



Town of Crossfield
AGENDA
Regular Council Meeting
Tuesday, November 04, 2025 06:00 PM

1. CALL TO ORDER

2. LAND ACKNOWLEDGEMENT

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.

3. AGENDA

3.1 November 4 2025 Agenda

4. MINUTES

4.1 October 7 2025 regular council meeting Page 3

4.2 October 28 2025 organizational meeting minutes Page 9

5. ACTIONS AND DECISIONS

5.1 Crossfield & District Recreation Board Appointment Page 15

5.2 Municipal Planning Commission Board Appointment Page 21

5.3 Deputy Mayor Rotation Schedule Page 22

6. COUNCILLOR'S BUSINESS

Mayor Harris

Deputy Mayor Gustafson

Councillor Benson
Councillor Brennon
Councillor Cosh
Councillor Knight
Councillor Nielsen

7. ADMINISTRATIVE UPDATE

- | | | |
|-----|--------------------------|---------|
| 7.1 | Q3 Operational Report | Page 23 |
| 7.2 | Budget Book Introduction | Page 77 |
| 7.3 | Outstanding Items List | Page 80 |

8. ADJORN



**Regular Council Meeting
Minutes**

Tuesday, October 07, 2025

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

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

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

1. CALL TO ORDER

Mayor Harris called the council meeting to order at 7:00 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 October 7, 2025 Agenda

227-2025

MOVED by Councillor Vang that the October 7, 2025, agenda be accepted as prepared.

CARRIED

3. MINUTES

3.1 September 16, 2025 meeting minutes

228-2025

MOVED by Deputy Mayor Brennan that the September 16, 2025 meeting minutes be accepted as prepared.

CARRIED

4. PUBLIC HEARING

4.1 Bylaw 2025-13 - Direct Control District (DC-2) Amendments

229-2025

MOVED by Councillor Lambert that Bylaw 2025-13 being an amending Bylaw to Direct Control District (DC-2) Bylaw 2018-05 be given first reading.

CARRIED

Mayor Harris called a council recess at 7:50 p.m. Council returned to the meeting at 7:55 p.m.

230-2025

MOVED by Councillor Knight that the following be added as a regulation to Section 8.0 Special Considerations:

- Any use, or activity that has the potential to generate odours beyond the property boundary shall prepare and implement an Odour Management Plan to the satisfaction of the Development Authority.

The Odour Management Plan shall:

- Identify potential sources of odour associated with the proposed development or operation.
- Outline mitigation measures and best management practices to minimize odour impacts on surrounding properties and public spaces.
- Include monitoring and response procedures for odour complaints.
- Demonstrate compliance with all applicable provincial and federal environmental regulations.

CARRIED

231-2025

MOVED by Councillor Knight that Bylaw 2025-13 being an amending Bylaw to Direct Control District (DC-2) Bylaw 2018-05 be brought forward for second reading as amended.

CARRIED

232-2025

MOVED by Deputy Mayor Brennan that Bylaw 2025-13 being an amending Bylaw to Direct Control District (DC-2) Bylaw 2018-05 be brought forward for third reading as amended with unanimous consent.

CARRIED

233-2025

MOVED by Councillor Gustafson that Bylaw 2025-13 being an amending Bylaw to Direct Control District (DC-2) Bylaw 2018-05 be brought forward for third and final reading as amended.

CARRIED

5. DELEGATION

- 5.1 Fire Services - Community Risk Assessment Presentation Isaac Comandante - BEHR Integrated Solutions

234-2025

MOVED by Deputy Mayor Brennan that Council accept the Community Risk Assessment for information, as presented.

CARRIED

6. ACTIONS AND DECISIONS

- 6.1 Franchise Fees

235-2025

MOVED by Deputy Mayor Brennan that the Town of Crossfield increase the natural gas franchise fee from 20% to 25% effective January 1, 2026.

IN FAVOUR
Mayor Harris
Deputy Mayor Brennan
Councillor Fox
Councillor Lambert

OPPOSED
Councillor Gustafson
Councillor Knight
Councillor Vang

CARRIED (4 to 3)

236-2025

MOVED by Councillor Lambert that notice be given to ATCO Gas and Pipeline Ltd. no later than November 1, 2025.

IN FAVOUR
Mayor Harris
Deputy Mayor Brennan
Councillor Fox
Councillor Lambert

OPPOSED
Councillor Gustafson
Councillor Knight
Councillor Vang

CARRIED (4 to 3)

237-2025

MOVED by Deputy Mayor Brennan that Administration execute and complete all required documentation and advertising requirements to enable consideration of approval by the Alberta Utilities Commission (AUC).

IN FAVOUR
Mayor Harris
Deputy Mayor Brennan
Councillor Fox
Councillor Lambert

OPPOSED
Councillor Gustafson
Councillor Knight
Councillor Vang

CARRIED (4 to 3)

6.2 Offsite Levy Reallocation

238-2025

MOVED by Councillor Fox that Council approve the reallocation of \$1,626,899.21 Offsite Levy balance to deferred revenue to align the Town's reserve reporting with the PS3400 Revenue accounting standard; and, that Council approve the reallocation of \$990,776.33 Offsite Levy balance to the Capital Project – New Capital Reserve.

CARRIED

6.3 Crossfield Recreation Board Re-appointment

239-2025

MOVED by Councillor Fox that council reappoint Breanna Dunlop to the Crossfield & District Recreation Board for a 3-year term, expiring October 2028.

CARRIED

6.4 Municipal Enforcement Unit Policy, Bylaw & Plans Summary

240-2025

MOVED by Councillor Vang that Council accept the summary of municipal enforcement bylaws, policies and plans as information and direct administration to report back on the resource requirements to complete a community policing plan.

CARRIED

6.5 Snow and Ice Control - Comparator Survey Results and Program Changes

241-2025

MOVED by Councillor Knight that Council accept the Snow and Ice Control Comparator Survey for information and that Council direct Administration to include the following in the 2026 budget for further deliberation to improve snow and ice control operations:

- a. **Staff Operations for 10 hours per day and 5 days a week following a snow event and hire an additional driver and truck to expedite snow removal.**
- b. **Increase usage of sand/salt mixture to improve ice control.**

CARRIED

7. COUNCILLOR'S BUSINESS

Mayor Harris

- Oct. 4 – Attended the Crossfield Fall Farmers Market
- Sept. 30 & Oct. 1 – Attended the Mayor & Councillor Election Candidates Forums
- Continue to attend regular Mid-Sized Town's Mayor Caucus meetings
- Continuing my regular CAO meetings
- Continue to meet with residents and answer questions from residents
- Mayor Harris noted that this was the final Council meeting of the current term. The Mayor expressed appreciation to Council members for their dedication and hard work over the past four years. Best wishes were extended to those seeking re-election, and sincere thanks were offered to Councillors Lambert and Fox for their service and contributions. The Mayor remarked that it has been a pleasure working with all members of Council.

Deputy Mayor Brennan

- Sept. 30 & Oct. 1 – Attended the Mayor & Councillor Election Candidates Forums

Councillor Fox

- Sept. 30 & Oct. 1 – Attended the Mayor & Councillor Election Candidates Forums

Councillor Gustafson

- Oct. 1 – Attended the Councillor Election Candidates Forums

Councillor Knight

- Oct. 1 – Attended the Councillor Election Candidates Forums
- Oct. 4 - Attended the Crossfield Fall Farmers Market
- Last two weeks, have been attending The Mountain View Regional Water Services Commission meetings
- Councillor Knight thanked all members of Council for their time and teamwork, stating it had been a great experience working together.

Councillor Lambert

- Sept. 30 & Oct. 1 – Attended the Mayor & Councillor Election Candidates Forums
- Oct.3 - Attended a Municipal Planning Commission meeting with another upcoming meeting on Oct. 9.

Councillor Vang

- Sept. 30 & Oct. 1 – Attended the Mayor & Councillor Election Candidates Forums
- Oct. 4 – Attended the Crossfield Fall Farmers Market

242-2025

MOVED by Councillor Knight that Councillor’s Business be accepted as presented.

CARRIED

8. ADMINISTRATIVE UPDATE

8.1 Monthly Administrative Update

243-2025

MOVED by Councillor Lambert that the Administrative Update be accepted as presented.

CARRIED

8.2 Outstanding Items List

244-2025

MOVED by Deputy Mayor Brennan that the Outstanding Items list be accepted as presented.

CARRIED

9. ADJOURN

245-2025

MOVED by Councillor Fox that the Council meeting adjourn at 9:29 p.m.

CARRIED

Mayor Harris

Kinza Barney, Chief Administrative Officer



Council Organizational Meeting Minutes

Tuesday, October 28, 2025

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

PRESENT: Mayor Harris
Deputy Mayor Gustafson
Councillor Benson
Councillor Brennan
Councillor Cosh
Councillor Knight
Councillor Nielsen

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

1. CALL TO ORDER

Chief Administrative Officer Barney called the meeting to order at 6:02 p.m.

2. SWEARING IN OF NEW COUNCIL

CAO Barney proceeded with swearing in Kim Harris as Mayor

Mayor Harris then took over chair of the meeting and proceeded to swear in Council members and Deputy Mayor.

3. MAYOR'S OPENING REMARKS

Mayor Harris delivered welcoming and opening remarks to the new council members as follows:

Welcome Craig, Justin Luke, Dawn, Logan and Mike.

I am honoured to begin this journey with each of you as we serve the community of Crossfield together. I'm genuinely looking forward to working alongside all of you to do great things for our town.

As we settle into our roles, there's important work ahead of us that needs to be completed. While we each have one vote, we are first and foremost a team. No matter the outcome of any decision, our collective

commitment for what is best for Crossfield and its residents remains our guiding principle.

I want to acknowledge that we have an amazing staff supporting us in this work. They are dedicated professionals who care deeply about our community, and their support will be invaluable as we move forward. I especially want to highlight Kinza, our exceptional CAO. Her leadership and expertise are tremendous assets to Council, and I cannot stress enough how important open communication with the CAO will be to our success.

As we begin our work together, let's commit to moving forward with good debate, mutual respect for one another, and respect for the process of Council. Healthy discussion and diverse perspectives make us stronger, and I believe that by embracing both, we can honor the responsibility our residents have placed in us.

My hope is that we will be the best Council Crossfield has ever had. Together, I know we can achieve great things for our community.

Now Let's roll up our sleeves and get to work!

4. LAND ACKNOWLEDGMENT

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.

5. AGENDA

246-2025

MOVED by Councillor Brennan that the agenda of the October 28, 2025 Organizational Council meeting be accepted as presented.

CARRIED

6. APPOINTMENT OF DEPUTY MAYOR AND ROTATION SCHEDULE REVIEW

Council reviews the information collected from the Deputy Mayor Selection Tool and discusses it to determine the Deputy Mayor appointments.

247-2025

MOVED by Councillor Knight that Council implement an eight-month rotational schedule for the appointment of the Deputy Mayor, with each Councillor serving one term, and that Councillor Gustafson be appointed as Deputy Mayor for the term of October 2025 to June 2026.

CARRIED

7. ESTABLISHMENT OF COUNCIL MEETING DATES AND TIMES

248-2025

MOVED by Councillor Knight that Town of Crossfield Council meetings continue to be held in Council Chambers located at 900 Mountain Avenue, and that Council approve changing the Council meeting start time from 7:00 p.m. to 6:00 p.m., effective November 4, 2025, with all future meeting schedules updated accordingly; and further, that the 2026 Council Meeting Calendar, with meetings scheduled on the first and third Tuesday of each month, be accepted as presented.

CARRIED

8. COUNCIL SEATING ARRANGEMENTS

Council agreed with the Council seating arrangements with the Deputy Mayor to the Mayors right and CAO Barney to her left.

9. BOARD APPOINTMENTS

Council reviews the information collected from the Council Board and Committee Selection Tool and discusses it to determine appointments to boards and committees.

