

SUMMER VILLAGE OF BIRCH COVE AGENDA

Thursday, February 19th, 2026
Wildwillow Administration Office and via zoom
2317 Township Road 545 Lac Ste. Anne County

1.	<u>Call to Order</u>		
2.	<u>Agenda</u> Pages 1-6	a)	February 19 th , 2026 Regular Council Meeting <i>(that Council approve as is or as amended)</i>
3.	<u>Minutes:</u> Pages 7-10	a)	Thursday, December 18 th , 2025 Minutes <i>(approve as presented or with amendments)</i>
4.	<u>Public Hearings:</u>		N/A
5.	<u>Delegations/ Appointments:</u>		N/A
6.	<u>Business Arising:</u>	a)	<p>Draft 2026 Operating Budget – supplied to Council is our third review of the draft 2026 Operating Budget for the Summer Village of Birch Cove. This draft budget will be reviewed at meeting time. As Birch Cove does not have a regular March meeting scheduled, Council will have to hold a Special Meeting for budget approval in order to have the Tax Rate Bylaw available for approval at the April meeting, unless approval is given today.</p> <p><i>(that the 3rd review of the Draft 2026 Operating Budget be accepted for information, and that Administration make changes to this Draft 2026 Operating Budget as directed at meeting time, and that a final budget be presented at a Special Council Meeting scheduled on March _____, 2026 for approval)</i></p> <p>Or</p> <p><i>(some other direction as given by Council at meeting time)</i></p>
7.	<u>Bylaws & Policies</u> Bylaw 172-26 Advertising Bylaw Pages 11-14	a)	Bylaw 172-26, Advertising Bylaw – further to the reference information provided by the Association of Summer Villages of Alberta (attached), it is felt that an Advertising Bylaw would be in the best interests of the Summer Village of Birch Cove. For important information such as a Public Hearing for the Land Use Bylaw, we will always provide a mail out to Birch Cove residents. For other items, Special Meeting dates etc. we prefer to

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			<p>advertise on the website and/or through AllNet which would be covered off with this new Bylaw.</p> <p><i>(that Council give 1st reading to Bylaw 172-26, Advertising Bylaw, as is or as amended)</i></p> <p><i>(give 2nd reading to Bylaw 172-26 as is or as amended)</i></p> <p><i>(give unanimous consent to consider third reading of Bylaw 172-26 in one sitting as is or as amended)</i></p> <p><i>(give 3rd and final reading to Bylaw 172-26 as is or as amended)</i></p>
8.	New Business: Pages 15-18	a)	<p>TAXervice Engagement Letter – the Summer Village of Birch Cove utilizes TAXervice to manage tax arrears recovery on properties within the Village. They have forwarded a new engagement letter for the period January 1st, 2026 to December 31st, 2028. There are a few changes to Appendix "A" – Outline of Costs, the main differences are reflected in the set up and auction costs and increases to the Special Service Fees. This service has been invaluable to the Summer Village as there are very specific processes with very specific time lines to tax recovery. The costs that are incurred through this service are charged back to the appropriate tax roll so are eventually collected. To continue with this service, we are requesting Council approval for the continued use of TAXervice for the period of Jan. 1/26 to Dec. 31/28.</p> <p><i>(that the Summer Village of West Cove continue to utilize TAXervice Inc. to manage tax arrears recovery on the Summer Village's behalf for a term of three (3) years, beginning January 1st, 2026 to December 31st, 2028)</i></p> <p>Or</p> <p><i>(some other direction as given by Council at meeting time)</i></p>
	Pages 19-29	b)	<p>Family and Community Support Services (FCSS) – the Family and Community Support Services accountability framework is arriving in 2026. Our FCSS Coordinator has met with the Provincial FCSS team to discuss the new requirements. We are still working out what this means for the Summer Village of Birch Cove, however wanted to ensure that Council is aware that charges are coming which may impact who and what we fund. Included is some information and provided by FCSS to assist Council in</p>

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			<p>understanding the changes and consider how things might be funded moving forward.</p> <p><i>(that the information and discussion regarding the Family and Community Support Services (FCSS) Accountability Framework be accepted for information)</i></p> <p>Or</p> <p><i>(some other direction as given by Council at meeting time)</i></p>
	Pages 30-66	c)	<p>Asset Management Plan Monthly Progress Report – as you will recall, Birch Cove agreed to participate in the proposed Matthewson & Co. Asset Management Project, along with other Summer Villages in the area. Attached is the slide presentation of a meeting with the Matthewson team outlining what Asset Management is and how it is important in the future planning for a municipality. As well attached is the monthly progress report for January, 2026. Administration has completed the Asset Listing, Condition Assessment and Asset Importance and has forwarded this to Matthewson. We have now been requested to complete An Asset Management Readiness Scale. The Asset Management Plan is a necessary tool that assists municipalities get a clear picture of the current municipal financial state based on all of the things that are going to need to be repaired or replaced over the next several years, which assist with financial planning moving forward. However, Administration was of the understanding that Matthewson was putting together the Asset Management Plan, when in reality they are really just guiding the municipality through the process. This project is taking much more Administrative time than we were made aware of at the beginning.</p> <p><i>(that Council accept the Asset Management Plan Monthly Progress Report as presented and direct Administration to complete the Asset Management Project within existing operational capacity, understanding that this may delay project completion)</i></p> <p>Or</p> <p><i>(some other direction as given by Council at meeting time)</i></p>
	Pages 67-69	d)	<p>Boat Dock Insurance Coverage – the Association of Summer Villages of Alberta sent out an information letter on January 26th, 2026 with regard to insurance coverage for boat docks. The Summer Village of Birch Cove is in a unique situation whereby the residents themselves have purchased the boat dock system so ownership is somewhat vague. Attached is the Asset Descriptions forwarded from Matthewson for our Asset Management</p>

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			<p>Plan, however we are not able to ascertain exactly what dock section is included in the listing (i.e. roll-in dock, sundeck) etc. The total asset value in the listing is \$74,399 and it is unclear as to whether this is an accurate value or there is some duplication in the listing. Currently the Summer Village does not carry insurance on the dock system. We are requesting that Council advise whether we should be carrying insurance on this as it is assumed that the residents that have contributed to the docks do not have coverage on their own policy and further, if so what value would we insure this for?</p> <p><i>(direction as given by Council at meeting time)</i></p>
		e)	<p>Summer Maintenance Person – it is generally understood that it is not a great practice to have someone on Council employed by the Municipality. In this regard, Municipal Affairs has advised that “contractors” would not typically be considered employees of a Municipality, however there are aspects of the contractual relationship that can make it look more like an employment relationship. To avoid any perceived bad practices, Council may want to consider if the seasonal position should be advertised, offered to someone that is familiar with the duties etc.</p> <p><i>(direction as given by Council at meeting time)</i></p>
		f)	
		g)	
9.	<u>Financial</u> <i>Forwarded under separate cover</i>	a)	<p>Income and Expense Statement – January 31st, 2026 and Bank Balances as at January 31st, 2026.</p> <p><i>(that the January 31st, 2026 Income and Expense Statement as outlined in the 2026 Draft Budget and the January 31st, 2026 Bank Balances, be accepted for information)</i></p>
10.	<u>Correspondence</u> <i>Pages 70-78</i>	a)	<p>Alberta Summer Village Association – Executive effective December, 2025.</p>
	<i>Pages 79-80</i>	b)	<p>Update on Changes to Alberta's Police Funding Model</p>
	<i>Page 81</i>	c)	<p>ABMunis Initial Response to Provincial Government's Police Funding Model Announcement</p>

