of the *Municipal Government Act* (MGA). This section of the Act allows for a bylaw to be revised to fix technical or clerical errors without having to re-do an advertising and public hearing process.

Pursuant to Section 63 (4) of the MGA, first reading of a bylaw prepared under Section 63 must not receive first reading until after the Chief Administrative Officer has certified in writing that the proposed revisions were prepared in accordance with Section 63. A brief letter certifying Bylaw 2025-09 is included as Attachment C.

COMMUNICATIONS AND ENGAGEMENT:

Section 65 of the MGA allows for a bylaw made in accordance with Section 63 of MGA and the resulting revised bylaw to be deemed to be made in accordance with the requirements of the Act, including any requirements for advertising and public hearings. Therefore, no public notification or public hearing is required to revise Bylaw 2025-01 to correct a clerical error.

ALTERNATIVES/IMPLICATIONS:

Administration does not propose an alternative action for Council to consider.

ATTACHMENTS:

- Attachment A - Bylaw 2025-09
- Attachment B – Bylaw 2025-01 Redline Amendments
- Attachment C – CAO Certification of Bylaw 2025-09

TOWN OF CROSSFIELD
A TEXTUAL AMENDMENT TO BYLAW 2025-01
TOWN OF CROSSFIELD MUNICIPAL DEVELOPMENT PLAN
BYLAW No. 2025-09

Being an amending Bylaw to the Town of Crossfield Municipal Development Plan Bylaw No. 2025-01, in the Province of Alberta pursuant to Section 632 of the Municipal Government Act, Statutes of Alberta, 2000, Chapter M-26, and amendments thereto, every council of a municipality must by bylaw adopt a municipal development plan;

WHEREAS pursuant to Section 632 of the same Act, a municipal development plan shall address the future land use within the municipality; the manner of and the proposals for future development in the municipality; the coordination of land uses, future growth patterns, and other infrastructure with adjacent municipalities if there is no intermunicipal development plan; the provision of transportation systems either generally or specifically within the municipality and in relation to adjacent municipalities; and the provision of municipal services and facilities;

WHEREAS the Chief Administrative Officer has certified in writing that the proposed revisions in this Amending Bylaw was prepared in accordance with section 63 of the Municipal Government Act;

AND WHEREAS the Municipal Council for the Town of Crossfield in the Province of Alberta (hereinafter called the Council") in a duly assembled meeting did pass a resolution authorizing the preparation of a municipal development plan;

NOW THEREFORE the Council, deems it appropriate and duly assembled, hereby enacts as follows:

1. That the title for Bylaw 2025-01 be amended to: Town of Crossfield Municipal Development Plan Revised Bylaw No. 2025-01.
2. That Bylaw 2025-01 be amended to include as an enactment: That Town of Crossfield Bylaw No. 2018-15 and any amendments thereto are repealed in their entirety.
3. This Bylaw comes into full force and effect upon the date of third and final reading.

Given first reading this day of July 2025

Given second reading this day of July 2025.

Given unanimous consent to go to third reading on this day of July 2025.

Given a third and final reading and passed this day of July 2025.

Mayor Harris

Steve Altena
Acting Chief Administrative Officer

TOWN OF CROSSFIELD
MUNICIPAL DEVELOPMENT PLAN
REVISED BYLAW No. 2025-01

Being a Bylaw to Adopt the Municipal Development Plan for the Town of Crossfield, in the Province of Alberta pursuant to Section 632 of the Municipal Government Act, Statutes of Alberta, 2000, Chapter M-26, and amendments thereto, every council of a municipality must by bylaw adopt a municipal development plan;

WHEREAS pursuant to Section 632 of the same Act, a municipal development plan shall address the future land use within the municipality; the manner of and the proposals for future development in the municipality; the coordination of land uses, future growth patterns, and other infrastructure with adjacent municipalities if there is no intermunicipal development plan; the provision of transportation systems either generally or specifically within the municipality and in relation to adjacent municipalities; and the provision of municipal services and facilities;

AND WHEREAS pursuant to Section 632 of the same Act, a municipal development plan may address proposals for the financing and programming of municipal infrastructure; the coordination of municipal programs relating to the physical, social, and economic development of the municipality; environmental matters; the financial resources of the municipality; the economic development of the municipality; and any other matter relating to the physical, social or economic development of the municipality;

AND WHEREAS the Municipal Council for the Town of Crossfield in the Province of Alberta (hereinafter called the Council") in a duly assembled meeting did pass a resolution authorizing the preparation of a municipal development plan;

AND WHEREAS the Council has caused to be prepared by its Administration a draft Municipal Development Plan for Council approval;

NOW THEREFORE the Council, duly assembled, hereby enacts as follows:

1. This Bylaw may be cited as the "Crossfield Municipal Development Plan";
2. The Crossfield Municipal Development Plan, being Schedule "A", as attached to and forming a part of this Bylaw is hereby adopted; and,

3. That Town of Crossfield Bylaw No. 2018-15 and any amendments thereto are repealed in their entirety.

~~3.4.~~ This Bylaw comes into full force and effect upon the date of third and final reading.