DRAFT

Board & Committees	Meeting Frequency	Board/Committee Description	Council Rep & Alternate
Alberta Mid-size Town's Mayor Caucus	Monthly	The Alberta Mid-Size Towns Mayor Caucus represents towns with populations between 1,000 and 14,999. The Caucus advocates to the government on common issues and funding opportunities, promoting the interests of mid-sized communities.	Mayor Harris
Crossfield & District Recreation Board	Last Monday in March & Oct. 7 p.m. Meetings held at: Town Office	The Crossfield & District Recreation Board supports local recreation and cultural programs by reviewing funding requests, considering public input, and advising Town Council on related projects and policies. The Board provides recommendations but cannot make financial commitments on behalf of the Town.	Councillor Gustafson Councillor Knight A* - Councillor Neilsen
Marigold Library Board	Quarterly Jan, April, Aug & Nov. 9:30 a.m. Meetings held at: Via zoom (Jan & Nov) & in person (Apr. & Aug.) at Marigold Library System B 1000 Pine Street Strathmore AB T1P 1C1	The Marigold Library Board is a volunteer board that governs the Marigold Library System under the Alberta Libraries Act, Regulation and System Agreement. It sets policies for governance, advocacy and system operations. The Board includes one trustee from each of its 42 member municipalities.	Councillor Brennan A* - Councillor Benson
Mountain View Regional Water Services Commission (MVRWSC)	Monthly 2 nd Wed. 9 – 11:30 a.m. Meeting held at: Anthony Hendy Water Plant 35566 Rge Rd 10 Red Deer County T4G 0H5	The Mountain View Regional Water Services Commission (MVRWSC) operates the Anthony Hendy Water Treatment Plant, supplying water to Innisfail, Bowden, Olds, Didsbury, Carstairs, and Crossfield. Governed by a board of one council member from each community and an independent administrator, the Commission sets policy, oversees operations, and ensures regulatory compliance.	Councillor Knight A* - Councillor Cosh
Municipal Planning Commission (MPC)	As needed weekdays 9 a.m. Meetings held at: Council Chambers	The Municipal Planning Commission (MPC) reviews development permit applications that request variances, relaxations, or other discretionary considerations, and carries out related duties under the Land Use Bylaw and applicable legislation.	Councillor Nielsen A* - Councillor Cosh
Rocky View Foundation Board (RVF)	Monthly 4 th Wed. 3 p.m. Meetings held at: Foundation Head Office # 103, 58 Gateway Drive NE, Airdrie, AB T4B 0J6	The Rocky View Foundation provides affordable housing for seniors and low-income residents in the region. Its Board includes representatives from Airdrie, Beiseker, Cochrane, Crossfield, Irricana, and Rocky View County. In Crossfield, the Foundation operates Rocky View Lodge and Dr. Whillans Manor.	Councillor Benson A* - Mayor Harris
Subdivision & Development Appeal Board (SDAB)	As needed Weekdays 9 a.m. Meetings held at: Council Chambers	The Subdivision and Development Appeal Board handles subdivision and development appeals and carries out related duties assigned by legislation or Council bylaws.	Councillor Cosh A* - Councillor Brennan
Town of Crossfield/Rocky View County Intermunicipal Committee (IMC)	Quarterly 11 a.m. – 1 p.m. Meetings held at: Alternates between the Town Office and Rocky View County Office	The IMC reviews regional issues and advises each municipality's Council on coordinated decisions, including planning, shared services, and joint projects.	Councillor Benson Mayor Harris

249-2025

MOVED by Deputy Mayor Gustafson that the 2025- 2026 Council board and committee appointments be accepted as discussed.

CARRIED

10. CAO ORGANIZATIONAL OVERVIEW

CAO Barney provides Council with a verbal organizational overview.

250-2025

MOVED by Councillor Knight that the organizational overview be accepted as presented.

CARRIED

11. COUNCIL ORIENTATION – PART II (ACTION/DECISIONS)

As outlined under the MGA, a municipality, in accordance with the regulations, must offer, and each Councillor must attend orientation training. A council may resolution extend the time for orientation training under subsection (1)(b) by up to 90 days.

Administration is seeking a 90-day extension on Part II of Council Orientation, which includes Planning & Development, Cyber Security, Media Relations Training, an Administrative Update (situational review) and a review of Town Master plans.

251-2025

MOVED by Councillor Nielsen that that Council authorize an extension of the Council orientation period under section 201.1 subsection (1)(b) of the Municipal Government Act for up to 90 days.

CARRIED

12. UPCOMING TRAINING/IMPORTANT DATES

Administrative & Legislative Services Manager, Lindsey Nash will provide a quick review of upcoming training & important dates.

12.1 Council Orientation Oct. 29

The next session of Council Orientation will take place tomorrow from 1:00 to 5:00 p.m. in Council Chambers. CAO Barney will provide a presentation on Council roles and an overview of Town services, followed by a presentation from the Finance Team on municipal finance, administration, and budgeting. A brief training session on eScribe, the Council agenda and meeting platform, will also be included.

12.2 Local Authority Elected Official (LAEO) course (required training - must be completed by January 31, 2026)

12.3 Alberta Municipalities Fall Convention (Nov 12-14) in Calgary

The Alberta Municipalities (ABmunis) Fall Convention provides an opportunity for municipal leaders to collaborate, exchange ideas, and discuss solutions to common municipal challenges. ABmunis represents Alberta's municipalities, including summer villages, villages, towns, cities, and specialized municipalities.

Convention registration and hotel accommodations have been arranged for all members of Council arriving November 11 and departing November 14. Administration is asking members of Council to please confirm their availability by October 31.

12.4 Q1-2026 Council Retreat

Administration is preparing for an upcoming Council Retreat scheduled for the first quarter of 2026. An external facilitator will be engaged to lead the strategic planning session, and Council's availability during weekdays and weekends from January to March will need to be confirmed. In the coming weeks administration will circulate an email to all members of Council requesting their availability.

13. ADJOURN

252-2025

MOVED by Councillor Knight that the Council organizational meeting adjourn at 7:00 p.m.

CARRIED

Mayor Harris

Kinza Barney, Chief Administrative Officer

Report to Council



Meeting Date: 2025-11-04
Meeting Type: Council Meeting
Prepared By: Eris Latham
Presented By: Russ Nash, Director of Community & Protective Services
Subject: Crossfield & District Recreation Board Member Appointment
Department: Community Service

REPORT PURPOSE:

For Council to consider the appointment of resident Joanne Fox as a member at large for the Crossfield & District Recreation Board.

RECOMMENDATION:

That Council appoint Joanne Fox to the Crossfield & District Recreation Board as a Crossfield Member at Large for a standard 3-year term, expiring November 2028.

PREVIOUS COUNCIL DIRECTIONS:

Council approves member appointments to Town board's to fulfill the positions available on the board, including the Crossfield & District Recreation Board.

BACKGROUND:

As outline within section 4.0 of the Crossfield & District Recreation Board Policy 2024-02, The Crossfield Recreation Board composition is as follows:

- i: Not more than two from the Town of Crossfield Council;*
- ii: Not more than five member at large from the town of Crossfield;*
- iii: Not more than two members at large from Division 4 or Division 5 of Rocky View County.*

The Board currently has one vacancy for a member at large from the Town of Crossfield.

As a previous Council member, Joanne Fox has served on the Crossfield Recreation Board for a number of years and as her council term has ended, she would like to continue to contribute to the Town and has applied to become a member at large from the Town of Crossfield.

ANALYSIS:

Strategic Alignment

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

ATTACHMENTS:

J. Fox Application

READ THE FOLLOWING:

The personal information requested on this form is being collected in order to assist Council in making appointments to its boards and committees and is governed by the *Freedom of Information & Protection of Privacy Act (FOIPP)*. This information is collected under Section 33 of the Freedom of information and protection of privacy Act and Section 3 of the Municipal government Act. If you are appointed to a Board or Committee, your name will be disclosed. If you have any questions with respect to the collection or release of this information, please contact the FOIPP Coordinator for the Town of Crossfield at 403-946-5565.

Eligibility – To be eligible for appointment as a public-at-large member of a Town Board/Committee, applicants must be of the full age of 18 years, and a Canadian citizen or legally entitled to work as defined by the Government of Canada.

Upon appointment to the board a Criminal Records Check will be required

All fields must be completed for the application to be deemed complete

APPLICANT INFORMATION:

PLEASE PRINT CLEARLY:

First Name	Last Name	*Residence <small>*Must have lived in Crossfield or recreation area for at least 6 months</small>		
Joanne	Fox	In Town of Crossfield	16	years
		Crossfield Area	16	years

Mailing Address	City	Province	Postal Code
	Crossfield	AB	TOM0S0

Email Address	Telephone Number

How did you hear about this opportunity?

- | | |
|--|---|
| <input type="checkbox"/> Crossfieldalberta.com | <input checked="" type="checkbox"/> Town Council or Staff |
| <input type="checkbox"/> Social media/online advertising | <input type="checkbox"/> Word of Mouth |
| <input type="checkbox"/> Newsletter | <input type="checkbox"/> Emails |
| <input type="checkbox"/> Council Meetings | <input type="checkbox"/> Other |

SUBMIT YOUR APPLICATION:

Email to: town@crossfieldalberta.com	Mail to: Town of Crossfield Box 500 Crossfield, Alberta, TOM 0S0	Hand Deliver to: Town Office 1005 Ross Street, Crossfield, AB TOM 0S0
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PLEASE ANSWER THE FOLLOWING QUESTIONS:

1. SEEKING APPOINTMENT TO
Which Board(s) or Committee(s) are you applying for?

Recreation Board

2. INTEREST IN THE POSTION

Why are you interested in this position?

I have served on the Rec board for 4.5 years as a Town Councillor of 2025. I would like to continue to serve on these boards as a resident due to my experience and training provided by the Town.

3. WORK EXPERIENCE/EDUCATION

Please describe your current or past work experience and education that you feel is relevant to your application.

4. COMMUNITY AND VOLUNTEER ACTIVITIES

Tell us about your current or past involvement on other boards, organizations, school and/or neighborhood groups, volunteer work whether with the Town of Crossfield or another community. (Include any offices held).

I served as a Town Councillor in the last turn including entering in the by-election for 6 months prior to serving my full term. As a volunteer I have been a member of the Crossfield Rodeo since 2017 and have served as President since 2020 and specifically look after the sponsorship committee along with guiding the other committees.

5. EXPERIENCE AND SKILLS

Check all boxes below that correspond to your experience and skills that you would bring to the relevant board or committee.

<p>General Experience and Skills</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Resident of the Town of Crossfield or area <input checked="" type="checkbox"/> At least 18 years of age <input checked="" type="checkbox"/> Canadian citizen of Permanent Resident <input checked="" type="checkbox"/> Integrity and high ethical standards <input checked="" type="checkbox"/> Effective listener <input checked="" type="checkbox"/> Strong decision-making skills <input checked="" type="checkbox"/> Strong public service orientation <input checked="" type="checkbox"/> Experience in community representation <input checked="" type="checkbox"/> Strong communication skills <input checked="" type="checkbox"/> Strong analytical and reasoning skills <input checked="" type="checkbox"/> Integrity and high ethical standards <input checked="" type="checkbox"/> Commitment to make Crossfield the best it can be for its citizens <input checked="" type="checkbox"/> Additional experience or skills: <u>leadership and organizational skills</u>
<p><input type="checkbox"/> Crossfield Municipal Library Board</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Have a membership with the Crossfield Municipal Library <input type="checkbox"/> Understand or a familiar with the Libraries Act, Municipal Government Act and other pertinent Acts and Bylaws
<p><input checked="" type="checkbox"/> Crossfield & District Recreation Board</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Experience in community recreation and cultural activities <input checked="" type="checkbox"/> Knowledge and experience in dealing with local organizations and funding opportunities <input checked="" type="checkbox"/> Understand or are familiar with the Alberta Societies Act and other pertinent Acts regarding non-profit <input checked="" type="checkbox"/> Understand or are familiar with bylaws regarding the Crossfield & District Recreation Board

Municipal Planning Commission (MPC)

OR

Subdivision and Development Appeal Board (SDAB)

- Experience in planning and design of public spaces and community activation
- Experience in advancing diversity, equity, including or accessibility
- Demonstrated work experience and expertise in Architecture and/or Engineering
- Demonstrated work experience and expertise in Home Building
- Demonstrated work experience and expertise in Landscaping Architecture
- Demonstrated work experience and expertise in Real Estate Development
- Demonstrated work experience and expertise in Real Estate or Planning Law
- Demonstrated work experience and expertise in Urban Design, Planning or development
- Understand or are familiar with subdivision, urban design, architectural and landscape plans
- Understand or are familiar with Municipal Government Act and other pertinent Acts and Bylaws
- Experience in managing competing interests and negotiating solutions
- Experience in taking on leadership roles, inc. Chair and Vice Chair positions.
- Regard for the interests of all parties affected by the outcome of decisions
- Strong working knowledge or Alberta planning legislation

6. CONFIRMATION

I, the above applicant, hereby certify that the information as presented above is truthful and accurate to the best of my knowledge. I understand that offering falsified information may remove my candidacy from the application process.

Joanne [Signature]
Signature

Sept. 28/25
Date

FOR OFFICE USE

Completed Application Received:	Date: _____
Administration Review Completed:	Date: _____
Council Approval:	Date: _____

Report to Council



Meeting Date: November 4, 2025
Meeting Type: Regular Council Meeting
Prepared By: Lindsey Nash
Presented By: Lindsey Nash, Legislative and Administrative Services Manager
Subject: **Municipal Planning Commission Board Appointment**
Department: Planning & Development

REPORT PURPOSE:

For Council to consider the appointment of resident Joanne Fox as a public at large member for the Municipal Planning Commission (MPC) board.