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Pages 82-85	d)	Lac Ste. Anne Foundation Board Meeting Minutes – October 8 th , 2025	
Pages 86-89	e)	Association of Summer Villages of Alberta – December 12 th , 2025 notice on Joint Use and Planning Agreements (JUPA) Regulation – we are pleased to see that there has been an exemption for municipalities that do not have school boards own or occupy a school building within the municipality's boundaries.	
Page 90	f)	Holiday Newsletter from Municipal Planning Services (MPS) offering an opportunity to nominate a deserving charity in the area for a random draw donation. Administration has forwarded the Onoway Food Bank on behalf of the Municipality.	
Pages 91-92	g)	Summer Villages of Alberta 2025 Year in Review – Newsletter	
Page 93	h)	December 16 th , 2025 letter of congratulations to all newly elected municipal councils.	
Pages 94-104	i)	Association of Summer Villages of Alberta (ASVA) – Local Authorities Election Act Review – ASVA has been advocating for Summer Villages by ensuring that municipal election legislation is workable, fair, and proportionate to maintain strong local democracy in our communities. The attached Executive Summary outlines the collective feedback presented to Alberta Municipal Affairs on proposed changes to the <i>Local Authorities Election Act</i> (LAEA), which better reflects the unique governance structure of Summer Villages, seasonal population, property-based electorate and limited administrative capacity of Summer Villages.	
Pages 105-112	j)	Seniuk & Marcato – January 23 rd , 2026 Audit Engagement Letter outlining the objective, scope, responsibilities, etc.	
Pages 113-115	k)	Village of Alberta Beach, Mayor Tara Elwood – January 20 th , 2026 Letter to Minister of Transportation and Economic Corridors, Honourable Devin Dreeshen – Emergency Response Dispatch Practices on a Provincially Significant Transportation Corridor	
	l)		
	m)	<i>(that the correspondence items be accepted for information)</i>	

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11.	<u>Council Reports</u>	a)	Mayor
		b)	Deputy Mayor
		c)	Councillor
			<i>(that the Council Reports be accepted for information)</i>
12.	<u>Chief Administrative Officer Report</u> <i>Forwarded under separate cover</i>	a)	To Do List – December 18 th , 2025
		b)	
		c)	<i>(that the Chief Administrative Officer Reports be accepted as information)</i>
13.	<u>Confidential Matters</u>		N/A
14.	<u>Adjournment</u>		

Next Meetings: Special Council Meeting, March _____, 2026
 Public Hearing and Regular Council Meeting, April 16th, 2026

SUMMER VILLAGE OF BIRCH COVE
REGULAR COUNCIL MEETING MINUTES
THURSDAY, DECEMBER 18TH, 2025
HELD IN PERSON AT 2317 TWP RD 545. LAC STE. ANNE COUNTY, ALBERTA
AND VIA ZOOM

5	PRESENT:	Mayor: Dean Preston Deputy Mayor: Jan Tschudin Councillor: Eugene Dugan Administration: Wendy Wildman, Chief Administrative Officer (via Zoom) Diane Wannamaker, Administrative Assistant Public at Large: 0 Public on Zoom: 0
1.	CALL TO ORDER	Mayor Preston called the meeting to order at 4:00 p.m.
2.	AGENDA 125-25	MOVED by Councillor Dugan that the December 18 th , 2025 Regular Council Meeting agenda be approved as presented. CARRIED
3.	MINUTES 126-25	MOVED by Councillor Dugan that the Regular Council meeting minutes of October 23 rd , 2025 be approved as presented. CARRIED
4.	PUBLIC HEARING(S)	N/A
5.	DELEGATIONS(S)	N/A
6.	BUSINESS ARISING 127-25	MOVED by Mayor Preston that the 2 nd review of the Draft 2026 Operating Budget be accepted for information, and that Administration make changes to this Draft 2026 Operating Budget as directed at meeting time, and that a 3 rd review of the updated Draft 2026 Operating Budget take place at the February 19 th , 2026 Council meeting. CARRIED
	128-25	MOVED by Deputy Mayor Tschudin that the 2026 Capital Budget be approved as presented with the understanding that this Budget may be amended moving forward, depending on project initiation/approval. CARRIED

SUMMER VILLAGE OF BIRCH COVE
REGULAR COUNCIL MEETING MINUTES
THURSDAY, DECEMBER 18TH, 2025
HELD IN PERSON AT 2317 TWP RD 545. LAC STE. ANNE COUNTY, ALBERTA
AND VIA ZOOM

7.	BYLAWS/POLICIES 129-25 <i>Bylaw 170-2025, Land Use Bylaw</i>	MOVED by Mayor Preston that Bylaw 170-2025, being a Bylaw to amend the Land Use Bylaw with respect to Legislative Updates and Short Term Rentals, be given first reading with amendment regarding Section 45, Short Term Rentals, Clause (1) replace the word "representative" with "owner" and that a Public Hearing be scheduled for April 16 th , 2026 during the regular Council meeting. CARRIED
8.	NEW BUSINESS 130-25 131-25 132-25	MOVED by Deputy Mayor Tschudin that the Summer Village of Birch Cove endorse the Summer Village Regional Emergency Management Partnership's 2026 Budget as presented. CARRIED MOVED by Mayor Preston that Council approve Family and Community Support Services (FCSS) Funding Agreement FCFA0002851 for January 1 st , 2026 to December 31 st , 2028 and ratify execution. CARRIED MOVED by Mayor Preston that the 2026 Yellowhead Regional Library Services Grant and municipal funds be assigned to the Rich Valley Public Library. CARRIED
9.	FINANCIALS 133-25	MOVED by Councillor Dugan that the November 30 th , 2025 Income and Expense Statement and November 30 th , 2025 Bank Balance, be accepted for information. CARRIED
10.	CORRESPONDENCE 134-25	MOVED by Councillor Dugan that the following correspondence be accepted for information: <ul style="list-style-type: none"> ➤ Ste. Anne Regional Emergency Management Partnership – notification of new Regional Director of Emergency Management effective January 1st, 2026, Stephen Wright ➤ Lac Ste. Anne Foundation Board Meeting Minutes – June 24th, 2025 and August 26th, 2025