Given first reading this 18 day of February 2025

Mayor Harris

Russ Nash
Acting Chief Administrative Officer

Public hearing held the 17 day of June 2025.

Given second reading this 17 day of June 2025.

Given a third and final reading and passed this 17 day of June 2025.

Mayor Harris

Russ Nash
Acting Chief Administrative Officer



June 24, 2025

Council
Town of Crossfield

RE: Chief Administrative Officer (CAO) Certification of Bylaw 2025-09

Dear Council,

Bylaw 2025-01 was adopted by Council on June 17, 2025 to implement the Town's updated Municipal Development Plan, however, Administration noted while finalizing the documents that Bylaw 2025-01 did not specifically repeal the previous Municipal Development Plan Bylaw 2018-15.

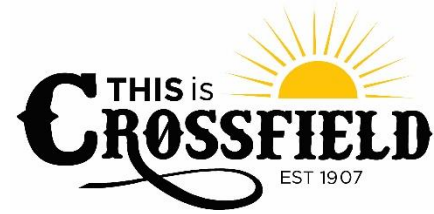
Administration sought an opinion from the Town's legal counsel on the best course of action to amend Bylaw 2025-01. Counsel advised amending the bylaw pursuant to Section 63 of the *Municipal Government Act* (MGA). This section of the Act allows for a bylaw to be revised to fix technical or clerical errors without needing to proceed with an advertising and public hearing process.

Pursuant to Section 63 (4) of the MGA, first reading of a bylaw prepared under Section 63 must not receive first reading until after the Chief Administrative Officer has certified in writing that the proposed revisions were prepared in accordance with Section 63. Please accept this letter as certification that the amending Bylaw 2025-09 has been prepared pursuant to Section 63 of the MGA.

Sincerely,

Steve Altena
Director of Infrastructure and Community Growth
Acting Chief Administrative Officer
403-946-5565
stevea@crossfieldalberta.com

Report to Council



Meeting Date: July 2, 2025
Meeting Type: Regular Council Meeting
Prepared By: Mason Smeby, Accounting Technician
Presented By: Amber Ouellette, CFO
Subject: Investment Policy C 303-25
Department: Finance

REPORT PURPOSE:

The purpose of this report is to provide Council with a recommendation to adopt an updated Investment Policy that establishes a comprehensive framework for managing the Town's financial assets. The attached policy ensures the prudent investment of public funds, prioritizes capital preservation, and supports the Town's long-term financial sustainability through compliant and diversified investment practices.

As part of presenting the updated investment policy, administration is seeking Council's approval to formally rescind the existing policy.

RECOMMENDATION:

THAT Council rescind 2003-06 Investment Policy.

THAT Council approve the C 303-25 Investment Policy.

PREVIOUS COUNCIL DIRECTIONS:

An Investment Policy was previously approved by Council on June 3, 2003; however, it was vague in scope and lacked sufficient detail to guide practical investment decisions. No significant investment strategy was implemented following its approval. This new policy addresses modern financial realities and regulatory requirements.

BACKGROUND:

The Town of Crossfield is responsible for managing a variety of funds, including reserves, unrestricted surpluses, and operating balances. Without a clear and strategic investment framework, these funds have been subject to underutilization. The proposed policy outlines authorized investment types, risk management principles, reporting requirements, and asset allocation strategies, all in alignment with Section 250 of the Municipal Government Act and the Alberta Municipal Investment Regulation (MIR).

This policy supports sustainable growth by maximizing financial resources available to the Town through disciplined investment returns.

ANALYSIS:

Strategic Alignment

- Sustainable Community Growth
- Town Infrastructure
- Parks, Recreation & Beautification
- Social Development & Emergency Services
- Communications & Public Relations

Economic Impact

The policy enables the Town to earn, secure a competitive investment income from funds that would otherwise remain idle, strengthening long-term financial capacity. Ensuring the policy is reflective of current regulatory requirements and in alignment with best practices, provides Council and the public with assurance that when the Town is investing, it is within the context of a modern, policy framework as approved by Council.

Social Impact

Improved financial capacity supports greater investment in community infrastructure, programming, and services, indirectly enhancing quality of life.

Relevant Statutes / Master Plans / Town Documents

- *Municipal Government Act* (Alberta), Section 250
- Alberta Municipal Investment Regulation (MIR)

Risks

- **Market Risk:** Mitigated through a diversified portfolio and strong compliance measures.
- **Liquidity Risk:** Addressed through defined allocation limits and short-term investment thresholds.
- **Oversight Risk:** Reduced through clear roles, monthly reporting, and quarterly reviews.

COMMUNICATIONS AND ENGAGEMENT:

The policy was developed by Administration with reference to current municipal best practices, including a review of policies from peer municipalities. Internal review was conducted with the Finance

Department and the CAO to ensure alignment with operational realities. Select independent investment firms were also engaged in the development of the policy.