RECOMMENDATION:

The Council appoint Joanne Fox to the Municipal Planning Commission as a public at large member for a standard 4-year term, expiring November 2029.

BACKGROUND:

As outlined in the Municipal Planning Commission (MPC) Bylaw 2018-02, vacancies on the Commission are filled as they occur, and Council appoints replacements by resolution.

Under Section 4.0 of the MPC Bylaw, the Commission shall be comprised of:

- One (1) member of Council, appointed annually at the Council Organizational Meeting; and
- Five (5) members of the public at large.

The MPC currently includes four (4) public-at-large members from the Town of Crossfield. The appointment of Joanne Fox to the Commission will bring the membership in line with bylaw requirements. As a former Council member, Joanne Fox brings valuable community and development experience to the Commission. She has also served on several community boards, including the Subdivision and Development Appeal Board.

ALTERNATIVES/IMPLICATIONS:

Council does not proceed with the appoint of Joanne Fox to MPC

ATTACHMENTS:

J. Fox Board and Committee Application

Report to Council



Meeting Date: November 4, 2025
Meeting Type: Regular Council Meeting
Prepared By: Lindsey Nash
Presented By: Lindsey Nash, Legislative and Administrative Services Manager
Subject: Deputy Mayor Rotational Schedule
Department: Council

REPORT PURPOSE:

At the recent Organizational Meeting, discussion took place regarding the establishment of a rotational schedule for the Deputy Mayor position. The purpose of this schedule is to provide each Council member with an opportunity to serve as Deputy Mayor during their four-year term. This schedule ensures equitable opportunity for all Council members to assume the role, promoting shared leadership and broadening experience across the Council.

RECOMMENDATION:

That Council approve the Deputy Mayor rotational schedule as presented, ensuring all Council members have the opportunity to serve in this capacity over the course of the four-year council term.

PROPOSED DEPUTY MAYOR SCHEDULE:

	8-MONTH TERM	COUNCILLOR
1.	Oct 2025 – June 2026	Councillor Gustafson
2.	June 2026 – Feb 2027	Councillor Brennan
3.	Feb 2027 – Oct 2027	Councillor Nielsen
4.	Oct 2027 – June 2028	Councillor Benson
5.	June 2028 – Feb 2029	Councillor Knight
6.	Feb 2029 – Oct 2029	Councillor Cosh

Report to Council



Meeting Date: November 4, 2025
Meeting Type: Regular Council Meeting
Prepared By: Amber Ouellette, CFO and Patti Telfer, Executive Assistant
Presented By: Amber Ouellette, CFO and Patti Telfer, Executive Assistant
Subject: Third Quarter Corporate Report
Department: Finance

REPORT PURPOSE:

The quarterly report is an integrated report focused on key strategic, operational, and financial results for the Town. The report includes an update on the activities of the organization, its capital projects, programs and services, key trending data, and financial results for the period ended September 30, 2025.

RECOMMENDATION:

THAT Council accepts the 2025 Third Quarterly Corporate Report as information

BACKGROUND:

Administration has prepared the attached 2025 Third Quarterly Corporate Report to update Council and the community on the activities of the organization, services provided to the community, trending data, and insight into the work being undertaken as it relates to Council's 2022-2025 Strategic Plan.

The report also provides financial highlights for the quarter and includes a summary of the revenue and expenses for the municipality as well as capital project highlights along with a capital program variance report. Details on debt, reserve balances and investments have also been included for additional financial context. The report is prepared to support transparency in both operational and financial reporting.

ANALYSIS:

Strategic Alignment

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

COMMUNICATIONS AND ENGAGEMENT:

The report reflects updates provided by Town departments and approved by the senior leadership team. Once accepted by Council, the report will be available on the Town's website.

FINANCIAL IMPLICATIONS:

At the end of Quarter 3, it is generally expected that approximately 75% of annual revenues will have been collected and about 75% of expenditures committed. However, revenues and expenditures often do not occur evenly throughout the year due to seasonal factors, timing of grant payments, or the scheduling of major projects.

The following provides explanations for several of the more significant variances:

REVENUE	
Government grants	Unfavorable due to timing of grant payments. Rocky View County Fire Service Agreement & Transfer Site cost share agreements are typically paid in Q4.
Investment income	Stronger than anticipated results on financial investments
Other income	Unbudgeted revenues including \$25,000 from Kraft Hockeyville award, Fortis Streetlight illumination rebate, fiber optics program cost recovery revenues
Licences and permits	Development permit activity in Q3 has cooled, however, is still expected to exceed budgeted expectations, business licence issuance is trending favorably.
EXPENSE	
Salaries, wages and benefits	Reduced expenses due to position vacancies, consistent with vacancies reported in Q1 and Q2.
Contract & General	Favorable, however, impacted by additional costs to repair multiple water main breaks, and timing of expense processing.
Materials, goods, supplies & utilities	Favorable as the timing of annual maintenance for various equipment and assets occurs later in the year as well as reduced material and utility costs related to mild weather.
Bank charges and short-term interest	Credit card processing charges with the new service provider are higher than typical.

Year End Forecast:

A \$324,366 operating surplus is projected for 2025. Of this anticipated surplus, \$354,454 is attributed to higher-than-expected revenues with this amount being offset slightly by increased expenditure forecasts of \$30,088.

ALTERNATIVES/IMPLICATIONS:

Council may request further analysis and information for future reporting.

ATTACHMENTS:

2025 Third Quarterly Corporate Report

2025 Third Quarterly Report Presentation

2025



QUARTERLY CORPORATE REPORT

FOR THE QUARTER ENDED
SEPTEMBER 30, 2025



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About the Corporate Quarterly Report

The Corporate Quarterly Report is produced four times a year to communicate updates on key corporate activities, progress made on Council strategic priorities presented in the 2022-2026 Strategic Plan and present the Town's financial position for the quarter. This report contains the following sections:

1. Key Activities
2. Strategic Plan Reporting
3. Capital Plan Implementation Highlights
4. Financial Reporting

Key Activities

In the third quarter of 2025, the Town advanced several important projects focused on improving service delivery, operational readiness, and community engagement. These efforts reflect steady progress in modernizing systems, supporting residents, and ensuring the organization remains responsive to community needs.

Crossfield Connect

In August 2025, the Crossfield Connect online platform officially went live, providing Town residents with a new digital hub for accessing their tax and utility accounts. This platform provides convenient access to account information, billing history, and will reduce the need for in-person visits, streamlining administrative processes. This platform provides convenient access to account information, billing history, and will reduce the need for in-person visits, streamlining administrative processes. Early feedback from residents has been positive.

Community Events

In early September 2025, the Town hosted two annual community events. Community Wellness Day, held at Crockett Park in the Sunset Ridge Development, in partnership with the Crossfield Wellness Network, offered a free, all-ages opportunity for residents to participate in interactive wellness activities, workshops, and connect with local health and community service providers. The event promoted community engagement, inclusivity, and holistic well-being. Later that week, Community Fest brought the Town together for a lively street festival on



Railway Street, featuring live music, local businesses and organizations, and participation from the Town’s Council and Administration. This event created a dynamic atmosphere,



attracting nearly 350 attendees and 33 vendors, showcasing local goods and services. These events reflect the Town’s ongoing commitment to community engagement and highlight the collaborative efforts of local organizations and volunteers in building a connected, resilient community.

Emergency Water Line Incident and Response

In mid-September, while contractors were repairing a leaking water connection on Laut Avenue, the water line was accidentally breached. Because such a breach can allow organisms and bacteria to enter the water system, the Town quickly implemented a Level 3 Water Restriction and issued a boil water advisory through timely public communications to ensure resident safety. The Town was appreciative of the City of Airdrie, which graciously provided potable water for residents to access during the advisory, and the Town of Carstairs for providing operational assistance. Coordinated repair efforts restored normal water usage within four days.

Municipal Election Planning

While Town Administration began preparing for the **2025 Municipal Election** earlier in the year, activities significantly ramped up in Q3 in anticipation of the election scheduled for October 20, 2025. Efforts included coordinating nomination submissions, confirming key dates, recruiting and training election staff, and arranging polling equipment and ballots. Public communications ensured residents had clear information on how, where, and when to vote, while candidate forums were organized in accordance with relevant legislation to support a smooth, transparent election process.



Fire Safety and Training Initiatives

Throughout Q3 2025, the Fire Department prioritized responder safety, operational readiness, and community protection. Upgrades to bunker gear and personal protective

equipment ensured all firefighters had reliable resources. Training efforts were expanded and diversified, with a focus on practical, scenario-based exercises. Ten live burn sessions were conducted at the department’s training facility on Range Road 12 and Township Road 284, providing firefighters with hands-on experience in real fire conditions. These sessions emphasized new fire extinguishment and rescue techniques to improve speed and safety during emergency responses. Updated safety protocols and rescue procedures were also integrated into ongoing training programs. Training initiatives will continue into early Q4, further strengthening the department’s operational capacity to safeguard residents, property, and infrastructure.



Records Digitization Project

By the end of Q3, the Town’s 2025 summer digitization project was largely complete. Staff had sorted, organized, and prepared nearly 200 large-format engineering drawings and maps dating back to 1960 for digitization. These records included site plans, building drawings at various stages of the development permit process, capital project plans, and infrastructure maps, greatly enhancing accessibility and improving record-keeping efficiency. The Town looks forward to continuing with steps to transition the majority of applicable records to digital format, ensuring their long-term preservation and accessibility.

Development & Building Permit Activities

Development Permits	2022 (full year)	2023 (full year)	2024 (Q3)	2025 (Q3)
Received	--	116	44	27
Issued	--	115	44	25
New Home Start Permits	--	--	24	7
Fees (100% to Town)	--	--	\$7,080	\$ 3,975
Building Permits	2022 (Q3)	2023 (Q3)	2024 (Q3)	2025 (Q3)
Issued	60	37	40	39
Est. Construction Value	\$11,159,405	\$8,391,105	\$6,640,938	\$3,069,569
Fees (30% to Town)	\$60,084	\$33,407	\$32,444	\$22,151
Safety Codes Permits	2022 (Q3)	2023 (Q3)	2024 (Q3)	2025 (Q3)
Electrical	46	55	79	79
Gas	31	27	30	25
Plumbing	34	31	39	53
Total Fees (30% to Town)	\$19,741	\$22,150	\$24,133	\$29,297

Development activity in Q3 2025 was notably slower than in the same period in 2024 but remained roughly on par with 2023 permit levels. Development Permit applications and issuances declined by 40%, while new home starts fell sharply by 70%, contributing to reduced fee revenue. This decrease reflects limited residential land availability, as no new subdivision land was designated in 2024. While Building Permit volumes remained steady, the total construction value fell by more than half, indicating smaller-scale projects with lower associated fees. In contrast, Safety Codes activity remained strong: electrical permits were stable, gas permits declined slightly, and plumbing permits showed notable growth. Fee revenue from Safety Codes increased by 21%, reflecting ongoing renovation and maintenance activity despite the slowdown in new development.

Social Needs

The **Food Security** chart illustrates the number of Crossfield residents who accessed the food bank during July, August and September 2025. Residents are permitted to access a food hamper once every 30 days. During Q3 2025, 83 households accessed food hampers through the Crossfield-Madden Food Bank, representing a 10% increase compared to the same period last year. This rise reflects continued economic pressures on households and an increased reliance on community support services. In addition to the hampers, 20 households received supplementary top-ups to help meet ongoing food needs. The top-up supports were provided independently of the hamper program and may not have involved the same households.

2022 and 2023 volumes were provided by the Airdrie Food Bank, while 2024 and 2025 volumes are from the Crossfield Madden Food Bank.

Crossfield residents also access **Social Preventative Programming** for both families and youth to support their social well-being. The data represents the total number of families and youth participating in these programs annually. Volumes are year to date.

Family-based programs include Mothers of Preschoolers, Parent and Tot Playgroup, Story Hour, Family Movie Days, etc., while **youth-based programs** include Boys and Girls Club Programs in Crossfield, Craft Club, Lego Club, Adulting 101 Workshops, After-School Youth programs, Crossfield Summer Adventures Day Camp, etc.