SUMMER VILLAGE OF BIRCH COVE
REGULAR COUNCIL MEETING MINUTES
THURSDAY, DECEMBER 18TH, 2025

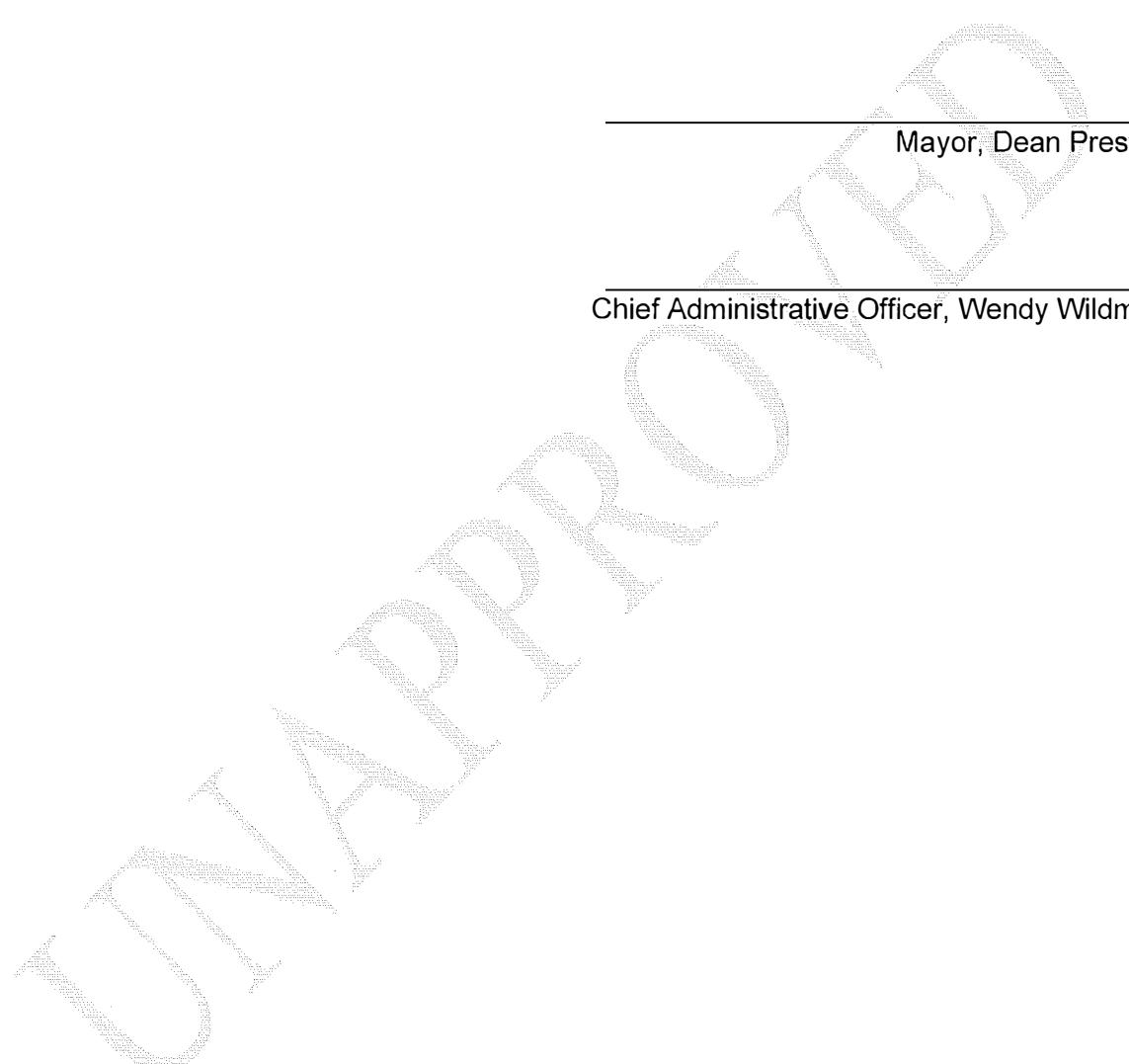
HELD IN PERSON AT 2317 TWP RD 545. LAC STE. ANNE COUNTY, ALBERTA
AND VIA ZOOM

		<ul style="list-style-type: none">➤ December 8th, 2025 email and letter from Minister of Municipal Affairs, Dan Williams regarding 2025 Engagement – Fire Level of Service – What We Heard➤ Provincial Priorities Act (PPA) – the Act came into force April 1st, 2025 – November 3rd, 2025 email from Municipal Affairs marking the 6-month mark since inception and providing a fact sheet and information on Frequently Asked Questions➤ Town of Onoway – Council Committee Appointments➤ National Police Federation – November 27th, 2025 letter outlining the early negotiations with contracting partners for policing agreements beyond 2032, along with polling demonstrating public support for the Alberta RCMP➤ Proposed New Provincial Boundary Map – information and opportunity for feedback➤ Yellowhead Regional Library 2026-2030 Strategic Plan➤ Emerging Trends in Municipal Law – Brownlee LLP, Edmonton session – February 12th, 2026 in person or virtual	CARRIED
11.	COUNCILLOR REPORTS 135-25	<p>MOVED by Mayor Preston that the Councillor reports be accepted for information as presented.</p>	CARRIED
12.	ADMINISTRATION REPORTS 136-25	<p>MOVED by Mayor Preston that the Administration reports be accepted for information as presented.</p>	CARRIED
13.	CONFIDENTIAL MATTERS	N/A	
15.	ADJOURNMENT	The meeting adjourned at 5:08 p.m.	

SUMMER VILLAGE OF BIRCH COVE
REGULAR COUNCIL MEETING MINUTES
THURSDAY, DECEMBER 18TH, 2025

HELD IN PERSON AT 2317 TWP RD 545. LAC STE. ANNE COUNTY, ALBERTA
AND VIA ZOOM

Mayor, Dean Preston



Chief Administrative Officer, Wendy Wildman



Association of
SUMMER VILLAGES
OF ALBERTA

January 26, 2026

Advertising Bylaw – Reference Information

As you may be aware, Section 606(1) of the Municipal Government Act (MGA) outlines specific requirements regarding advertising under certain circumstances. When these situations occur, notice is required to be given using one of the following methods:

- (a) published at least once a week for 2 consecutive weeks in at least one newspaper or other publication circulating in the area to which the proposed bylaw, resolution or other thing relates, or in which the meeting or hearing is to be held,
- (b) mailed or delivered to every residence in the area to which the proposed bylaw, resolution or other thing relates, or in which the meeting or hearing is to be held, or
- (c) given by a method provided for in a bylaw under section 606.1.

Most summer villages do not have a local newspaper that effectively reaches most residents, making mailed notifications the primary means of communication. However, electronic notification is the most efficient method for disseminating information. If you wish to advertise electronically, a bylaw is required in accordance with Section 606.1 and requires a public hearing prior to being passed. When passed, the bylaw will allow the summer village to be more efficient and lower advertising costs.

The ASVA will leave this information with you. If you have any questions or require a bylaw template to follow, please reach out to Kathy at execdirector@asva.ca.