FINANCIAL IMPLICATIONS:

There is no immediate cost associated with implementing the policy. Over time, returns generated from strategic investments will enhance the Town's financial position and contribute to non-tax generated revenue. The policy also introduces transparent reporting requirements to Council on investment performance.

ALTERNATIVES/IMPLICATIONS:

- **Approve the policy as presented** – enables timely and responsible management of investment-ready funds.
- **Request revisions to the policy** – may delay implementation and reduce alignment with best practices.

ATTACHMENTS:

C 303-25 Investment Policy



INVESTMENT POLICY DRAFT

Council Policy
C 303-25

Administered By:	Finance	Policy No:	C 303-25
Approval Date:	July 2, 2025	Effective Date:	July 2, 2025
Approved By:	Council	Resolution No.:	
Review Date:	June 2028		
References:	<i>Municipal Government Act</i> , RSA 2000, c.M-26, Section 250 Municipal Investment Regulation, Alberta Regulation 149/2022		

Purpose

The Town of Crossfield is committed to responsible financial management by investing public funds prudently, ensuring capital preservation, optimizing returns, and maintaining an appropriate level of risk. Investments will comply with all applicable laws, regulations, and municipal policies while supporting the Town's short and long-term financial stability and strategic goals.

Scope

This investment policy applies to all financial assets of the Town of Crossfield, including cash, Short-Term, and Long-Term Investments. Funds will be managed in alignment with operating needs and Investment objectives. It applies to all employees involved in Investment management.

1.0 DEFINITIONS

- 1.1 **Asset Allocation** – Dividing investments among different asset types (e.g., bonds, cash) to balance risk and return.
- 1.2 **Asset Backed Securities** – A financial security backed by a pool of assets, such as loans, leases, or receivables.
- 1.3 **Bond** – A loan to a corporation or government that pays interest and repays principal at maturity.
- 1.4 **Credit Rating** - An assessment of a borrower's ability to repay debt.
- 1.5 **Diversification** - A strategy that spreads investments across different types of assets to reduce risk. It helps protect the portfolio if one investment performs poorly.
- 1.6 **Index** – A standardized measure of performance of a specific group of securities, typically used as a benchmark to evaluate the performance on an investment portfolio.
- 1.7 **Investment** - The commitment of municipal funds into authorized financial instruments or securities with the expectation of earning a return while safeguarding capital. For the purposes of this policy, investments must comply with the *Municipal Government Act* (MGA), RSA 2000, c M-26, and the Municipal Investment Regulation, Alberta Reg 149/2022, and include only those instruments permitted under applicable legislation.
- 1.8 **Investment Manager** - A professional engaged by the municipality to provide independent, professional advice and recommendations on the management of the municipality's investment portfolio.
- 1.9 **Liquidity** - How quickly can an investment be converted to cash without losing value.
- 1.10 **Long-Term Investment** - An investment held for more than one years by less than 10.
- 1.11 **Market Value** - The current price of a security.
- 1.12 **Maturity** - The date an investment's principal must be repaid.
- 1.13 **Money Market** - A market for short-term debt securities (e.g., treasury bills).

- 1.14 **Portfolio** - A collection of investments.
- 1.15 **Prudent Person Rule** - A standard, ensuring that investments are made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs.
- 1.16 **Rate of Return** - The percentage change in an investment's value, including interest and dividends.
- 1.17 **Securities** - Tradable financial assets, such as GICs and bonds.
- 1.18 **Short-Term Investment** - An investment held for less than one year.
- 1.19 **Town** - Refers to the Town of Crossfield, a municipal Corporation of the Province of Alberta.

2.0 GUIDING PRINCIPLES

Compliance with Regulations

- 2.1 The Town will ensure that all investments purchased and owned by the Town are compliant with the *Municipal Government Act*, RSA 2000, c.M-26 (Section 250) and its associated regulations and shall adhere to municipal policies, procedures, and applicable laws to ensure transparency and accountability.

Capital Preservation

- 2.2 The primary objective is to safeguard principal investments while balancing economic opportunities that align with the Town's long and short-term growth strategy.
- 2.3 Investments in the portfolio will ensure capital preservation and adhere to the following credit quality restrictions:

Credit Rating Category	Minimum Investment Amount	Maximum Investment Amount
"AA" or higher	25%	100%
"A"	0%	75%
"BBB" or lower	0%	0%

- 2.4 Investments rated below “A-” or equivalent at the time of purchase are not permitted. If a security’s rating falls below “A-” after the time of purchase, it shall be removed from the portfolio as soon as practical.
- 2.5 A bond rating is a grade given to a Bond that indicates its credit quality. Private, independent rating services such as Standard & Poor’s (S&P) and Dominion Bond Rating Services (DBRS) provide evaluations of a bond issuer’s financial strength, or its ability to pay a Bond’s principal and interest in a timely fashion.

Competitive Returns

- 2.6 The Investment Portfolio shall be designed with the objective of attaining a market Rate of Return subject to safety, sufficient liquidity and the Town’s financial obligations.