It is important to note that youth-based programs vary each quarter depending on seasonal offerings and initiatives. In Q3 2025, participation increased significantly across both family- and youth-based programs. By the end of September, 231 families had accessed family programs, a 192% increase over the 79 families served in 2024. Youth program participation rose even more dramatically, with 728 youth engaged year-to-date, reflecting

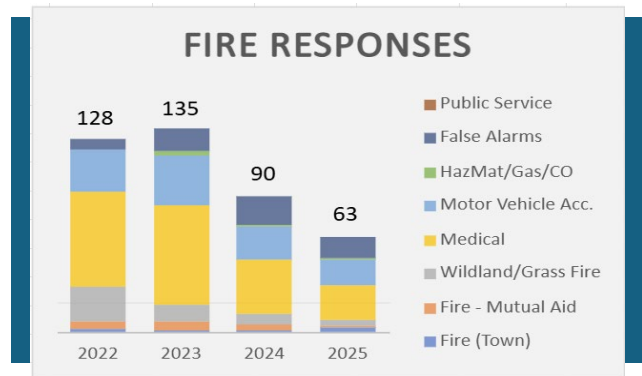


an 822% increase compared to 79 participants in 2024. This growth included substantial engagement in the Crossfield Escapes Youth Program program in July and August 2025. These gains reflect strong community interest, effective program expansions, and targeted outreach, underscoring the Town’s commitment to supporting families and youth through accessible and engaging initiatives.

Protective Services

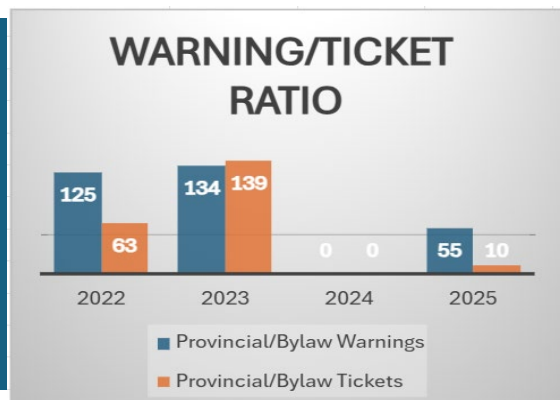
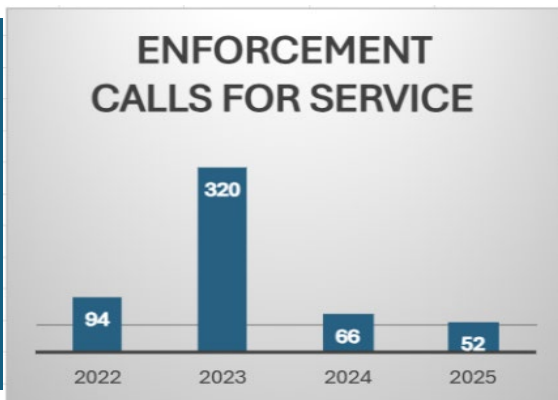
The information below represents details related to the Q3 activities of fire and municipal enforcement.

The **Fire Department** provides fire protection services to safeguard life, property, and the environment through timely and effective emergency response. In Q3 2025, the Town experienced a 30% decrease in total emergency response calls compared to the same period in 2024. Most call categories saw notable declines, including Wildland/Grass



Fires (down 43%), False Alarms (down 26%), Motor Vehicle Accidents (down 23%), Medical calls (down 36%), and Fire Mutual Aid responses (down 75%). Medical calls remained the most frequent type of response, followed by Motor Vehicle Accidents and False Alarms. Fire (Town) calls saw a modest increase, rising from 1 call in Q3 2024 to 3 calls in Q3 2025. Overall, the data indicate a general reduction in emergency incidents, highlighting the effectiveness of prevention measures and the continued vigilance of the Fire Department.

The **Municipal Enforcement** department delivers professional and effective services through a combination of education and regulatory compliance. It’s focus includes enforcing municipal bylaws, maintaining community standards and safety, prompting traffic safety and protecting Town infrastructure, ensuring that Crossfield remains a safe and secure place to live, work and play.



During Q3 2025, Crossfield Municipal Enforcement responded to 52 calls for service, a 21% decrease compared to the same time last year. This decline is largely due to timing, as the full-time Peace Officer position was permanently filled only partway through the quarter. In the initial weeks following the appointment, onboarding and training activities were prioritized, which temporarily constrained operational capacity and response coverage. Prior to filling the position on a full-time basis, the Peace Officer position was staffed on a part-time basis from March to July 2025. Despite these challenges, the department continued to focus on high-priority incidents and proactive community engagement to ensure effective enforcement.

In addition to call responses, 55 warnings were issued under provincial statutes (*i.e. Traffic Safety Act*), and 10 formal tickets were given. This indicates that tickets were issued in approximately 15% of all encounters related to provincial statutes. The ratio equates to roughly 2 tickets for every 13 warnings. This trend reflects a continued emphasis, first established in 2024, on education and voluntary compliance before proceeding to formal enforcement measures. Year-over-year comparative data is not available, and for context, no tickets or warnings were issued in Q3 2024, as the Peace Officer position was vacant from July to December that year.

To expand the capacity of the Municipal Enforcement Department, Town Administration will bring forward a full-time Bylaw Officer position for Council's consideration as part of the 2026 budget discussions. This position, if approved, will enhance community safety, increase enforcement capacity, and strengthen engagement with residents, improving the Town's ability to respond to service calls, support public education initiatives, and maintain a visible presence throughout the community.

It is important to note that Peace Officers and Bylaw Enforcement Officers do not investigate or respond to Criminal Code matters. Their responsibilities focus on patrolling, enforcing bylaws, and providing public education, while preserving and maintaining the public peace and enhancing the quality of life for all residents of Crossfield. Officers also engage regularly with community members to foster positive relationships and strengthen trust between the public and the Town.

Customer Engagement

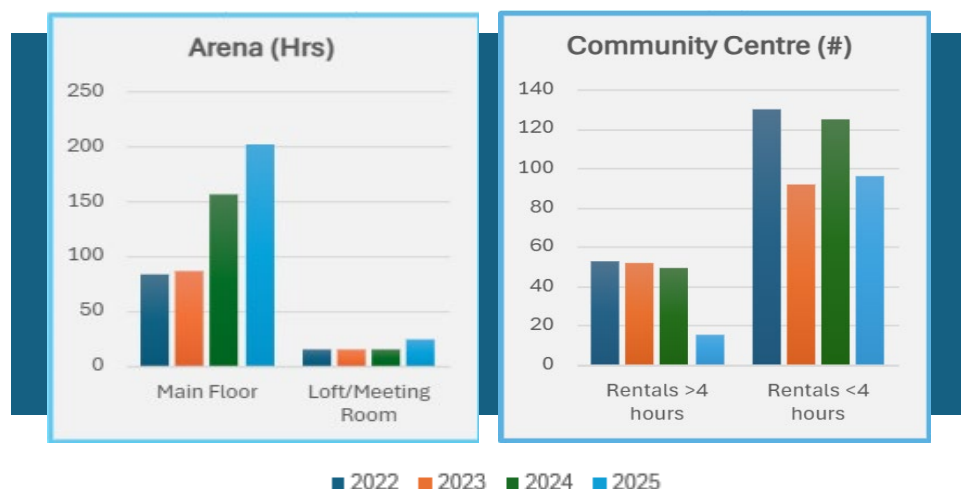
In Q3 2025, the Town received 1,582 calls for service. The five most frequent categories included Administration, Payment and Payment Inquiries (business licences, dog licenses, finance inquiries, utilities set-up, TIPPS program, etc.), Development related calls, and general Information requests (topics include municipal election, utilities, emergency services, community programs, property, and general Town operation inquiries).



Overall call volumes were down 21% in Q3 2025 compared to the same period in 2024, with the most significant decrease observed in Community Services (down 68%), Development (down 57%), and Parks (down 33%). It is important to note that these figures only capture interactions at the front reception desk and do not reflect the full scope of staff engagement with the public. Administration continues to explore opportunities to improve processes and enhance customer service delivery.

Facility/ Amenity Statistics and Trends

The Town of Crossfield operates 2 main facilities and 8 athletic fields that are available for public rental. Available for rent are the Pete Knight Memorial Arena, the Crossfield & District Community Centre, 6 baseball diamonds and 2 green spaces dedicated for soccer use. Utilization stats for both the Pete Knight Memorial Arena and the Crossfield & District Community Centre for Q3 over the past 4 years are presented in the charts below.



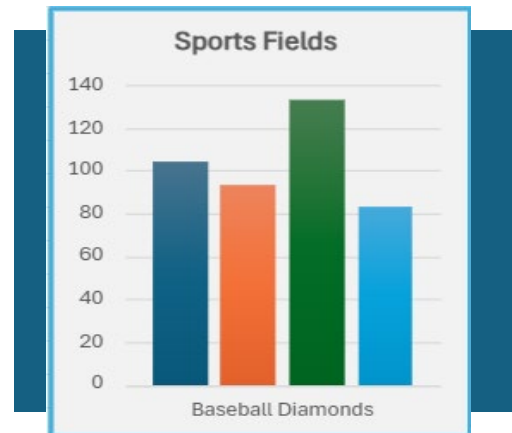
While overall usage patterns remain strong, there's a notable shift from long-duration bookings to short-duration bookings. This could reflect evolving community preferences, cost sensitivities, or changing types of events.

The Pete Knight Memorial Arena experienced significant growth in Q3 2025, with overall bookings up 47% compared to the same period in 2024. Main floor activity rose 28%, supported by new lacrosse bookings in July, an option not available in 2024, and a notable increase in ice rentals due to proactive marketing efforts. Additional demand came from user groups temporarily displaced by the shutdown of the Cremona arena due to problems with their ice plant. Loft and meeting room usage increased 66%, driven by team evaluations, meetings, and birthday gatherings. Collectively, these factors have maximized arena utilization and further strengthened community engagement.

Rental activity at the Crossfield & District Community Centre declined 50% in Q3 2025 compared to Q3 2024, primarily due to a 69% drop in longer-duration bookings. Shorter rentals were down 30% from 2024 but remained consistent with 2023 levels. The decline reflects reduced use by local schools for supplemental physical activity space, highlighting the need to attract longer bookings to maintain overall facility utilization.










In Q3 2025, baseball diamond bookings were down 38% compared with the same period in 2024. This decrease reflects a shift in usage patterns as transitions to a new booking system were finalized, as well as the absence of several external user groups who did not return for the 2025 season. Despite the decline in bookings, the fields continue to serve as an important community resource, supporting both organized leagues and casual recreational play.


The Town also maintains two soccer green spaces, currently open to all residents on a first-come, first-served basis. Beginning in 2026, a booking system and associated fees will be implemented. Historically, usage of these fields has been limited, but demand has increased recently following the restart of organized play in spring 2024 by a local volunteer community group. In late April 2025, this group resumed regular community play for its second consecutive season, providing their own nets, field markings, and equipment. According to the user group, soccer field usage remained strong in Q3 2025, primarily driven by their Soccer Academy Programs. McCaskill Field experienced the highest activity, hosting 45 hours of Soccer Academy sessions, 8 hours of Goalkeeper Academy, and approximately 6 hours for the Girls Power Weekend program. Murdoch Park was used for a combine total of 9 hours. Demand is expected to



grow in 2026 with the planned expansion of both the Soccer Academy Programs and the Girls Power Weekend program.


Communication Statistics

	27,715 Q3 website visits	<h3>FOLLOW US AND STAY INFORMED</h3> <p> crossfieldalberta.com</p> <p> @townofcrossfield</p> <p> @townofcrossfield3912</p> <p> @town_crossfield</p>
	3,459 followers, 328,457 views	
	184 subscribers	
	1,178 followers, 58,034 views	
	476 newsletter subscribers	



COMMUNICATION DURING AN EMERGENCY

WHERE CAN I REGISTER FOR NOTIFICATIONS?







 <p>A free app that pushes notifications to your cell phone.</p> <p>Download on the  App Store GET IT ON  Google Play</p>	 <p>Register on our website to receive emails with updates from the Town of Crossfield.*</p>	 <p>Information broadcast to your phone by either intrusive or non-intrusive notification (alert dependent).</p>
 <p>FACEBOOK Town of Crossfield</p> <p><small>Facebook forums are not affiliated with the Town of Crossfield and may not have accurate information.</small></p>  <p>INSTAGRAM town_crossfield</p>	 <p>WEBSITE</p> <p>www.crossfieldalberta.com</p> <p>Find all of the latest information, including updates and events.</p>	 <p>SIGNAGE</p> <p>Not online much? Information is also posted on sandwich boards and letter signs at high traffic areas throughout town.</p>

* E-NEWS - WWW.CROSSFIELDALBERTA.COM/ UNDER THE RESIDENTS TAB


Strategic Plan Reporting

In January 2022 Council established its Strategic Plan for the 2021 – 2025 term. The plan is a living document and set forth the priorities for five years based on the financial realities at that time. The plan has undergone reviews since its creation to ensure current and projected realities are considered and reflected. This document provides guidance to Administration on the priorities of Council and ultimately informs the proposed strategies, timeframes and budgets to action upon those priorities.

Below outlines initiatives relating to each of the priority areas that form part of Council’s Strategic Plan and their current status.