Regards,

Brian Waterhouse
President, ASVA

BYLAW NO. 172-26

SUMMER VILLAGE OF BIRCH COVE

BEING A BYLAW OF THE SUMMER VILLAGE OF BIRCH COVE, IN THE PROVINCE OF ALBERTA, TO ESTABLISH ALTERNATE METHODS FOR ADVERTISING STATUATORY NOTICES

WHEREAS, pursuant to Section 606 of the *Municipal Government Act*, a Council must give notice of certain Bylaws, Resolutions, Meetings, Public Hearings, or other things by advertising in a newspaper or other publication circulating in the area, mailing or delivering a notice to every residence in the affected area or by another method provided for in a Bylaw under Section 606.1;

AND WHEREAS, pursuant to Section 606.1(1) of the *Municipal Government Act*, a Council may, by Bylaw, provide for one or more methods, which may include electronic means, for advertising proposed Bylaws, Resolutions, Meetings, Public Hearings, and other things referred to in Section 606;

AND WHEREAS Council is satisfied that the advertising method set out in this Bylaw is likely to bring matters advertised by that method to the attention of substantially all residents in the area to which the Bylaw, Resolution, or other thing relates, or in which the Meeting or Hearing is to be held;

NOW THEREFORE, under the authority of the *Municipal Government Act*, the Council of the Summer Village of Birch Cove, in the Province of Alberta, duly assembled, enacts as follows:

PART 1 – INTERPRETATION AND DEFINITIONS

Bylaw Title

1. This Bylaw may be cited as the “**Public Notification Advertising Bylaw**”

Definitions

2. In this Bylaw, unless the context otherwise requires:

- (a) **“Detailed Notice”** means a notice containing all of the information required under Section 606 of the *Municipal Government Act*.
- (b) **“Print Media”** means any written or pictorial form of communication produced mechanically or electronically using printing, photocopying, or digital methods from which multiple copies can be made through automated processes.
- (c) **“Social Media”** means any electronic online form of communication through which individuals and groups of users share information and content.

BYLAW NO. 172-26

SUMMER VILLAGE OF BIRCH COVE

(d) **“Statutory Notices”** means any notices including those for proposed Bylaws, Resolutions, Meetings, Public Hearings, or other things as required to be advertised by the *Municipal Government Act*.

Advertising Method

3. Any notice required to be advertised under Section 606 of the *Municipal Government Act* of Statutory Notices, such as a Bylaw, Resolution, Meeting, Public Hearing, or other thing may be given, in accordance with the timelines prescribed in Section 606:
 - (a) By posting the Notice in the local weekly local newspaper publication; and/or
 - (b) Electronically by posting a Notice prominently on the Summer Village of Birch Cove website; and/or
 - (c) Electronically by posting the Notice prominently on any of the Summer Village of Birch Cove’s official Social Media sites; and/or
 - (d) By directly mailing the Notice to the necessary residents/businesses; and/or
 - (e) Electronically via email, text, or other electronic notification through a subscribed database established for that purpose.

Severability

4. Each provision of this Bylaw is independent of all other provisions. If any such provision is declared invalid by a Court of competent jurisdiction, all other provisions of this Bylaw will remain valid and enforceable.

Effective Date

5. This Bylaw shall come into force and effect when it has received third reading and has been duly signed.

BYLAW NO. 172-26

SUMMER VILLAGE OF BIRCH COVE

READ A FIRST TIME IN COUNCIL THIS 19TH DAY OF FEBRUARY, 2026

READ A SECOND TIME IN COUNCIL THIS 19TH DAY OF FEBRUARY, 2026

UNANIMOUS CONSENT TO PROCEED TO THIRD READING THIS 19TH DAY OF FEBRUARY, 2026

READ A THIRD TIME IN COUNCIL AND DULY PASSED THIS 19TH DAY OF FEBRUARY, 2026

Signed this 19th day of February, 2026.

Mayor, Dean Preston

Chief Administrative Officer, Wendy Wildman



January 16, 2026

By Email: (original to remain on file)

Summer Village of Birch Cove

ENGAGEMENT LETTER

Attention: Wendy Wildman, Chief Administrative Officer

Re: Management of Property Tax Arrears Recovery

Thank you for choosing TAXervice to manage your property tax arrears recovery. If this engagement letter meets with your approval, please sign and return one copy to our office.

Outline of the Process

TAXervice undertakes to manage property tax arrears recovery for you from beginning to end. Along with owner and property information, you undertake to provide us with an Arrears by Year report directly from your accounting system showing all eligible properties and all arrears. (if no eligible properties, then by March 31) At the relevant time, we will advise what additional owner and arrears information is required.

Fees

Our fees are detailed in Appendix "A". These fees may change from year to year provided that we give you 30 days' notice of any such change.

Once you provide us with the property information, we will initiate the process. As soon as we begin to work on entering your information into our database, we will send our invoice(s) to you. These costs are to be entered into your accounting system and added to each roll number. Once we send our invoices to you, our fee is payable, since a great deal of time and effort is expended entering the information and ensuring it is accurate. If the property is redeemed prior to delivery of our invoice to you, we will waive our fees. However, we will not waive/refund our fees on any properties sent to us in error or which redeem after we have sent you our invoices.

Process

During the course of the tax recovery process, both TAXervice and the municipality will have specific responsibilities. Please see Appendix "B" for an overview of those responsibilities.

We will send you an update at each significant step in the process. We provide you with one sample copy of each type of document sent to ratepayers for your information and records. We do not provide copies of every notice sent nor do we provide copies of notices received from land titles. We do provide you with reports of any ratepayer or registered interest holder issues or requests that may arise. (eg. if a taxpayer has specific questions and we communicate with them). We encourage you to forward any inquiries pertaining to the tax recovery process to our office. We strongly suggest that there be only one contact for tax enforcement and that be us.

TAXervice's use of the information provided by the municipality will be limited to tax enforcement for the municipality and TAXervice will comply with all FIPPA/LAFOIP/FOIP requirements in dealing with this information.

COPY

Auction

Please contact us to reserve your tax sale date. If you bring a resolution to set the date before Council, please check with us first to confirm the date is available. We will do our utmost to ensure your tax sale occurs on the date scheduled. As you are aware however, it may be necessary to postpone the tax sale date due to circumstances beyond our control (eg. inability to notify a deceased or missing owner, etc.)

Based on our experience, we have devised and revised our auction sale conditions. Unless arranged otherwise, we will use our auction sale terms and conditions, without alteration.

Term

This engagement is for a three-year term ending December 31, 2028. Our arrangement will automatically renew for a further three-year term unless terminated by either party on 30 days written notice prior to the end of the term.

In the event of termination of this agreement by you without cause, for each part or full year remaining in the term, you will pay us an amount equal to \$750 times the maximum number of rolls you have sent us in any prior calendar year. This is a genuine pre-estimate of damages and not a penalty. Any unbilled fees or disbursements will be invoiced by TAXervice and any outstanding invoices will be immediately due and payable. There will be no refunds of unearned fees or disbursements. Unless other arrangements are made, your files will be closed and no further work done. (e.g. discharges)

Indemnity

You agree to indemnify and hold us and our officers, directors, agents and employees harmless from any claim or demand, including legal fees and disbursements, made by any third party due to or arising out of the performance of our services on your behalf. This indemnity does **not** apply if the action(s) or inaction(s) which are the subject of the claim were performed negligently or in contravention of any applicable statute or regulation.

Agreements

If we prepare an agreement for the payment of tax arrears, you agree that we may use DocuSign to facilitate signing of the agreement by the owner(s) and/or you.

We look forward to working with you. In the meantime, if you have any questions, please do not hesitate to contact our office.