Risk Management & Diversification

- 2.7 Investments shall be structured to minimize risk through prudent Diversification, Asset Allocation strategies, and clearly defined Investment restrictions.
- 2.8 The following constraints shall apply to the Investment portfolio. All percentages used below are based on Market Value at the time of purchase:
 - 2.8.1 No more than 25% of the total portfolio shall be invested in a single security.
 - 2.8.2 Not more than 35% of Long-Term Investments shall be invested in any single issuer.
 - 2.8.3 Not more than 35% of Short-Term Investments shall be invested in any single issuer.
 - 2.8.4 In the event the Portfolio becomes non-compliant due to market fluctuations or the natural Maturity of Investments, compliance shall be assessed based on the Portfolio composition at the time of purchase.
 - 2.8.5 Cash balances held within the Town’s operating bank accounts are excluded from Diversification limits and issuer constraints outlined in this policy.

Authorized Investments

- 2.9 To mitigate risk, the Town invests only in the Securities which are Authorized Investments as defined and described by sections 250(1) and (2)(a)-(d) of the *Municipal Government Act*, RSA 2000, c.M-26 (as amended).
- 2.10 Authorized Investments shall not include Asset Backed Securities or similar instruments whereby the underlying collateral for the security may include assets such as car loans, mortgages, lines of credit, credit card receivables and/or collateralized debt obligations, whether the security is sponsored by an eligible issuer.

Prudent Financial Stewardship

- 2.11 The standard of care to be used by officers and employees involved in the Investment process, shall be the “Prudent Person” standard and shall be applied in the context of managing an overall Portfolio. Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.
- 2.12 Those persons acting in accordance with this Investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and the Liquidity and the sale of Securities are carried out in accordance with the terms of this policy.

Liquidity

- 2.13 The Investment Portfolio shall be maintained with sufficient Liquidity to enable the Town to meet both anticipated and unforeseen cash flow requirements. A portion of the Portfolio shall be invested in Securities or instruments that can be converted to cash within a short timeframe and with minimal risk to principal.
- 2.14 For the purpose of this policy, Liquidity is defined as the ability to convert an Investment into cash within a reasonable period—generally within 30 days—with minimal loss of principal or accrued interest, and with consideration of any associated transaction costs.

Ongoing Monitoring & Adaptability

- 2.15 Investment performance shall be monitored through regular reviews conducted by the CAO or designate, in consultation with the Investment Manager as needed. Summary investment information shall be shared quarterly, ensuring alignment with the Town's economic goals and ongoing compliance with this Policy. In addition, an in-depth annual meeting between the Investment Manager and the CAO or designate shall be held to review overall performance, market conditions, policy compliance, and any strategic adjustments required.
- 2.16 The Town auditor shall audit and ensure the Investment Portfolio meets all the requirements set forth in this Investment policy during the year-end audit process.

Safekeeping and Custody

- 2.17 All Investments may be held by a third-party Investment Manager. They shall provide monthly reporting for each account indicating all Investment activity, book value of the holdings, month end Market Values, and income earned by the Investments.

Accountability and Transparency

- 2.18 Investment performance shall be reported to Council on a quarterly basis through the Town's quarterly corporate reporting process, providing a summary of portfolio performance, compliance with the Investment Policy, and any material deviations or emerging risks.
- 2.19 Investments shall be accounted for in accordance with the Public Sector Accounting Board (PSAB).

3.0 AUTHORITY

- 3.1 The Town's Investment program is subject to the following:
- a) Section 250 of the *Municipal Government Act* and associated regulations
 - b) Town Council resolutions and bylaws
- 3.2 Town Council approve, by resolution, the Investment Policy as may be amended from time to time.

- 3.3 Management responsibility for the Investment program is hereby delegated to the Chief Administrative Officer (CAO), who may further delegate to the Chief Financial Officer (CFO).
- 3.4 The CFO in conjunction with the Investment Manager(s) shall be responsible for all transactions undertaken and shall establish a system of controls to regulate their approval.
- 3.5 No person may engage in an Investment transaction on behalf of the Town except as provided under the terms of this policy.

4.0 ETHICS AND CONFLICT OF INTEREST

- 4.1 Officers, employees, and persons involved in the Investment process shall refrain from personal business activity that could conflict with the proper execution of their responsibilities, or which could impair their ability to make impartial Investment decisions.
- 4.2 Officers and employees shall disclose to the CAO any material interests in financial institutions with which they conduct business.
- 4.3 Officers and employees shall disclose any personal/financial Investments positions that could be related to the performance of the Investment Portfolio.
- 4.4 Officers and employees shall not undertake personal Investment transactions with the same individual with whom business is conducted on behalf of the Town.
- 4.5 Strict adherence to the Chartered Financial Analyst (CFA) Institute Code of Ethics and Standards of Professional Conduct and the CFA Institute Asset Manager Code of Professional Conduct.

5.0 POLICY REVIEW

- 5.1 This policy is to be reviewed the sooner of four years or at the time a new third-party Investment Manager is chosen to manage the Investment Portfolio.