Status	Description
	Not Started Work has not begun.
	On Track Progress is being made according to plan.
	Delayed Some challenges to either schedule, scope, resources, and/or budget are slowing progress.
	Complete Work has been completed.


Sustainable Community Growth

<p>Sustainable Community Growth</p> 	<p>To position Crossfield as a favourable business environment both provincially and regionally, while promoting environmental stewardship in responsible land use development and considering environmental protection, economic impact, social equality and community benefit.</p>	Adoption of a Filming Policy and secured Season 1 of "My Life with the Walter Boys"	
		Completion of a Social Needs Assessment	
		Secured NRED Grant that focuses on supporting advancement of Economic Development strategies	
		Vacant land inventory and land management strategy	
		Updates to the Municipal Development Plan	
		Updates to the Land Use Bylaw	
		Doctor Attraction and Retention Strategy	
		Continue work with Nose Creek Watershed Partnership to protect riparian areas, improve stormwater management and improve water quality.	
		Encourage diversity of housing, including attainable and independent transition housing	
Commercial / Industrial Development Incentives			


Town Infrastructure

 <p>Town Infrastructure</p>	<p>To ensure the Town of Crossfield has quality infrastructure to support and sustain its growth.</p>	Fence repairs completed around 60 day pond (2022)	✓
		Asset Management Policy adopted by Council (2022)	✓
		Decommissioned water reservoir demolition and removal	✓
		Aeration System commissioned, resulting in shorter retention times in the aeration cell and thereby increasing the treatment capacity in that component of the wastewater treatment process (2023)	✓
		Pivot system installed and functional (2023)	✓
		Wastewater Feasibility Study completed (2024)	✓
		Receiving Stream Analysis to determine Nose Creek's capacity for additional effluent discharges	✓
		Wastewater capacity strategy to support future growth	✓
		Underground infrastructure upgrades on Laut Avenue that support water and wastewater services	●
		Watermain Project - Range Road 12 Water Loop	●
		Addition of an Asset Management/GIS resource to support enhancement of Asset Management Maturity.	✓
		Water Meters updated (99% complete)	●
		Review of Snow and Ice Control Policy and practices with recommendations for service improvements	✓
		Transition to 10 Year Capital Plan to support financial planning for future asset replacement	✓
		Adoption of Financial policies/strategies to support future financial sustainability - Investment Policy - Procurement Policy - Corporate Sponsorship/ Community Partnership Policy - Reserve Policy	✓
		Explore new Administration Building for Town	●


Town Communications and Public Relations

<p>Communications & Public Relations</p> 	<p>To market Crossfield externally and improve service to the residents and business in the Community.</p>	Annual Council Retreat	✓
		Provincial Minister engagements, as appropriate	✓
		Monthly newsletters to the Community	✓
		Annual Budget Survey	✓
		All About Crossfield Open House	✓
		Project Public Engagement sessions: MDP Update (2024/2025) Pump Track location (2025) Active Transportation Plan (2025) Community Gardens (2025)	✓
		Review and update current communication policies including External Communications Policy, Public Participation Policy and Media Policy	●
		Development of Public Engagement Strategy and revisit of existing Public Engagement Policy	●
		Approval of ICF with Rocky View County	✓
		E-Scribe Implementation	✓
		E-Gov Services Implementation	✓
		Addition of Quarterly Operational Report that provides more robust update for Council and public	✓
		Publishing of 2025 Budget Book	✓

Parks, Recreation and Beautification

 <p>Parks, Recreation & Beautification</p>	<p>To ensure that the Town of Crossfield contributes to the environmental health of the community through the provision, preservation and improvement of parks, open spaces and recreational opportunities as well as the beautification of public spaces.</p>	Parks & Recreation Needs Assessment completed, used to inform future funding requests (2022)	✓
		Arena Ice Plant Replacement completed (2023)	✓
		Hall Façade Replacement completed	✓
		Dog Parks: Limit Avenue Dog Park decommissioned (2022) Fencing at off-leash park - Western Drive (2024) Relocation with additional improvements (2025)	●
		Benches and bike racks from 4H Group installed (Banta Park/ Veterans Park). Benches from Railway Street remain in place	✓
		Park signage updated in 6 Town Parks	✓
		Repair and maintenance plan for pathways and incorporation into 10 year capital plan	✓
		Active Transportation Plan	●
		New columbarium installed; relocation of gazebo from Town owned property to the cemetery; installation of flower and shrub bed (2023)	✓
		Christmas lights installed on Railway Street	✓
		Campground construction plan	●
		Banta Park redesign plans	●
		External protective railing installed at the Arena	✓
		Outfield fence relocation at Diamond 1	✓
		Splash Park Repairs (PLC & Pump Replacement)	✓
Downtown Revitalization Completion	✓		

Social Development and Emergency Services

<p>Social Development & Emergency Services</p> 	<p>To mitigate crime, ensure appropriate emergency services and work towards reducing disparity between citizens, resulting in less overall issues that impact residents and businesses.</p>	Fire Level of Service update	✓
		Social Needs Assessment	✓
		Active engagement with and promotion of Airdrie Meals on Wheels, including coordination of volunteer drivers	✓
		Food Hamper program transitioned to non-profit society and providing year-round service	✓
		Regional Policing Review with municipal partners	✓
		Assessment of future growth pressures on emergency services and resources required to meet future community needs	●
		Continue to put pressure on AHS regarding the placement of an ambulance in the Town.	●
		Re-negotiation of Fire Services Agreement with Rocky View County	✓

Grant Funding

In Q3 2025, the Town received **\$117,249.19** in grant funding to support a variety of community programs and municipal services. Throughout the 2021-2025 Council term, Administration has secured a total of **\$1,193,576** in grants, supporting Council’s Strategic Plan priorities as well as the broader operational needs of the Town. Q3 funding included \$7,800 from the federal Canada Summer Jobs wage subsidy program, supporting student employment in Parks and Recreation; \$18,884 in provincial FCSS funding for social service programming; \$77,000 from the provincial Local Government Fiscal Framework (LGFF) to enhance municipal operational capacity building activities and municipal services; and \$13,292 from Alberta Health Services to strengthen local medical first aid response. Collectively, these grants help build capacity, improve local amenities, and create meaningful opportunities that contribute to a stronger, more connected community.

Capital Plan Implementation Highlights

Parks & Open Spaces

Amery Park Outdoor Rink Upgrades

- The Amery Park Outdoor Rink Upgrade project, awarded to Peregrine Arena Solutions in Q2 2025, commenced construction in early June. Progress was initially delayed due to unseasonably poor weather, and scheduling challenges and material availability continued throughout most of Q3. Construction activities resumed in late September, with steel posts prepared on-site, prefabricated corner posts ready for installation, and all groundwork, including concrete and asphalt sealing completed. The project is approximately 40% complete and is scheduled to be finished by mid-November 2025.

Facilities

Community Hall Kitchen Repairs (Grease Trap Replacement)

- In 2024, the in-floor kitchen grease trap at the Community Hall was identified as being significantly deteriorated and in urgent need of replacement. This critical piece of commercial kitchen equipment separates fats, oils, and grease from wastewater before it enters the municipal sewer system, helping to prevent blockages and maintain efficient plumbing operation. In early Q3 2025, the Town engaged several local contractors to remove the surrounding flooring, replace the grease trap, complete all required plumbing work, and restore the floor and countertop area. The project was successfully completed on July 25, 2025, restoring safe and efficient operation of the Community Hall kitchen and was completed under budget.

Emergency and Protective Services

Fire Service Master Plan

- The Town's Fire Service Master Plan (FSMP) guides long-term fire protection and emergency services, ensuring sustainable service amid community growth and evolving risks. Approximately 85% complete, the project was awarded to BEHR Integrated Solutions in April 2025. Phase 1, the Community Risk Assessment, was completed in September and presented to Council in October, identifying risks, service gaps, and recommendations for staffing, training, equipment, infrastructure, and operations. These findings will inform Phase 2, the full Master Plan, beginning in early 2026, which will assess operations, facilities, apparatus, and hazards to ensure resources meet current and future community needs.

Fleet and Equipment

Engine 155 Replacement

- A previously used fire apparatus, new to the Town, was sourced and purchased in December 2024. Over the past six months, the vendor completed required inspections and installed requested upgrades. The apparatus was delivered in mid July 2025 and underwent standard pre-service preparation to ensure safety, regulatory compliance, and operational functionality, before being placed into service in early September. The previous Fire Engine was made available for purchase through GovDeals, demonstrating a commitment to maximizing value from surplus assets. Although the initial posting did not result in a sale, Administration continues to explore the most beneficial options for the Town regarding the sale of the old apparatus.



AFFRCS Radio System Upgrade

- The Town began preliminary use of the Alberta First Responders Communication System (AFFRCS) in late Q2 2025, with the core radio system becoming fully operational in Q3, replacing the previous proprietary system. Currently operating at 90% capacity, final programming of the new AFFRCS radio system by Calgary 911 dispatch is expected to be complete by November 2025. Remaining work includes rolling out pagers, which will provide a low-cost method for off-duty firefighters to receive notifications on incoming calls for service. This overall transition delivers a major improvement, offering fully secure, encrypted communications, seamless coordination with regional partners, and access to a fully supported, province-wide system with extensive coverage.

Road Infrastructure

Sidewalk Improvement Project

- The Town's annual Sidewalk Improvement Project is an ongoing annual program contracted through Safe Sidewalks Canada and addresses sidewalk hazards to be repaired or replaced to improve accessibility and mobility throughout town. A Q2 2025 assessment found 23 locations needing repair or replacement. As of Q3, approximately 75% of the work has been completed, with all areas requiring repairs addressed, and the remaining sidewalk panels, which require full replacement, will

be replaced this fall in coordination with Grindstone Paving and Excavating. Full project completion is anticipated by the end of October 2025.

Safe Roads Improvement Project

- In early 2025, the Town identified several locations requiring road and pedestrian safety enhancements. An application was submitted for the Active Transportation Grant to upgrade four crosswalks. As of Q3 2025, the grant has not yet been approved, but considering the short construction season, the Town will move forward with the highest-priority intersection at Laut Avenue and Railway Street. The project, currently 5% complete, will include the installation of durable zebra crosswalk markings, designed to last 3–5 years, along with pedestrian-activated lights to enhance safety. Construction is scheduled to begin in late October 2025.

Pathway Replacement Program

- In Q3 2025, the Town continued its annual program addressing pathways in need of repair and replacement. Ruby Rock Asphalt Works Ltd. was contracted to repair three sections of pathways: between Limit Avenue and Sunset Heights, along Range Road 12, and a section along Township Road 284. Work included resurfacing 300 metres of asphalt, addressing tree root encroachment, and applying 50–75 mm asphalt overlays. The total project cost was \$45,000, with a grant application submitted to offset a portion of the expenses. The Pathway Replacement Program is coordinated with the Sidewalk Replacement Program and supports the ongoing maintenance, safety, and accessibility of Town walking corridors.

Asphalt Overlay Program

- Assessment and planning for road rehabilitation are currently underway to address Town road conditions. In Q2 2025, the Town engaged engineering consultant MPE to evaluate existing road surfaces and prioritize repair areas. To optimize cost efficiency and project management, repairs will be priced by surface area, with larger sections grouped into bundled projects where feasible. A total budget of \$180,000 is allocated for this initiative. This project is currently 15% complete, with a competitive Request for Quotation (RFQ) anticipated in Q4 2025 and repair work on prioritized areas scheduled for the 2026 construction season.

Water and Sanitary Sewer Infrastructure

Water and Wastewater Infrastructure Improvements

- The Town initiated upgrades to approximately 575 metres of aging water and wastewater infrastructure in Q2 2025, with Allnorth Consultants Ltd. managing design, engineering, and construction. In Q3, the replacement of water and wastewater mains on Whitfield Avenue at Saskatchewan Street was finished on schedule, while work on Athabasca Crescent was completed in early Q4. Repairs to the Laut Avenue section of water and wastewater mains have been deferred to 2026, although design work is underway. Design enhancements to the effluent storage outlet are temporarily on hold while a more cost-effective internal solution is being explored.

Hydrant and Valve Replacement

- The Town's hydrant and valve replacement project, part of ongoing upgrades to ensure a reliable municipal water and fire protection system, faced delays in Q3 2025 due to incomplete quotation packages, necessitating a re-tendering process. To remain within the approved \$160,000 capital budget, the scope was adjusted: valve replacements were reduced from 11 to 6, while all 5 planned fire hydrant replacements were maintained. The contract was awarded to UG Excavating in late September and was fully completed under budget by \$3,660 in late October.