Yours truly,
TAXervice



Tyler Burnside,
President

By signing a copy of this letter, the undersigned acknowledges and agrees to the terms set out above.

SUMMER VILLAGE OF BIRCH COVE



Authorized Signing Officer

Name: [REDACTED]

Title: [REDACTED]

COPY

APPENDIX “A” – Outline of Costs:

1. Fees

	Fee	Misc
Setup	\$395	\$40
Auction	\$320	\$50

(Fee schedule above effective January 1, 2026)

Was \$295
Was \$300

- Our fee for properties with arrears of \$25 or less will be discounted by \$50 at the first stage. If the property is not redeemed before April 1 of the following year, full fees will apply.
- In the event that a property owner has more than one property subject to tax sale, our setup fees per property will be reduced on those properties with less than \$2,500 in arrears.

2. Special Service Fees

	Fee	Misc
Search for Owner/Registered Interest Holder	\$175	\$20
Corporate Owner	\$125	\$15
Locate new address for a corporation and resend notice	\$125	\$15
Service on beneficial owner, deceased owner, dissolved corporation	\$175	\$15
Arrange personal service of notice upon one registered owner or interest holder	\$195	\$20
Agreement exploration, including preparation of agreement, if applicable (plus \$75 per roll to a maximum fee of \$500)	\$200+	\$25
Extraordinary Fees		
Default letter/reminder notice with respect to an agreement	\$150	\$15
Notice to Remove Belongings/Vacate	\$325	\$30
Notice of Surplus Proceeds	\$395-\$595	\$45
Surplus Proceeds Application + Order Review	\$475	\$45
Bankruptcy/Insolvency/CRA Judgment Review	\$475	\$45
Discharge (old tax notice or lien registration)	\$100	\$10
"Urgency Fee" for payment through Taxservice or for agreement less than 48 business hours before auction (plus regular fees)	\$175	\$20
Attempt to locate missing serial number	\$150	\$15
Ministerial Order	\$395	\$35

Was \$125

Was \$195

3. **Disbursements** - We do our best to ensure that disbursements are reasonable. Disbursements may include, but are not limited to: land titles fees; document service fees; mailing costs; advertising/auction costs; miscellaneous searches; etc.. An administration fee of 15% will be added to all disbursements. (minimum \$5.00)
4. **Office Administration Charge** – this charge (referred to as “Miscellaneous”) covers miscellaneous office expenses such as opening files, file retention and storage, long distance and fax costs, photocopies, laminating, email, regular postage, etc..
5. **Legal Services Rate** – Where legal services are required and have been authorized by the client, those fees will be billed at the rate of \$500 per hour.

Please Note: If the property has been redeemed, but we were not notified and further fees and/or disbursements have been incurred, the municipality will be responsible for those further costs incurred.

APPENDIX “B” - RESPONSIBILITIES

TAXervice's responsibilities:

- track all deadlines
- register the Tax Notification with land titles (Land)
- register Financing Statement in Personal Property Registry (DMH)
- prepare and arrange notice to every owner and person having a registered interest
- prepare and arrange publication of the Notice of Public Auction in both the Alberta Gazette and local paper
- arrange conduct of the tax sale auction and, if necessary, be available by teleconference
- prepare transfer/transmission following auction

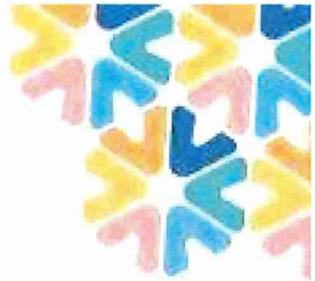
The municipality's responsibilities:

- provide an Arrears by Year report (generated directly from your accounting software)
- pursuant to s 412 of the Municipal Government Act, at all times to post a copy of the tax arrears list in the municipal office in a place accessible to the public
- provide the information from the tax rolls as requested by Taxervice
- field inquiries for redemption amounts and include our fees and disbursements in the amount
- receive payments from taxpayers by cash, certified cheque or any other form of **guaranteed** payment and advise our office of same by email or fax as soon as possible
- sign documents requiring municipal signatures



FCSS Accountability Framework

Live Training - Frequently Asked Questions



Definitions and Scope

Community outreach programming: what is the difference between a referral activity and a program activity?

The key distinction lies in the depth of engagement and tracking requirements. Referral activities are typically one-time interactions, such as providing someone with contact information or directing them to a service.

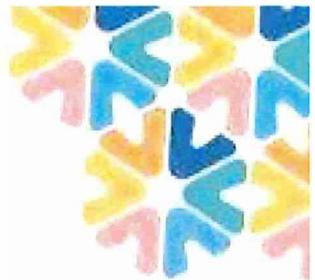
In contrast, program activities under the Community Outreach Programming category often involve dedicated personnel delivering hands-on support, such as navigation services. These activities often include ongoing engagement, and participants should be tracked to reflect the depth and continuity of support. While referrals may occur within these programs, they do not need to be tracked individually, as interaction and engagement are already captured through the key performance measure of participant interactions.

What counts as a “partner” in FCSS reporting?

A community partnership is defined as a collaborative working relationship, either formal (e.g., written agreements) or informal, between local FCSS programs and other organizations. These may include non-profits, schools, health services, community centres and businesses that contribute meaningfully to service delivery or community outcomes.

Key Clarifications:

- Organizations should be counted once, even if involved in multiple distinct initiatives.
- Funded organizations delivering indirect services are not considered partners.
- Individual schools within the same school board should be counted as separate partners if they are directly involved.
- Businesses should be included if they play an active role in collaboration or support.
- Municipal departments should not be counted as partners if they are engaged in collaborative work.
- Other local FCSS programs should be counted as partners when involved in joint initiatives.



What is a “collaborative working relationship”?

A collaborative working relationship is a formal or informal relationship between committed organizations that utilizes joint efforts to achieve common goals.

What is the difference between direct and indirect service delivery?

Direct service delivery refers to services that are provided directly by the FCSS program or its staff. Indirect service delivery refers to services that are delivered by individuals or organizations funded through FCSS grants. These partners carry out programming or supports on behalf of FCSS but are not FCSS staff themselves.

Is “Family and Sexual Violence” a single category, or two distinct categories: Family Violence and Sexual Violence?

Family and Sexual Violence are two distinct concepts that fall under the same Provincial Prevention Priority.

Information and referrals: is one family considered one unit?

For information, one family is considered one unit.

For referrals, the scope of the referral needs to be considered. If a family attends their local FCSS and receives two referrals for services that benefit the family as a whole (such as family counselling and the food bank), it would be considered one referral interaction. Whereas if a family attends their local FCSS and the grandmother is referred to a senior’s support group, and the child is referred to a children’s day program, it would be considered two referral interactions.

Surveys

Can we modify the language of survey questions?

FCSS programs may use plain language or adapt the wording of survey questions, as long as the intent of the question remains unchanged. This flexibility allows programs to ensure



questions are clear, accessible, and appropriate for their audiences. Programs are also encouraged to be innovative in how they administer surveys, whether through paper forms, digital tools, interviews, or creative engagement methods, so long as the data collected aligns with the intended performance measures.