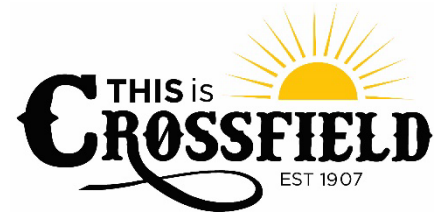
APPENDICES

Appendix A – Credit Rating Comparison Chart

CREDIT QUALITY	STANDARD & POOR'S		DOMINION BOND RATING SERVICES	
	Long-Term	Short-Term	Long-Term	Short-Term
Very Good	AAA	A-1+	AAA	R-1 (high)
	AA+		AA (high)	
	AA		AA	R-1 (mid)
	AA-		AA (low)	
Good	A+	A	A (high)	R-1 (low)
	A		A	
	A-		A (low)	
Neutral*	BBB+	A-2	BBB (high)	R-2 (high)
	BBB		BBB	R-2 (mid)
	BBB-	A-3	BBB (low)	R-2 (low)
Bad	BB+	B	BB (high)	R-3
	BB		BB	R-4
	BB-		BB (low)	
	B+		B (high)	
	B		B	R-5
	B-		B (low)	
Very Bad	CCC+	C	CCC+	R-5
	CCC		CCC	
	CCC-		CCC-	
	CC		CC	
	C		C	

*Neutral – ratings in this category are considered “Investment Grade”

Report to Council



Meeting Date: July 2, 2025
Meeting Type: Regular Council Meeting
Prepared By: Amber Ouellette, CFO
Presented By: Amber Ouellette, CFO
Subject: 2026 Budget Guidelines
Department: Finance

REPORT PURPOSE:

The purpose of this report is to act as a pause-point with Council in advance of administration developing the 2026 operating and capital budgets. The goal is to confirm guidelines and principles to ensure the budget prepared is in-line with Council's expectations. This report is meant to complement existing Annual Budget Policy 2023-06.

RECOMMENDATION:

THAT the 2026 Operating and Capital Budgets, the 2027-2029 Operating Forecast, and the 2027-2035 Capital Forecast be prepared in accordance with the following principles:

- Sustain existing service levels
- Review and recommend adjustments to service fees and rates as necessary
- Investment in infrastructure with a focus on asset management principles
- Transparency
- Identify and incorporate efficiencies
- Long-term financial sustainability

Other considerations that will inform the budget development process include:

- Assessment growth
- Impact on inflation and tariffs
- Provincial grant funding

PREVIOUS COUNCIL DIRECTIONS:

Council has most recently approved the Annual Budget Policy 2023-06 in 2023. The Annual Budget Policy provides direction and guiding principles to support budget development.

BACKGROUND:

Annually, the operating and capital budgets and forecasts are prepared following a similar preparation, review, approval, and communication process. Underlying assumptions are used to determine the

operating and capital budgets, and forecasts are reviewed, analyzed, and updated with the most current and relevant information available. The budget is then presented to Council for review and deliberation, following which, recommendations are presented to Council at a subsequent meeting for final approval.

Administration will prepare the 2026 budgets and forecasts following the guiding principles and other considerations outlined in this report, consistent with Annual Budget Policy 2023-06, or as amended by Council.

Operating and Capital Budgets

Through the operating and capital budgets and forecasts, Council establishes the Town's priorities for the upcoming year(s). Administration is seeking Council's direction regarding the preparation of the 2026 Operating and Capital Budget, the 2027-2029 Operating Forecast, and the 2027-2035 Capital Forecast.

The budget is a financial plan which provides guidelines and direction to staff for the allocation of resources and the provision of services. The annual budget provides Administration with the authority to collect budgeted revenues and spend budgeted expenditures. Both components of the budget are developed in alignment with Council's strategic goals.

- The Operating Budget relates to day-to-day operations and the delivery of set service levels, and is a key tool used to achieve the municipalities priorities; it allocates financial resources among departments as a means to implement business plans and achieve Council's strategic goals.
- The Capital Budget relates to capital equipment and infrastructure and is utilized to provide services and ensure the long-term sustainability of the Town.

Three-Year Operating and Ten-Year Capital Forecasts

The three-year operating forecast and ten-year capital forecasts are tools which are developed in conjunction with the annual budget. The forecasts provide an outlook of future plans, but do not provide approval for financial resources to be utilized.

Annual Budget Policy 2023-06

In 2023, Council approved the Annual Budget Policy 2023-06, which sets out high-level principles and guidelines for developing the annual budgets. The policy supports the effective delivery of services to residents and promotes accountability in the responsible management of public funds. It incorporates a balanced budget approach and adopts a multi-year perspective for capital budgeting. Notably, the capital planning horizon has been extended from 5 years to 10 years. In addition, Administration will continue to follow the planned progression of the tax rate split between residential and non-residential properties, aligning it with the greater of 1.4 times the single-family residential rate or the average prior-year split among comparator municipalities.

Guiding Principles

Sustain Existing Service Levels

Council sets service levels for Administration to implement and maintain. When developing budgets and forecasts, Administration plans to maintain existing service levels within operating expenses. If adjustments are to be made to service levels, they are presented to Council for discussion and direction to Administration.