Effluent Storage Cell Invasive Species Response

- In September 2024, an invasive fish species (Prussian Carp) was detected in the Town's effluent pond, prompting temporary pumping of treated effluent to protect Nose Creek. Allnorth Consultants Ltd. were engaged in Q2 2025 to design a screening system to prevent further spread, and Administration continues to explore eradication options. During Q3 2025, preliminary screening strategies were developed, and discussions with Alberta Environment confirmed the Town is not in a position to carry out eradication. The Department of Fisheries and Oceans (DFO), as the regulatory authority, has provided recommendations for monitoring and mitigation, and the Town remains engaged with provincial and federal authorities to minimize ecological impacts.

Effluent Disposal Strategy

- In Q2 2025, the Town contracted Magna Engineering Services Inc. to prepare a Wastewater Treatment Master Plan. The plan explores options to expand the existing irrigation system, or implement a treatment wetland for effluent polishing, as a phased, interim solution to address the Town's wastewater treatment capacity

deficit. In Q3, Magna Engineering, in collaboration with Town Administration, presented the Master Plan and effluent disposal options to Council. Council directed Administration to proceed with the polishing treatment wetland system. Next steps include completing geotechnical and groundwater assessments, preparing and submitting grant applications, engaging with neighbouring municipalities and the Nose Creek Watershed Partnership, and developing a Request for Proposal (RFP) for the design and construction of the wetland system. In Q3, work on grant applications was underway, and the RFP is scheduled for issuance in Q1 2026 to align with budget timing.

Wastewater Facility Survey

- In Q3 2025, the Town contracted Lambourne Environmental to conduct a technical assessment of the amount, distribution, and condition of sludge in the wastewater lagoons. In September 2025, sludge measurements were taken in all four facultative cells, as well as the treated effluent storage cell, with results indicating accumulation ranging from minor to moderate. Findings were presented to Council on October 7, 2025, and costs for desludging will be included in the 2026 capital budget for Council's consideration.

Procurement Activity

Represents procurement awarded between July 1, 2025 – September 30, 2025, over a value of \$25,000.

Description	Awarded Vendor	# of Bids/ Quotes	Local Vendor	Awarded Value
Bicycle Pump Track Design-Build	Bike Track Ltd.*	3	N	\$157,500
Hydrant & Water Main Valve Replacement	UG Excavating Ltd.**	5	N	\$160,000

- * Awarded on highest evaluated proposal
- ** Awarded on lowest cost meeting specifications
- *** Direct Award – Group Purchasing Program

Surplus Town equipment is sold through GovDeals — check out our current item available for auction:

GovDeals
A Liquidity Services Marketplace

THIS IS CROSSFIELD
EST. 1907

1 / 57

1999 International 4900 Fire Truck/Pumper - 8.7L L6 International/Navistar 530 Diesel Engine

\$15,000.00 CAD

Closes:
11d 13h (Nov 05, 2025 07:00 PM MDT)

ⓘ Reserve Not Met

\$200.00 CAD
Bid Increment

Sales/Lot Type:
Online Auction

Location:

www.govdeals.com

Financial Reporting

Operations Variance Report



TOWN OF CROSSFIELD
Operating Variance Report
From January to September 2025

	2025 Budget	2025 Actuals	Variance \$	Variance %	2025 YE Forecast
REVENUE					
Net municipal taxes	5,126,134	3,852,857	(1,273,277)	25%	5,129,843
Government transfers for operating	444,135	275,388	(168,747)	38%	508,072
Sales and user fees	3,514,783	2,726,118	(788,665)	22%	3,606,904
Franchises and concessions	848,038	634,736	(213,302)	25%	848,038
Investment income	280,000	294,112	14,112	-5%	350,000
Penalties income	173,647	140,233	(33,414)	19%	145,800
Other income	171,544	261,231	89,687	-52%	285,537
Licences and permits	142,990	139,533	(3,457)	2%	181,530
	<u>10,701,270</u>	<u>8,324,207</u>	<u>(2,377,063)</u>		<u>11,055,724</u>
EXPENSES					
Salaries, wages & benefits	3,415,566	2,396,920	(1,018,647)	30%	3,356,333
Contracted & general services	2,305,228	1,582,951	(722,277)	31%	2,329,496
Materials, goods, supplies & utilities	2,555,048	1,799,098	(755,950)	30%	2,617,856
Transfer to local boards and agencies	233,552	221,808	(11,744)	5%	221,808
Bank charges and short-term interest	11,010	23,327	12,317	-112%	25,000
Interest on capital long-term debt	199,457	167,117	(32,340)	16%	199,457
Provision for allowances	4,500	-	(4,500)	100%	4,500
	<u>8,724,361</u>	<u>6,191,220</u>	<u>(2,533,142)</u>		<u>8,754,450</u>
EXCESS (SHORTFALL) BEFORE OTHER	1,976,909	2,132,987	156,078		2,301,275
OTHER					
Add:					
Transfer from Reserves	38,000	38,000	-	0%	38,000
Less:					
Debt Repayment	594,615	481,116	(113,499)	19%	594,615
Transfer to Reserves	1,420,294	46,940	(1,373,354)	97%	1,420,294
	<u>(1,976,909)</u>	<u>(490,056)</u>	<u>1,486,853</u>		<u>(1,976,909)</u>
NET SURPLUS (DEFICIT)	0	1,642,931	1,642,931		324,366

Operating Variances

At the end of Quarter 3, it is generally expected that approximately 75% of annual revenues will have been collected and about 75% of expenditures committed. However, revenues and expenditures often do not occur evenly throughout the year due to seasonal factors, timing of grant payments, or the scheduling of major projects. To address this, Administration may perform accruals to recognize revenues or expenses in a manner that more accurately reflects when they are earned or incurred, ensuring a consistent and accurate representation of the municipality's financial position throughout the fiscal year.

The following provides explanations for several of the more significant variances.

	Variance %	Explanation
REVENUE		
Government Transfers	38%	Unfavorable - due to timing of grant payments. Rocky View County Fire Service Agreement & Transfer Site cost share agreements are typically paid in Q4.
Investment Income	-5%	Favorable - investment income is trending higher than expected, impacted by prime rate and timing of cash outflows required for capital expenditures.
Penalties	19%	Favorable – penalties on current taxes were applied in Q3, however it is anticipated that penalty revenue for the year will fall below expectations.
Licences & Permits	2%	Favorable – development permit activity in Q3 has cooled, however, is still expected to exceed budgeted expectations, business licence issuance is trending favorably.
Other Income	-52%	Favorable – Unbudgeted Fortis streetlight rebates along with cost recovery revenue from the fiber optics program and the \$25,000 donations from Kraft Hockeyville are contributing to the favorable variance, which is slightly offset by decreased fines revenue resulting from the Community Peace Officer position vacancy.
EXPENDITURES		
Salaries, Wages & Benefits	30%	Favorable – consistent with vacancies reported in Q1 and Q2.
Contract & General Services	31%	Favorable - Impacted by additional costs to repair multiple water main breaks, and timing of expense processing.
Materials, Goods, Supplies & Utilities	30%	Favorable – due to timing and seasonality of expenditures. For example, timing of annual maintenance for various equipment and assets occurs later in the year as well as reduced material and utility costs related to mild weather.
Bank Charges	-112%	Unfavorable – credit card processing fees are higher with the new service provider.

2025 Year End Forecast

In addition to the operating variance analysis, Administration has prepared a year-end forecast using informed judgment, experience, and current assumptions to project financial results as of December 31, 2025.

Through a review of financial performance and operational trends, Administration has assessed the likelihood of any material variances from the approved annual operating budget. As of the end of the third quarter, administration has projected a year-end surplus of \$324,366.

Revenue Forecast

Of this anticipated surplus, approximately \$354,454 is attributed to higher-than-expected revenues. This includes grant funding not originally budgeted; donation revenue associated with Kraft Hockeyville along with higher-than-expected investment income. Revenue growth is also being driven by residential development activity, with increased water meter sales, and utility account connection charges.

Expenditure Forecast

The increased revenue is offset by slightly higher than expected expenditures. At this time, it is forecasted that expenses will exceed budgeted amounts by approximately \$30,088, primarily due to the water main break experienced in Q3.

Materials and supplies are projected to finish the year about \$63,000 above budget, largely due to higher costs for water purchases resulting from housing growth, increased industrial water usage, and additional costs related to the water main break. Contracted services have also been impacted by the water main break, as well as by unplanned costs associated with pumping out the effluent release due to the presence of an invasive species. These expected overages are offset by forecasted savings in salaries, consistent with position vacancies and timing of new hires as well as actual costs coming in lower than budgeted for the Marigold Library and Rocky View Handi Bus funding requests.

Administration will continue to monitor financial performance and revise the forecast as needed should emerging trends provide a clearer outlook for year-end results

Capital Budget Variance

As of the end of the third quarter, capital expenditures are tracking below the year-to-date budget, which is typical for this point in the year. This variance reflects the normal timing of capital project lifecycles and progress invoicing rather than a slowdown in overall activity. Many projects advanced through the execution and construction stages during Q3, with corresponding invoices expected to be recognized in subsequent periods.

Wetter-than-average summer weather has influenced the pace of some construction activities, creating delays in site access, material delivery, and compliance with safety requirements. Despite these challenges, steady progress has been made across most active projects.

It is expected that capital spending will continue through Q4 as additional progress invoices are received and as several projects continue toward completion. The current variance is therefore consistent with seasonal trends and project timing differences rather than indicative of underspending or project deferral.

A more detailed update on the 2025 Capital Program will be provided as part of Q4 reporting, including project status summaries, financial outcomes, and funding utilization. Following the completion of Q4 reporting, a request for project carry forwards, where required, will also be brought forward for Council's consideration.



2025 CAPITAL BUDGET SUMMARY From January to September, 2025

Project Description	2025 Budget	2025 Actual	Budget Remaining \$	Budget Remaining %	% Complete
Carry Forward Projects					
Active Transportation Plan	7,600	-	7,600	100%	75%
Wastewater Treatment & Disposal Feasibility Study	48,873	49,120	(247)	-1%	100%
Amery Park Rink Upgrades	79,500	61,200	18,300	23%	40%
Dog Park Improvements	45,668	10,000	35,668	78%	70%
Park Sign Replacement	50,407	50,407	-	0%	100%
Banta Park Revitalization Design	50,000	-	50,000	100%	0%
Westgate Estates Fence Replacement	19,865	19,865	-	0%	100%
Water Meter Replacement	7,609	7,609	-	0%	95%
Water & Wastewater Main Replacement	307,750	21,227	286,524	93%	90%
Recycle & Waste Carts	25,000	19,244	5,756	23%	100%
Carry Forward Subtotal:	642,272	238,671	403,601	63%	



2025 CAPITAL BUDGET SUMMARY
From January to September, 2025

Project Description	2025 Budget	2025 Actual	Budget Remaining \$	Budget Remaining %	% Complete
2025 Capital Projects					
Asset Assessment					
Fire Services Master Plan	33,000	15,028	17,972	54%	75%
Wastewater Facility Survey	50,000	-	50,000	100%	10%
Asset Improvement					
Bulk Water Station 3" Line	15,000	1,418	13,582	91%	95%
Effluent Disposal Strategy	175,000	124,780	50,220	29%	75%
Amery Park Rink Upgrades	93,000	-	93,000	100%	40%
Ball Diamond Fencing	31,900	17,952	13,948	44%	100%
Asset Maintenance					
Sidewalk Replacement Program	50,000	35,000	15,000	30%	100%
Pathway Replacement Program	50,000	48,681	1,319	3%	10%
Asphalt Overlay Program	180,000	1,567	178,434	99%	15%
Effluent Storage Cell Invasive	150,000	8,736	141,264	94%	15%
Park Sign Replacement	44,000	29,836	14,164	32%	100%
Hall Building Improvements	50,400	14,709	35,691	71%	100%
Operations Building Maintenance	25,000	-	25,000	100%	100%
Asset Replacement					
Fire Vehicle Purchases-Engine 155	754,900	767,985	(13,085)	-2%	100%
Westgate Estates Fence Replacement	20,000	4,838	15,163	76%	100%
Backhoe Loader Replacement	232,000	230,500	1,500	1%	100%
Hydrant Replacement	60,000	-	60,000	100%	35%
Valve Replacement	100,000	2,758	97,242	97%	35%
Water Meter Replacement	40,000	27,616	12,384	31%	95%
Water & Wastewater Main Replacement	417,250	-	417,250	100%	100%
Wastewater Main Capacity Upgrade	1,100,000	2,751	1,097,249	100%	10%
Arena Score Clock	15,000	10,379	4,621	31%	100%
New Asset					
Fire Equipment Purchases	17,600	12,550	5,050	29%	70%
Operations Equipment Purchases	24,000	23,265	735	3%	100%
Water Meters Growth	35,000	27,552	7,448	21%	100%
Motor Pool Vehicle	55,000	50,225	4,775	9%	100%
Bike Skills Park/Pump Track	115,000	-	115,000	100%	30%
New Project/Initiative					
Safe Roads Improvement Program	30,000	-	30,000	100%	10%
2025 Capital Project Subtotal:	3,963,050	1,458,125	2,504,925	63%	