Can we survey children in child and youth programs?

FCSS programs delivering child and youth programming may choose to survey children directly or survey their parents, caregivers, or other relevant partners. Programs should use their judgment to determine the most appropriate approach based on the age, developmental stage, and context of the participants. Survey questions and methods should be tailored to suit the audience, ensuring they are age-appropriate and effective in capturing meaningful feedback.

Can we use a four-point Likert scale in our surveys?

FCSS programs are asked to use a five-point Likert scale for survey questions. This standardization ensures consistent data collection across all programs, allowing for standardization when analyzing and aggregating results.

Can I use direct quotes from participant feedback in impact narratives?

FCSS programs may use direct quotes from participant feedback in their impact narratives, providing the quotes are relevant and reflect the intent of the narrative. However, it's important to work with your municipality to understand any communications or privacy requirements that may apply, especially regarding participant consent and public use of personal feedback. If needed, quotes can be lightly edited for clarity, but the original meaning should remain unchanged.

Reporting

Why can only one prevention priority be selected per activity?

While many FCSS activities, such as navigation services and interagency collaboration, naturally support multiple prevention priorities, selecting one primary priority per activity



ensures consistent, clear, and comparable data across programs. This approach helps avoid complications in analysis, diluted insights, and inconsistent reporting.

How do I report if my program does not align with the Provincial Prevention Priorities?

We encourage FCSS programs to consider the following when categorizing Prevention Priorities:

- What is the program trying to promote or prevent?
- What skills does the program aim to build in its participants? What are these skills promoting or preventing?

Not every program is going to clearly match one specific single Prevention Priority. We ask that the most appropriate category be chosen.

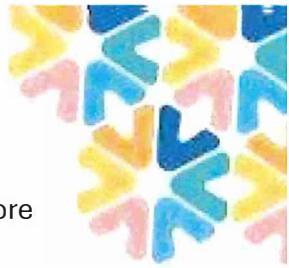
If your program does not appear to align with one of the Prevention Priorities, you have additional questions or would like additional support with this, please book a program consultation with a member of the FCSS team at scss.fcssadmin@gov.ab.ca.

Do I need to track where referrals are going?

For provincial government purposes, FCSS programs are not required to track referral destinations. While we recognize the value in understanding where referrals are being made, the current reporting requirement focuses on capturing referral interactions, not the specific organizations or services referred to. This approach keeps data collection manageable while still reflecting the role of FCSS programs in connecting individuals to supports. You may wish to check with your municipality to see if it wants referral destinations to be tracked.

Is there an upper limit on the number of prevention strategies we can select?

There is no strict upper limit, but FCSS programs are generally encouraged to select between 2 to 4 prevention strategies. This range helps ensure that programs remain focused and strategic, while still capturing the breadth of their work. Selecting too



many priorities can dilute the clarity of your program's intent and make reporting more complex.

Can I report activities together if they have similar outcomes and objectives?

FCSS programs may report multiple activities together under a single activity item if they share the same prevention priority and prevention strategies. For example, if you offer a series of individual workshops for seniors (such as lunch-and-learns on topics like healthy relationships, mental wellness, and staying socially connected) and all of these support the prevention priority of “aging well in community” through prevention strategies like “promoting active engagement” and “developing and maintaining healthy relationships”, you can report them collectively as one activity. This approach helps streamline reporting while still accurately reflecting the intent and impact of the programming.

How do we report participants in a jointly delivered program across multiple municipalities?

If your FCSS program is **jointly delivered by multiple municipalities**, there are two recommended options for reporting participant counts:

1. Split participants proportionally by funding contribution

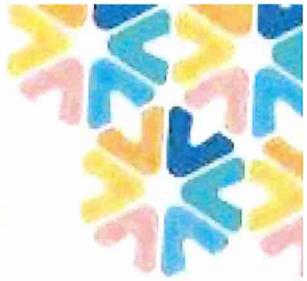
If each municipality contributes a different amount of funding, you may divide the total number of participants based on each municipality's share of the funding.

Example: If Municipality A contributes 50%, Municipality B 30%, and Municipality C 20%, and the program served 100 participants, you would report 50, 30, and 20 participants respectively.

2. Split participants equally across municipalities

If funding is shared equally or proportional reporting isn't feasible, you may divide the total participant count evenly across the municipalities involved.

Example: If three municipalities jointly deliver a program and 90 participants were served, each municipality could report 30 participants.



Should volunteers be counted as attendees at community events?

Volunteers should not be counted as attendees. The description of an event attendee is: *“Anyone who attends or takes part in any way in a community event.”* This refers specifically to individuals who are engaging with the event as its intended audience. Volunteers, staff, and others involved in delivering or supporting the event are not considered attendees for reporting purposes.

Does a volunteer appreciation event count as a community event?

A volunteer appreciation event for FCSS volunteers is not categorized as a community event. Instead, it should be reported under the activity type of “Community Development and Capacity Building” → “Volunteerism,” as it supports volunteer capacity and engagement.

While participants at these events include volunteers, they should not be counted as attendees for the purpose of community event reporting. Volunteer contributions are captured separately through “unique volunteer counts” and “volunteer hours,” not through participation in appreciation activities.

How do I report unique volunteers that support multiple FCSS-funded programs?

We understand that tracking unique volunteers across organizations and programs can be challenging. We recommend that you continue to do the best you can in this regard.

Alternatively, you may wish to adopt a “volunteer interaction” metric for counting volunteers in which you count each instance of volunteer engagement as an interaction, rather than trying to track unique individuals.

How do I report volunteers that are funded through FCSS capacity building, while they are volunteering at a non-FCSS funded program?

Volunteers that are funded through FCSS Capacity Building should only be counted when they are volunteering for FCSS programs.

Our program doesn't quite fit the healthy relationships description: is there a better category for it?

FCSS programs that promote social cohesion or involve addressing social discourse issues and do not better fit the description of other categories should be reported under Group-Based Social Connection/Social Well Being Programming.

Our school-aged program doesn't fit into a “drop-in” or “camp” model: where should it be categorized?

FCSS programs that do not fit these categories because of their registration model may fall into the “Skill Building” or “Healthy Relationships” program categories.

Community groups: do I have to specify which Indigenous populations are attending the program?

If your program is intended for First Nations, Métis, or Inuit peoples primarily, there will be a new option to specify this under the Community Groups section. If your program is for Indigenous peoples generally, you do not need to indicate a sub type and are not required to ask program participants details about their Indigenous status.

Funded Agency Support

Can we share the training package and recorded sessions with indirect service delivery partners?

Sharing the training package and recorded sessions with indirect service delivery partners is encouraged. This helps ensure consistent understanding of key concepts and expectations across all organizations contributing to service delivery.

Is there a form that lists requirements for funded agencies that I can share directly with them?



Sharing of the training package and supplementary material created by individual FCSSs is encouraged. Included in this is the checklist. Please inquire with the FCSSAA for additional support in this area.

Other

Do I need to complete a community needs assessment, and what does it involve?

Currently, FCSS programs are not required to complete a community needs assessment. However, we encourage programs to conduct one to better understand local needs and inform service planning. For now, we are simply asking whether a needs assessment has been completed, and if so, what year it was conducted.