Review and Recommend Adjustments to Service Fees and Rates as Necessary

Service fees and rates are a secondary revenue source for the Town. During the budget process, Administration reviews existing service fees and rates to recommend potential adjustments as needed. This process includes reviewing the rates for comparable municipalities, cost recovery rates, and recommended changes to service levels. The Fees and Rates Bylaw will come to Council for approval in conjunction with budget approval.

Investment in Infrastructure with a Focus on Asset Management Principles

Administration remains committed to investing in infrastructure as a key priority to support long-term service delivery. This includes a strategic focus on increasing transfers to reserves to ensure financial sustainability and to provide stable funding for future capital needs. Emphasis continues to be placed on renewing aging infrastructure and maintaining the overall health of municipal infrastructure systems, helping to extend asset life, reduce future costs, and meet the evolving needs of residents and businesses.

Transparency

Administration is committed to ensuring that residents have a clear understanding of how public funds are allocated and how budget decisions are made. This commitment is reflected in the publication of a comprehensive and accessible budget book, the hosting of a public open house, and ongoing opportunities for citizen engagement—such as the annual budget survey. These efforts support informed dialogue, build public trust, and ensure the budget reflects the priorities and values of the community.

Identify and Incorporate Efficiencies

Administration is committed to responsible fiscal management by continually reviewing operations to find cost-effective ways to deliver services. By prioritizing internal efficiencies, the goal is to manage expenditures prudently and reduce the reliance on additional revenue requirements, ensuring value for taxpayers while maintaining service quality.

Long-term Financial Sustainability

Administration recognizes that achieving long-term financial sustainability requires not only prudent fiscal planning but also addressing current gaps in human and technological resources that support effective service delivery. As part of this commitment, work is underway to develop a robust financial reserve strategy that will strengthen the Town's ability to respond to future needs, manage risk, and invest in infrastructure and service capacity over time. This approach ensures that budget decisions made today support the financial health and resilience of the organization well into the future.

Other Considerations

Assessment Growth

Based on historical trends and the current high volume of permitting activity, Administration is projecting assessment growth of approximately 4%. This assumption will be reviewed and confirmed with the Town's assessor in late Q3. The 2026 live assessment growth figures will be incorporated into the finalized budget as part of the spring budget adjustments and will directly inform the calculation of the 2026 property tax rates.

Impact of Inflation and Tariffs

Inflation has been considerable in recent years, and Administration has worked diligently to manage the budget in a way that minimizes its effect on required revenues. More recently, tariffs have emerged as an additional factor driving up the cost of goods. While Administration will continue efforts to reduce the impact of both inflation and tariffs on the Operating and Capital Budgets, it is recognized that some budget areas will be unavoidably affected.

Provincial Funding

Administration will operate under the assumption that provincial operating grants will remain at current levels. This includes maintaining funding levels for key programs such as Family and Community Support Services (FCSS). However, it is noted that the FCSS operating grant is scheduled for renewal later this year, and any changes to this funding will be addressed as more information becomes available.

Budget Process

The planned process of the budget includes the following steps prior to presentation to Council:

- Input of budget information for operating and capital budgets and forecasts by departments
- Initial review of operating budgets and forecasts by directors
- Compilation and review of the budget and forecasts by finance
- Review of the compiled budget and forecasts by senior leadership

The planned process for presenting the budget to Council includes:

- Draft budget book will be presented to Council during the first week of November
- Operating budget deliberation will take place on November 19th
- Capital budget deliberation will take place on November 20th
- Presentation of the final proposed budget for Council adoption will occur at the December 2nd regular Council meeting

ANALYSIS:

Strategic Alignment

- Sustainable Community Growth
- Town Infrastructure
- Parks, Recreation & Beautification
- Social Development & Emergency Services
- Communications & Public Relations

Relevant Statutes / Master Plans / Town Documents

The Town is required under the *Municipal Government Act* (MGA) to approve both an operating and capital budget which are balanced and fully funded.

The Town is required under the MGA to prepare three-year operating and five-year capital forecasts, and for those forecasts to be adopted by Council annually.

COMMUNICATIONS AND ENGAGEMENT:

Internal communications of Council approved guiding principles and budget development considerations will be communicated to staff to ensure the 2026 budget process is prepared consistently by all staff.

FINANCIAL IMPLICATIONS:

This report has no direct financial implications.

ALTERNATIVES/IMPLICATIONS:

1. Adopt the 2026 Budget Guidelines as presented.
2. Recommend adjustments to the 2026 Budget Guidelines.

Report to Council



Meeting Date: 2025-07-02
Meeting Type: Council Meeting
Prepared By: Steve Altena, Director of Infrastructure and Community Growth
Presented By: Steve Altena, Director of Infrastructure and Community Growth
Subject: Alberta Environment and Protected Areas – Letter of Authorization
Department: Water & Wastewater

REPORT PURPOSE:

The purpose of this report is to seek Council’s direction to seek a Letter of Authorization from Alberta Environment and Protected Areas (EPA). One of the treated effluent disposal options currently being considered by the Town is securing approval for additional or seasonal continuous discharges to Nose Creek by improving effluent quality through the use of a bio-filter wetland system, also known as a polishing pond. EPA has expressed support to consider the polishing pond as a pilot project should the Town proceed with evaluating the technology. Both EPA and the Town’s engineer, Magna Engineering, recommend that the Town seek a Letter of Authorization to expedite the regulatory approval process to authorize a pilot project.