Long-Term Debt & Debt Servicing

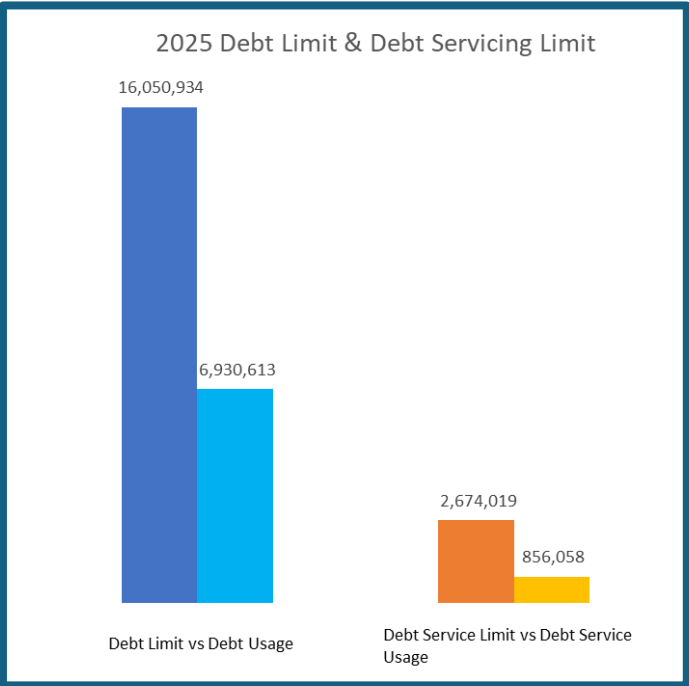
The Town of Crossfield recognizes that high debt levels reduce flexibility and can impair financial sustainability and thus works to maintain a balance between financial needs and minimizing undue pressure on future revenue requirements. Some of the ways the Town does this is by only using debt financing for major capital projects and by ensuring that provincially imposed debt limits are strictly adhered to.

The provincial debt limit, as defined in Alberta Regulation 255/2000, is calculated at 1.5 times the revenue of the municipality while the debt service limit is 0.25 times such revenue.

The Town has \$6.930M debt outstanding which relates to:

- **Water Reservoir:** \$2.430M (expiring in 2032)
- **Railway Street Revitalization:** \$3.681M (expiring in 2039)
- **Fire Engine 155:** \$616K (expiring in 2030)
- **Equipment leases:** \$202K (expiring in 2025, 2026, 2027)

The Town has \$856K in debt servicing payments, which is considerably lower than the provincial limit.



Reserves

As part of the Town’s commitment to strong fiscal stewardship and long-term planning, Council has strengthened its approach to managing financial reserves. On July 15, 2025, Council took an important step toward strengthening the Town’s long-term financial health by adopting Reserve Policy C 304-25. This new policy sets out clear guidelines for how municipal reserves are created, managed, and used—ensuring they remain a reliable tool for stability and strategic investment. Well-managed reserves help the Town weather economic shifts, manage cash flow, limit debt, and respond quickly to unexpected needs, all while safeguarding resources for the community’s future.

Reserve Type	Actual balance as at Jan. 1, 2025	Additions 2025 proposed	Applied 2025 proposed	Proposed balance as at Dec. 31, 2025
Municipal Stabilization & Contingency	750,690	2,500	-	753,190
Operating Carry Forward	88,700	-	(88,700)	-
Health & Safety	-	10,685	(5,736)	4,949
Capital Project	1,510,556	990,776	-	2,501,332
Capital Carry Forward	253,049	-	(253,049)	-
Cemetery Perpetual Care	75,000	-	-	75,000
Infrastructure Lifecycle Management	1,320,421	1,333,662	(973,900)	1,680,183
Externally Restricted	154,768	-	-	154,768
Subdivision (Offsite Levies)**	2,617,676	-	(2,617,676)	-
	6,770,860	2,337,623	(3,939,061)	5,169,422

Proposed Net Change in Reserves -\$ 1,601,438

In the third quarter, Administration reviewed the Offsite Levy Reserve to ensure it follows the required revenue recognition accounting standards. Through this review, \$1,626,899 was identified as funds that should be recorded as deferred revenue, and \$990,776 was transferred to the Capital Project Reserve. Going forward, any new offsite levy funds the Town receives will be recorded as deferred revenue until they are used to pay for an eligible offsite levy project.

Under the new Reserve Policy, the Town’s reserves are organized into specific categories, each with a defined purpose to ensure funds are used strategically and in alignment with community needs.

Municipal Stabilization and Contingency - Provides funding for non-recurring, one-time expenditures and helps offset the annual impact of infrequent events such as elections or major weather incidents.

Operating and Capital Carry-Forward - Preserves unspent budget allocations for specific projects or expenditures, allowing them to be carried over from one fiscal year to the next.

Health and Safety - Supports enhancements to the Town’s employee health and safety program, including initiatives and, when necessary, capital expenditures.

Capital Project – Allocates funding for specific capital purposes as outlined in the policy, with the flexibility to establish new reserves to meet emerging needs.

Infrastructure Lifecycle, Maintenance and Replacement – Provides dedicated funding for the upkeep, renewal, and replacement of the Town’s existing infrastructure and assets, ensuring these needs are met without creating sudden tax impacts.

Cemetery Perpetual Care – Sets aside funding for future one-time operating or capital projects within the Crossfield cemetery.

Externally Restricted – Contains funds designated for specific purposes as required by third parties, such as the Recreation Board or developers.

Together, these reserve categories provide a structured and transparent framework for managing municipal funds, ensuring resources are available when needed while supporting the Town’s long-term financial sustainability.

Investments

On July 2, 2025, Council approved the updated Investment Policy C303-25, establishing a comprehensive framework for managing the Town’s financial assets. The policy ensures the prudent investment of public funds by prioritizing capital preservation, maintaining compliance with legislative requirements, and promoting diversification. By aligning investment practices with the Town’s long-term financial goals, the policy supports stability, maximizes returns within acceptable risk levels, and reinforces responsible stewardship of municipal resources.

Next steps for implementing the updated Investment Policy include contract negotiations in October. A new investment portfolio, aligned with the updated policy and the approved asset allocation strategy, will be established and reported on in the Q4 corporate report.

Investment Performance - funds held in high interest savings accounts			
	Q1	Q2	Q3
Average Rate of Return	3.48%	3.18%	3.29%
Average Interest Earned	\$24,245	\$23,544	\$24,492
Average Holdings	\$8,285,742	\$8,718,377	\$8,954,261

Mayor and Council Expenditures

As part of the Town’s ongoing commitment to transparency and accountability, the following quarterly summary outlines expenditures incurred by the Mayor and Council in the first nine (9) months of 2025. This includes costs related to remuneration, travel, training, and other activities undertaken in the service of the community.

Operating Budget Summary - Mayor & Council From January to September				
	2025 Actual YTD	2025 Budget	2025 \$ Variance	Budget % Variance
Remuneration	90,839	128,196	37,357	29%
Travel, Training & Meetings	2,359	23,000	20,641	90%
Total Expenditures	93,198	151,196	57,998	38%

Operating Summary - Mayor & Council From January to September

Mayor Harris	
	2025 Actual YTD
Remuneration	18,463
Travel, Training & Meetings	1,412
Total Expenditures	19,875

Councillor Brennan	
	2025 Actual YTD
Remuneration	12,085
Travel, Training & Meetings	158
Total Expenditures	12,243

Councillor Fox	
	2025 Actual YTD
Remuneration	12,562
Travel, Training & Meetings	158
Total Expenditures	12,719

Councillor Gustafson	
	2025 Actual YTD
Remuneration	12,085
Travel, Training & Meetings	158
Total Expenditures	12,243

Councillor Knight	
	2025 Actual YTD
Remuneration	12,085
Travel, Training & Meetings	158
Total Expenditures	12,243

Councillor Lambert	
	2025 Actual YTD
Remuneration	11,475
Travel, Training & Meetings	158
Total Expenditures	11,633

Councillor Vang	
	2025 Actual YTD
Remuneration	12,085
Travel, Training & Meetings	158
Total Expenditures	12,243

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Quarterly Corporate Report

For the Quarter Ended
September 30, 2025

CROSSFIELD
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Report at a Glance

Key Activities

Strategic Plan
Reporting

Capital Plan
Highlights

Procurement
Activity

Financial
Reporting

Mayor &
Council
Expenditures

Key Activities Highlights



- Development & Building Permits
- Social Needs
- Protective Services
- Customer Engagement
- Facility/Amenity Trends
- Social Media & Website Statistics

Strategic Plan Reporting



Sustainable Community Growth

Land Strategy - In progress
Vista Crossing Phase 5
Subdivision Approval - Complete



Town Infrastructure

Receiving Stream Analysis - Complete
Wastewater Capacity Strategy - Complete



Communications and Public Relations

Monthly Newsletters - Ongoing
E-Scribe - Implemented
Crossfield Connects (E-Gov) – Launched
Minister engagements - Ongoing

Strategic Plan Reporting



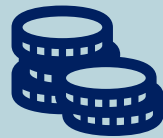
Social Development & Emergency Services

New Fire Engine - In Service
Community Risk Assessment - Complete
Fire Services Master Plan - In Progress
Regional Policing Review - Complete



Parks, Recreation & Beautification

Pathway Replacement – In Progress



Grant Funding

\$1,193,576 in competitive grant funding secured since the beginning of Council's 2021 – 2025 term

Capital Plan Highlights



PARKS AND OPEN SPACES:

- Amery Park Outdoor Rink Upgrades

FACILITIES:

- Community Hall Kitchen Repairs

EMERGENCY & PROTECTIVE SERVICES:

- Fire Service Master Plan and Community Risk Assessment

FLEET & EQUIPMENT:

- Engine 155 Replacement
- AFFRCS Radio System Upgrade

Capital Plan Highlights



ROAD INFRASTRUCTURE:

- Sidewalk Improvement Project
- Safe Roads Improvement Project
- Pathway Replacement Program
- Asphalt Overlay Program

WATER & SANITARY SEWER INFRASTRUCTURE:

- Water & Wastewater Infrastructure Improvements
- Hydrant Replacements
- Effluent Storage Cell Invasive Response
- Effluent Disposal Strategy
- Wastewater Facility Survey

Procurement Activities

Description	Awarded Vendor	# of Bids/ Quotes	Local Vendor	Awarded Value
Bicycle Pump Track Design-Build	Bike Track Ltd.*	3	N	\$157,500
Hydrant & Water Main Valve Replacement	UG Excavating Ltd.**	5	N	\$160,000

* Awarded on highest evaluated proposal

** Awarded on lowest cost meeting specifications

*** Direct Award – Group Purchasing Program

Financial Reporting Highlights - Revenue

REVENUE	VARIANCE %	EXPLANATION
Government Transfers	38%	Unfavorable - due to timing of grant payments. Rocky View County Fire Service Agreement & Transfer Site cost share agreements are typically paid in Q4.
Penalties	19%	Favorable – penalties on current taxes were applied in Q3, however it is anticipated that penalty revenue for the year will fall below expectations.
Licences & Permits	2%	Favorable – development permit activity in Q3 has cooled, however, is still expected to exceed budgeted expectations, business licence issuance is trending favorably.
Other Income	-52%	Favorable – Unbudgeted Fortis streetlight rebates along with cost recovery revenue from the fiber optics program are contributing to the favorable variance, which is slightly offset by decreased fines revenue resulting from the Community Peace Officer position vacancy.