A community needs assessment is a process used to identify the strengths, gaps, and priorities within a community. It may include:

- Surveys or interviews with residents
- Focus groups or community consultations
- Data analysis from local sources
- Engagement with community partners

The goal is to gather meaningful input that can guide program development and ensure services are responsive to community needs.

We intend to provide training and tools to support programs in conducting needs assessments. In the meantime, programs are encouraged to explore approaches that suit their local context and capacity.

1 UNIQUE PARTNERSHIP

A partnership built on a shared commitment to prevention.

Funding comes from:



Government of Alberta



Municipalities & Métis Settlements



Prevention Focus

FCSS programs *must* be **preventive** in nature. Prevention:

- ⚡ Strengthens protective factors
- ⭐ Promotes well-being
- 🛡 Reduces vulnerabilities
- 🌿 Enhances quality of life
- 🚀 Empowers people to meet life's challenges

2 LEVELS of PREVENTION

FCSS in Action



FCSS DOES FUND

PRIMARY prevention

Tackling root causes

e.g., Workshops on parenting and employability



SECONDARY prevention

Early intervention

e.g., Short-term counselling



FCSS DOES NOT FUND

TERTIARY prevention

Crisis response or direct aid

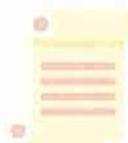
e.g., Food banks & financial assistance services that are:

- 🏛 Already provided by government
- 💡 Recreational or rehabilitative
- 💰 Direct assistance (money, shelter, food)



3 GUIDING FRAMEWORKS

FCSS Governance



FCSS Act

Provides legal authority & funding structure



FCSS Regulation

Outlines operational rules & expectations



- ⚡ FCSS Act
- QR code
- ⚖ FCSS Regulation
- QR code
- 🎯 Accountability Framework
- QR code

Measures impact & ensures alignment



SUMMER VILLAGE OF BIRCH COVE FCSS FUNDING

EVENT	FUNDING 2026	FUNDING 2025	FUNDING 2024	FUNDING 2023	FUNDING 2022	CHEQUE MADE OUT TO
RICH VALLEY LIBRARY					\$ 500.90	RICH VALLEY LIBRARY
RICH VALLEY SCHOOL					\$ 514.00	RICH VALLEY SCHOOL
BC COMMUNITY LEAGUE		\$ 497.43	\$ 600.00	\$ 781.90		emailed bcclfinance1989@gmail.com
EAST END BUS				\$ 233.00		
PHOTOCOPYING				\$ 33.32		
ALL NET/MAIL OUT		\$ 625.30	\$ 460.36			
TOTAL		\$ 1,122.73	\$ 1,060.36	\$ 1,048.22	\$ 1,014.90	
FCSS FUNDING	\$ 1,125.00	\$ 1,122.73	\$ 1,060.36	\$ 1,048.22	\$ 1,014.90	
LEFT TO SPEND		\$ -	-\$ 0.00	\$ -	\$ -	

GOVERNMENT FUNDING	\$ 1,000.00
MUNICIPAL PORTION	\$ 250.00
TOTAL	\$ 1,250.00
ADMINISTRATION FEE	\$ 125.00



Asset Management

Summer Villages of Lac St. Anne County East



Matthewson
& Co.

We Build Communities

Who are we?

We are a small for-profit enterprise, located in Carlyle, SK and Boissevain, MB.

We provide "as-needed" supports to communities. Some of the supports we provide include grant writing, project management, community economic development supports, strategic planning, community engagement, asset management, and policy writing.

Lorri Matthewson, MBA in Community Economic Development, Cert. Asset Management

Anna Beaulieu, Diploma of Business, Management, BREI Coordinator

Jennifer Beard, BA, University of BC

We will talk about:

- What asset management is and why you need a plan.
- The important parts of a good plan.
- Your roles and responsibilities as part of the AM team.
- The benefits.
- How to build the plan into your day-to-day operations.



What is an asset management plan?

- An asset management plan is a process that helps community leaders get a clear picture of their current community financial state, based on all the things you are going to need to repair, or replace over the next several years.
- Includes financial planning so that the community can continue to enjoy at least its current quality of life.
- It includes all of the physical assets you use to provide services to your community.



Why do we need an asset management plan?

- It is legislated. (Required to access federal and provincial funding).
- Almost every community has infrastructure or equipment that is reaching the end of its useful life.
- Much of the infrastructure was put in at the same time and will fail around the same time, meaning you may have to pay for a lot of things at once.
- If we are going to continue to provide the existing level of service, we need to know how we are going to pay for it.



Why do we need an asset management plan?

- It is our job to provide good financial stewardship.
- There is no hero going to ride into town and pay for your infrastructure.
- It provides the rationale for funding proposals.
- Gives the people who live in your community the opportunity to say where the tax dollars should go.
- Helps community leaders to make good decisions so that the quality of life they enjoy is still possible in the future.

The important parts of an asset management plan:

The Life Cycle Approach

Recognizes the full cost of an asset.

Cost Effective Management

Includes preventative maintenance, and sets criteria for replacement.

Defining Level of Service

Discovering what is most important to the community.

The important parts of an asset management plan:

Considering Future Demand:

Thinking about how the future impacts your asset management plan.

Risk and Risk Management:

Understanding the risks of the plan, and coming up with ways to reduce the risk.

Attaching the Asset Management Plan to your Financial Plan.

An important part of asset management is attaching it to your annual budget.

The Best Plans Are Connected:

To other plans

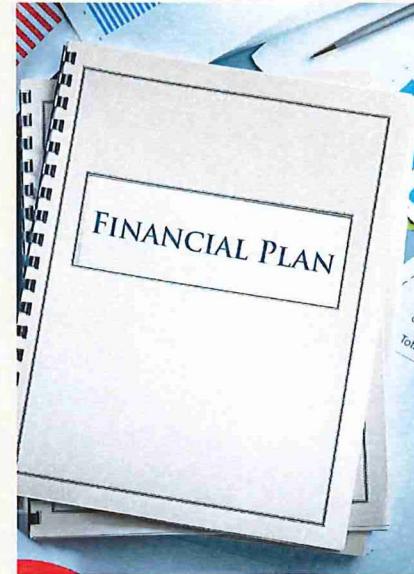


Strategic plans, official community plans, business operation plans and financial plans.

To the community



Public meetings, surveys, focus groups.



An Inventory

Tangible Capital Assets or TCA are prioritized based on the age of the asset, condition rating, and impact to the community.

A Priority List

We set our priorities based on the expected level of service and the availability of resources. Risk and risk management is an important part of this process.

A Financial Plan

We make a plan, called a 10-year capital plan that lays out what we need to do each year. We use this plan to set our annual budget.

What does an AM plan look like?

Why do we need an asset management team?



To gather information.

Research, accessing estimates.



Choose experts.

To choose expertise when necessary to support decision-making.



To set priority.

To work with administration and community to determine expected level of service, and to weigh in on the priority.



Engage the community.

To share surveys, attend public meetings.

What makes a good AM team member?

Someone with history in the community.

Someone who knows a lot about the community.