RECOMMENDATION:

Administration recommends:

THAT Council direct Administration seek a Letter of Authorization from Alberta Environment and Protected Areas to support the development of a treated effluent disposal option that would allow for seasonally additional or continuous discharges to Nose Creek.

PREVIOUS COUNCIL DIRECTION:

The Council approved 2025 budget includes the development of an interim effluent disposal strategy to increase the Town’s capacity to manage its wastewater.

BACKGROUND:

Securing approval for additional or seasonal continuous discharge to Nose Creek through implementation of a bio-filter wetland system (polishing pond) is expected to provide wastewater capacity for the equivalent of an additional 890 homes (approximately 1,800 more residents).

The use of a polishing pond for wastewater would be new in Alberta and therefore would be considered a pilot project. Administration believes this is a worthwhile option to pursue, offering a cost effective way to significantly increase treated effluent disposal capacity. The improved effluent quality would also support the Town’s ongoing irrigation operations and any future irrigation plans.

Seeking a Letter of Authorization is the first step in an application for a pilot project, and be granted authorization provides approval to commence the design. The proposal is currently for the pilot project to run for 3 years until 2028, after which final reporting and approval would be sought from EPA. During the pilot period EPA will be assessing the outcomes of the project to create a similar process for other communities if appropriate. At the end of the pilot, the infrastructure will remain in operation for the Town, and may or may not be adopted for wider application by the province.

ANALYSIS:

- Sustainable Community Growth
- Town Infrastructure
- Parks, Recreation & Beautification
- Social Development & Emergency Services
- Communications & Public Relations

COMMUNICATIONS AND ENGAGEMENT:

The Town should conduct engagement with regional municipal partners such as the City of Airdrie, Rocky View County and the City of Calgary to inform and generate support for pursuing additional treated effluent discharges to Nose Creek.

FINANCIAL IMPLICATIONS:

There are no financial implications at this time, the Letter of Authorization is simply the first step in an application and approval to commence design. The bio-filter wetland system is expected to cost \$5M based on Magna Engineering's March 2025 report. A more detailed assessment of the system is currently underway. Budget to design and construct a bio-filter wetland system will be presented to Council during the 2026 budget deliberations.

Administration applied for the Canada Housing Infrastructure Fund (CHIF) grant in March 2025 and will apply for the Alberta Water/Wastewater Partnership Grant in the near future. Each of these grants individually will cover close to 50% of the project costs.

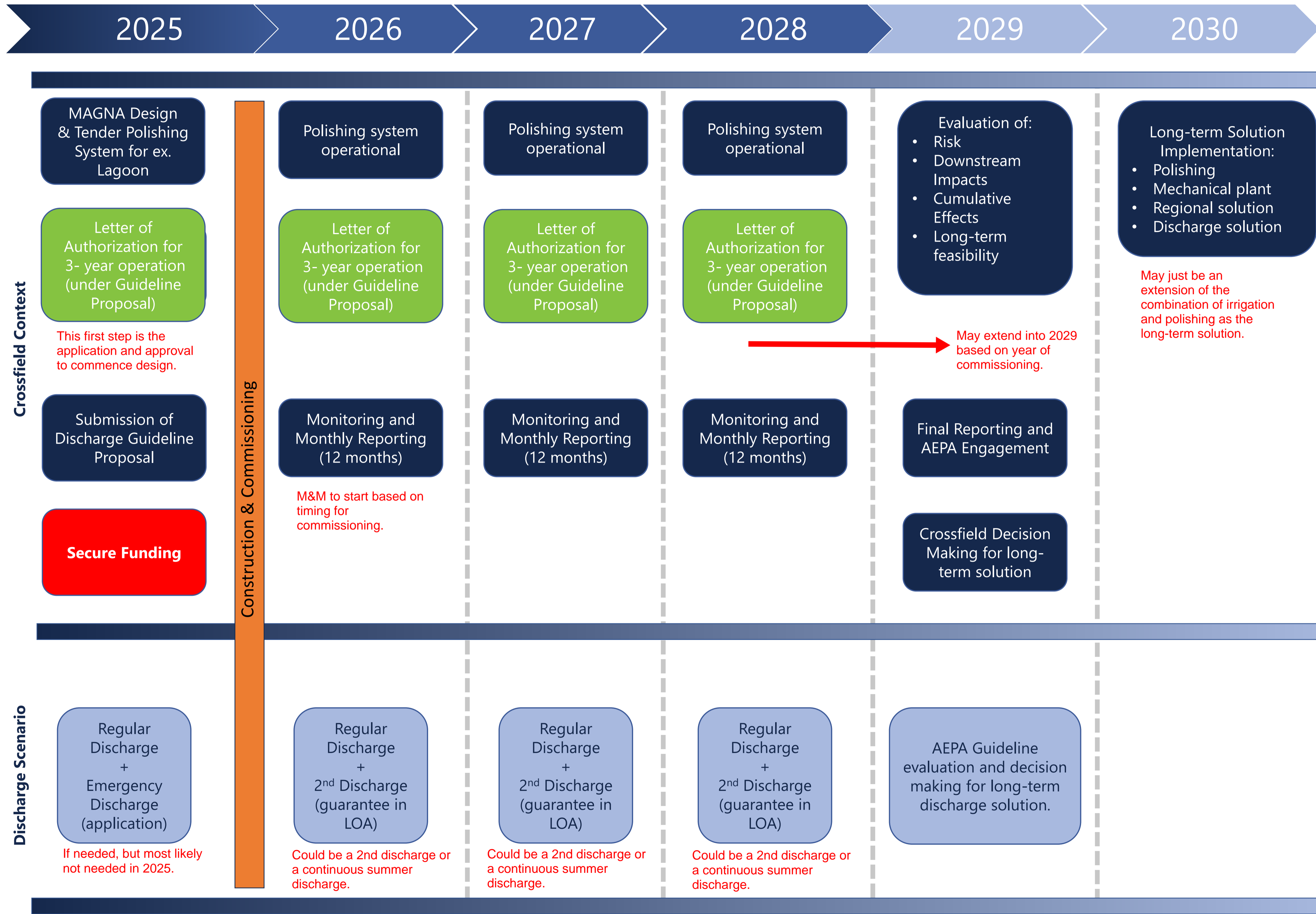
ALTERNATIVES/IMPLICATIONS:

Administration does not propose an alternative action for Council to consider.

ATTACHMENTS:

Attachment A – Regulatory Pathway

Regulatory Pathway: Crossfield Lagoon Polishing



Construction & Commissioning

Outstanding Action List

#	Meeting Date	Motion #	Topic / Direction	Assigned To	Due Date	Status	Status Details
067							
066							
065							
064	June 17, 2025	<i>No Motion</i>	Urban Tree Policy - Follow up with legal	Russ Nash	Q3-2025	IN PROGRESS	Administration to obtain legal opinion on root invasion from private property to public property and responsibility
061	May 6, 2025	111-2025	Bike Park and Pump Track	Kimber Olsen Russ Nash	Q2-2026	IN PROGRESS	Administration proceeding with the review and issuance of the RFP – RFP to include options for lighting and paving.
050	Feb 18, 2025	033-2025	Bylaw 2025-01 – Municipal Development Plan	Steve Altena	Q2 2025	COMPLETED	First reading given Feb 18 with public engagement - open house on March 26/25. Public Hearing scheduled for June 17/25.
041	Dec 3, 2024	<i>No Motion</i>	Limit Ave Speed Change – change speed limit from 50 km/h to 30 km/h.	Lindsey Nash	Q3 2025	IN PROGRESS	Dec 24/24 - Administration sent a to Alberta Transportation and Economic Corridors – waiting for response.
034	July 2, 2024	134-2024	Offer to Purchase – Additional information required with respect to the Offer to Purchase	Steven Altena Lindsey Nash	Q2 2025	IN PROGRESS	Administration to follow with Environmental company to interpret all environmental reports recorded on file to have a clear understanding of data. A report will be brought forward to a future council meeting in Q2 during the Land inventory discussion.
026	Feb 20, 2024	028-2024	Snow Removal & Ice Control Program – program review	Steve Altena/ Murray Pollock	Q3 2025	IN PROGRESS	Administration is completing a program review and working on proposed recommendations.
024	Jan 16, 2024	<i>No Motion</i>	Tax Sale Lands - 1316 Railway Street & 1318 Railway Street - Proposed Use of contaminated lands	Kinza Barney/ Lindsey Nash	Q3 2025	IN PROGRESS	Administration has signed an agreement for the completion of a Phase 2 environmental assessment on the property starting in middle of June.
004	April 4, 2023	<i>No Motion</i>	Town-Owned Lands – Discussion on future use - Administration to prepare a list of town lands and provide options for what those lands could be used for. The intent being to review town owned lands that are not currently active properties and come up with a plan.	Lindsey Nash	Q3 2025	IN PROGRESS	A detailed list of town owned land/properties has been completed and presented to Council. Administration will bring forward an updated Land Inventory outlining appraised costs on Town lands for Council's consideration on future plans for the properties. Phase 2 quotes are in progress.
002	April 19, 2022	129-2022	Town Office Development – Exploration of potential options for a Town Administrative Building	Kinza Barney/ Sub-committee	Q3 2026	IN PROGRESS	A sub-committee has been formed appointing the CAO, Russ Nash. Exploration of further options and required funding strategies to be identified in 2024.