Financial Reporting Highlights - Expenditures

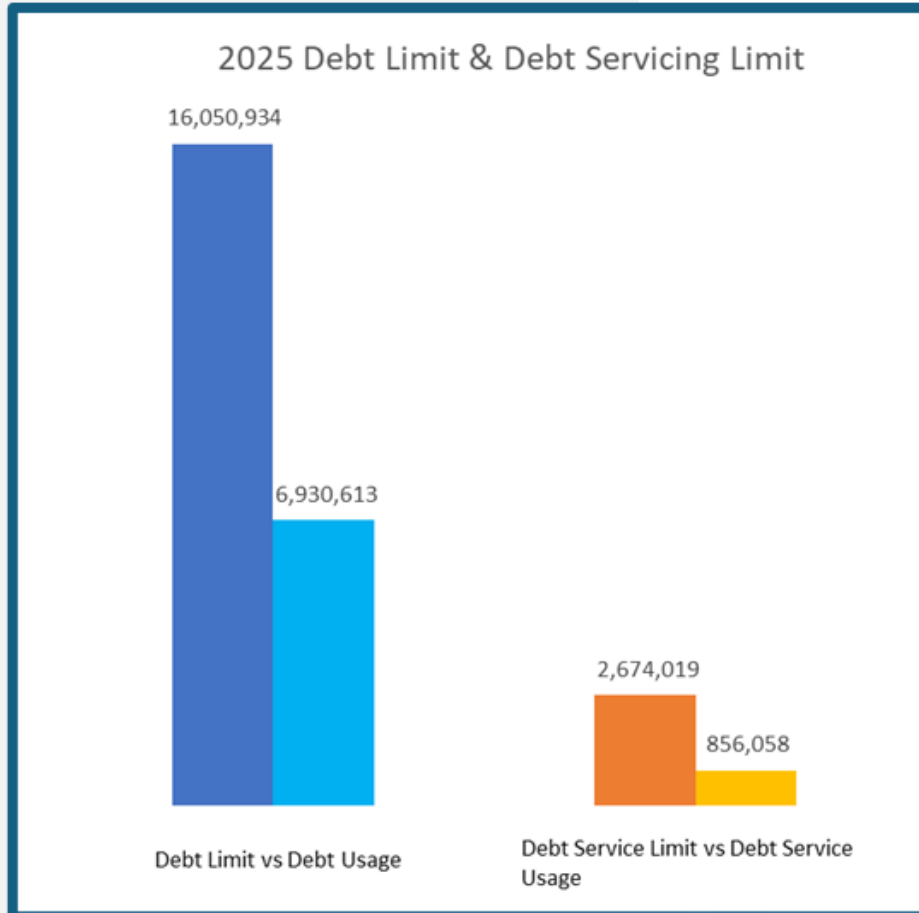
EXPENDITURES	VARIANCE %	EXPLANATION
Salaries, Wages & Benefits	30%	Favorable – consistent with vacancies reported in Q1 and Q2.
Contract & General Services	31%	Favorable - Impacted by additional costs to repair multiple water main breaks, and timing of expense processing.
Materials, Goods, Supplies & Utilities	30%	Favorable – due to timing and seasonality of expenditures. For example, timing of annual maintenance for various equipment and assets occurs in the summer/fall months as well as reduced utility costs related to mild weather. This budget will be impacted by increased costs associated with pumping effluent discharge.
Bank Charges	-112%	Unfavorable – credit card processing fees are higher with the new service provider.

Projected annual surplus:

\$324,366

Q3 Corporate Report

Financial Reporting Highlights - Debt



The Town has \$6.930M debt outstanding which relates to:

- **Water Reservoir:** \$2.430M expiring in 2032
- **Railway Street Revitalization:** \$3.681M expiring in 2039
- **Fire Engine 155:** \$616K expiring in 2030
- **Equipment leases:** \$202K expiring in 2025, 2026, 2027

Annual debt servicing of \$856K is considerably lower than the provincial limit

Financial Reporting Highlights – Reserve Balances

Reserve Type	Actual balance as at Jan. 1, 2025	Additions 2025 proposed	Applied 2025 proposed	Proposed balance as at Dec. 31, 2025
Municipal Stabilization & Contingency	750,690	2,500	-	753,190
Operating Carry Forward	88,700	-	(88,700)	-
Health & Safety	-	10,685	(5,736)	4,949
Capital Project	1,510,556	990,776	-	2,501,332
Capital Carry Forward	253,049	-	(253,049)	-
Cemetery Perpetual Care	75,000	-	-	75,000
Infrastructure Lifecycle Management	1,320,421	1,333,662	(973,900)	1,680,183
Externally Restricted	154,768	-	-	154,768
<i>Subdivision (Offsite Levies)**</i>	<i>2,617,676</i>	<i>-</i>	<i>(2,617,676)</i>	<i>-</i>
	6,770,860	2,337,623	(3,939,061)	5,169,422

Proposed Net Change in Reserves -\$ 1,601,438

Financial Reporting Highlights – Financial Investments Activities

Average rate of
return Jan –
September
2025: 3.32%

Completed:

Developed and presented Investment Policy C303-25, approved by Council July 2, 2025
Policy aligns with current legislation and reflects the Town's goals for **capital preservation, liquidity, and responsible stewardship.**

Next steps:

Q4: Establish a new investment portfolio in accordance with the updated policy and approved asset allocation strategy.

Financial Reporting Highlights – Mayor & Council Expenditures

Operating Budget Summary - Mayor & Council From January to September

	2025 Actual YTD	2025 Budget	2025 \$ Variance	Budget % Variance
Remuneration	90,839	128,196	37,357	29%
Travel, Training & Meetings	2,359	23,000	20,641	90%
Total Expenditures	93,198	151,196	57,998	38%

Communication & Public Engagement



Recommendation

THAT Council accepts the 2025
Third Quarterly Corporate
Report as information

Questions?



Report to Council



Meeting Date: November 4, 2025
Meeting Type: Regular Council Meeting
Prepared By: Amber Ouellette, CFO
Presented By: Amber Ouellette, CFO
Subject: **2026 Draft Budget Book Introduction**
Department: Finance

REPORT PURPOSE:

The purpose of this report is to introduce the 2026 Draft Operating and Capital Budgets to Council for review in advance of budget deliberations, scheduled November 19th and 20th. The draft budget has been prepared in accordance with the Budget Guidelines approved by Council on July 2, 2025 and aligns with the Annual Budget Policy 2023-06. This report provides an overview of key assumptions, budget development principles, and a summary of items included above the base budget.

Council is encouraged to review the 2026 Budget Book in advance of the upcoming deliberation meetings. To support productive discussions and ensure Administration can provide complete and well-informed responses, members of Council are asked to submit any questions or areas requiring clarification to Administration prior to the deliberations. This will allow sufficient time to prepare accurate information, supporting an efficient and focused budget review process.

RECOMMENDATION:

That Council receive the 2026 Draft Budget Book for review and deliberation, as prepared in accordance with the approved 2026 Budget Guidelines and Annual Budget Policy 2023-06.

PREVIOUS COUNCIL DIRECTIONS:

Council previously approved the Budget Guidelines on July 2, 2025.

Council previously approved Annual Budget Policy 2023-06 on April 18, 2023.

BACKGROUND:

Each year, Administration prepares the annual operating and capital budgets and associated multi-year forecasts to support municipal service delivery, infrastructure planning, and long-term financial

sustainability. The budget provides the authority to collect revenues and spend funds to deliver Council-approved service levels.

The base budget reflects the continuation of 2025 service levels, including approved staffing, programs, and ongoing operational requirements. Adjustments incorporated beyond the base budget represent new initiatives, service enhancements, emerging pressures, or capacity improvements.

The draft 2026 budgets and forecasts have been developed using the most current information available, including assessment growth assumptions, inflationary pressures, tariff impacts, and anticipated provincial funding levels.

Summary of Approved Budget Guidelines

On July 2, 2025, Council approved a set of guiding principles to inform the preparation of the 2026 Operating and Capital Budgets, along with the associated three-year operating forecast (2027–2029) and ten-year capital forecast (2027–2035). These guiding principles direct Administration to:

- **Sustain existing service levels** established by Council.
- **Review and recommend adjustments to service fees and rates** as needed.
- **Invest in municipal infrastructure** with a focus on asset management principles and long-term sustainability.
- **Maintain transparency** through clear communication and accessible budget information.
- **Identify and incorporate efficiencies** to manage expenditures responsibly.
- Support **long-term financial sustainability**, including strategic reserve planning and capacity building.

Additional considerations included:

- Projected **assessment growth** based on permitting activity.
- Ongoing **inflationary and tariff impacts** affecting goods and materials.
- Provincial funding assumptions, including key operating grants.

These guidelines ensure alignment with Council’s expectations and the Annual Budget Policy 2023-06.

ANALYSIS:

Strategic Alignment

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

Economic Impact

The 2026 draft budget considers potential impacts on the local economy, recognizing that adjustments to property taxes, utility rates, and service fees may affect household affordability and business

operating costs. Planned capital investments and infrastructure improvements are expected to support economic activity and enhance quality of life for residents. Inflationary pressures, supply chain challenges, and rising costs continue to influence project delivery and municipal operations, while growth-related spending helps maintain community competitiveness and supports long-term economic stability for residents, businesses, and community organizations.

Relevant Statutes / Master Plans / Town Documents

In accordance with section 242 of the Municipal Government Act (MGA), all municipalities are required to approve an operating and capital budget for the year by January 1st. As final assessment values and provincial requisition amounts are not confirmed until early in the new year, Council is being asked to approve a draft 2026 budget at this time. The budget will be finalized in spring 2026 once all required financial information is available, at which point adjustments will be brought forward for Council approval.

COMMUNICATIONS AND ENGAGEMENT:

The 2026 budget process continues to emphasize transparency and opportunities for public engagement. Budget deliberation meetings are open to the public and will take place on Wednesday, November 19 and Thursday, November 20, beginning at 6:00 p.m. each evening. Residents are encouraged to attend in person or watch remotely, as both deliberation sessions will be live streamed on the Town's YouTube page.

Following deliberations, a draft budget approval request will be brought forward to Council at the Tuesday, December 2 regular Council meeting.

Once the budget receives final approval in spring 2026, the finalized 2026 Budget Book will be published on the Town's website for public access.

These communication efforts support Council's commitment to transparency, informed dialogue, and accountability in the management of public funds.

FINANCIAL IMPLICATIONS:

The draft 2026 budget establishes the preliminary financial plan for the upcoming year. Actual tax rates and departmental funding allocations may be refined in spring 2026 once updated assessment and requisition data are available. Any changes will be clearly communicated through the spring budget adjustment process.

ATTACHMENTS:

Draft 2026 Budget Book (Under Separate Cover)

Outstanding Action List

#	Meeting Date	Motion #	Topic / Direction	Assigned To	Due Date	Status	Status Details
077							
076							
075							
074							
073	Oct 7.	241-2025	Snow and Ice Control include the following in the 2026 budget for further deliberation to improve snow and ice control operations: <ol style="list-style-type: none"> a. Staff Operations for 10 hours per day and 5 days a week following a snow event and hire an additional driver and truck to expedite snow removal. b. Increase usage of sand/salt mixture to improve ice control. 	Steve Altena	Q4 2025	COMPLETED	Item has been included in the 2026 Budget discussions and will be brought forward to budget deliberations in November for Council's review and consideration
072	Oct 7.	240-2025	Municipal Enforcement Unit Policy, Bylaw & Plans Summary – Admin to report back on the resource requirements to complete a community policing plan	Russ Nash	Q2 2026	IN PROGRESS	Administration to research a Community Policing Plan and provide Council a report with estimate on time and resource requirements
071	Oct. 7	238-2025	Offsite Levy Reallocation	Amber Ouellette	Q4 2025	COMPLETED	<ul style="list-style-type: none"> • Reallocation of \$1,626,899.21 Offsite Levy balance to deferred revenue to align the Town's reserve reporting with the PS3400 Revenue accounting standard; • Reallocation of \$990,776.33 Offsite Levy balance to the Capital Project – New Capital Reserve.
070	Oct. 7	235-2025 236-2025 237-2025	Atco Gas and Pipeline Ltd. Franchise Fees – Increase gas franchise fees from 20%-25% Required notification within local newspaper/social media.	Amber Ouellette	Q4 2025	COMPLETED	Administration completed the required advertisement period.
069	Sept. 16	220-2025	Wastewater Treatment Master Plan – Treated Effluent Disposal Options Next steps for implementing a polishing treatment wetland system, including: <ul style="list-style-type: none"> • Conduct geotechnical assessment and groundwater monitoring in Fall 2025 using the remaining 2025 funds from the Interim Effluent Disposal Study; • Submission of grant applications to secure funding; • Engagement with neighbouring municipalities and the Nose Creek Watershed Partnership; • Submission of a pilot discharge application to Alberta Environment and Protect Areas; and, • Inclusion of the environment assessments, design and construction of a polishing treatment wetland system in the 2026 budget to be considered by Council 	Steve Altena	Q4 2026	IN PROGRESS	Administration is working to develop a workplan and costing for the next steps for implementing a polishing treatment wetland system.
061	May 6, 2025	111-2025	Bike Skills Park and Pump Track	Kimber Olsen Russ Nash	Q2 2026	IN PROGRESS	Administration is working with a proponent to finalize a contract. Design work will begin in fall 2025.
041	Dec 3, 2024	No Motion	Limit Ave Speed Change – change speed limit from 50 km/h to 30 km/h.	Lindsey Nash	Q4 2025	IN PROGRESS	Administration has followed up with Alberta Transportation and are looking to meet with the minister at AB Munis convention or a separate meeting – just waiting for confirmation from the Ministers office.
034	July 2, 2024	134-2024	Offer to Purchase – Additional information required with respect to the Offer to Purchase	Steven Altena Lindsey Nash	Q4 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 Q4 during the Land inventory discussion in December.



Outstanding Action List

004	April 4, 2023	No Motion	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	Q4 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. .
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.