**Someone who knows and understands
your infrastructure.**

People who worked on it are ideal.

Decision makers.

They are in a position to approve plans.

Volunteers who run facilities.

They may know of repair/replacement plans.

Experts.

Engineers, official community planners, real estate agents and others, can help inform a plan.

What does the AM team do?

They meet.

Once or twice a month to inform the plan.
Annually to inform the budget.

They set a priority based on AM principles.

Safety issues take priority, then must-have (water and sewer), then nice to have.

They keep minutes of every meeting.

This is important for continuity.

They gather information to support decision making.

They may know of repair/replacement plans.

They engage experts and adhoc members.

Engineers, official community planners, real estate agents and others, can help inform a plan.

What are the other roles and responsibilities?

Up to date policies

Once or twice a month to inform the plan.
Annually to inform the budget.

An implementation plan

Safety issues take priority, then must-have (water and sewer), then nice to have.

Up to date job descriptions

This is important for continuity.

A to do list for repairs and renewals

They may know of repair/replacement plans.

A manual that ties it all together.

Engineers, official community planners, real estate agents and others, can help inform a plan.

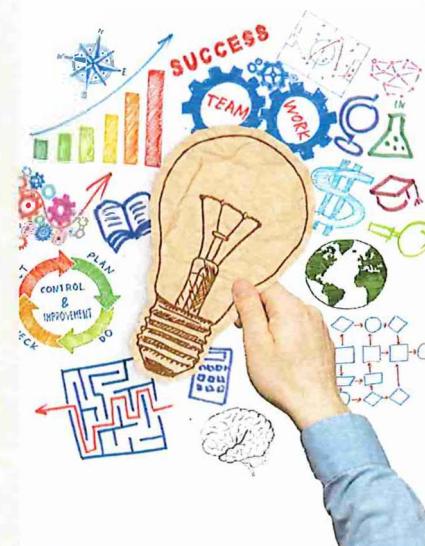
What are the benefits?



A future where you continue to provide a good quality of life.



Enough money to replace important infrastructure as it fails.



All the elements to make smart financial decisions for your community.



It takes a commitment.

Change is hard, but if you are committed to the process your whole community benefits.

Thank you



**LORRI MATTHEWSON
MATTHEWSON & CO.**

Asset Management Readiness Scale Assessment Tool

Contribution to asset management practice



Contribution to asset management practice: By developing this competency, your organization is supporting staff in asset management training, sharing knowledge internally to communicate the benefits of asset management, and participating in external knowledge sharing.

Note: To achieve each level, you must meet every requirement of each level before it.

Current State							Expected Future State	
Outcome areas	Outcomes: Select the outcomes that your organization has achieved.						Current (from left)	Expected
	Level 1	Level 2	Level 3	Level 4	Level 5			
A: Training and Development	<input type="checkbox"/> Our AM training and development approach is informal and largely driven by the personal initiative of staff.	<input type="checkbox"/> Our AM training and development requirements are defined by management based on short-term needs.	<input type="checkbox"/> We provide all staff with basic AM awareness training.	<input type="checkbox"/> We define AM knowledge and skill requirements. A training plan is in place for all positions.	<input type="checkbox"/> We train select staff members as internal experts to support the ongoing development of organizational capacity.		Pre-level 1	Select the level you expect to achieve at the end of this project <i>Please provide information about how your project activities will help you achieve your expected future state</i>
	<input type="checkbox"/> Some staff conduct targeted research, seeking out basic information on AM concepts and techniques.	<input type="checkbox"/> Selected staff are trained on basic AM concepts.	<input type="checkbox"/> Some staff undergo training on advanced AM concepts specific to their roles and responsibilities.	<input type="checkbox"/> Council, management and staff receive role-appropriate AM training to establish needed capacity across the organization	<input type="checkbox"/> Proactive, role-based training serves as a support for career development and succession planning.			
<i>Please provide notes that describe how you have achieved your current level</i>								

Asset Management Readiness Scale Assessment Tool

Contribution to asset management practice



Current State										Expected Future State			
Outcome areas	Outcomes: Select the outcomes that your organization has achieved.										Current (from left)	Expected	
	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9			
B: Internal Communication and Knowledge Sharing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Pre-level 1	1	Select the level you expect to achieve at the end of this project
	We are aware of the need to mitigate the risk of losing information held in the minds of long-term staff.										Please provide information about how your project activities will help you achieve your expected future state		
	We mitigate the risk of losing information held in the minds of long-term staff, through improved record keeping.												
	A culture of knowledge sharing is emerging internally, supported by official initiatives.												
	A culture of knowledge sharing exists and is supported by a mix of formal and informal initiatives.												
	We capture AM knowledge and it flows freely throughout the organization.												
	We collect and maintain AM knowledge resources.												
	We disseminate AM knowledge resources within the organization.												
	We communicate the benefits of AM internally to staff and council.										Staff leverage internal and industry knowledge and leading practice resources.		
Please provide notes that describe how you have achieved your current level													

Asset Management Readiness Scale Assessment Tool

Contribution to asset management practice

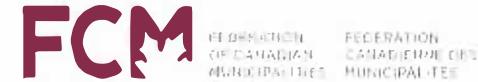
Current State							Expected Future State	
Outcomes: Select the outcomes that your organization has achieved.								
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5		Current (from left)	Expected
C: External Communication and Knowledge Sharing	<input type="checkbox"/>	Pre-level 1	1					
	<input type="checkbox"/>	Select the level you expect to achieve at the end of this project						
<p><i>Please provide notes that describe how you have achieved your current level</i></p>							<p><i>Please provide information about how your project activities will help you achieve your expected future state</i></p>	

Readiness level (automatic)	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
	<input checked="" type="checkbox"/>					

Expected State
Working on Level 1

Asset Management Readiness Scale Assessment Tool

Policy and governance



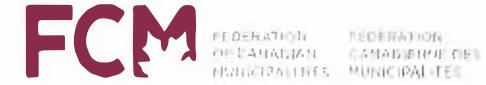
Policy and governance: By developing this competency, your organization is putting in place policies and objectives related to asset management (AM), bringing those policies to life through a strategy and roadmap, and then measuring progress and monitoring implementation over time.

Note: To achieve each level, you must meet every requirement of each level before it.

Current State							Expected Future State	
Outcome areas	Outcomes: Select the outcomes that your organization has achieved.						Current (from left)	Expected
	Level 1	Level 2	Level 3	Level 4	Level 5			
A: Policy and Objectives	<input type="checkbox"/> Senior management is committed to formalizing an AM program.	<input type="checkbox"/> We have drafted an AM policy.	<input type="checkbox"/> We are starting to use our AM policy to guide our actions.	<input type="checkbox"/> We manage assets and services in accordance with our AM policy and organizational objectives.	<input type="checkbox"/> We continue to validate and refine our corporate, service and AM objectives based on the evolving needs of our community.		Pre-level 1	Select the level you expect to achieve at the end of this project
		<input type="checkbox"/> Senior management and council have endorsed the AM policy.					<i>Please provide information about how your project activities will help you achieve your expected future state</i>	
<i>Please provide notes that describe how you have achieved your current level</i>								

Asset Management Readiness Scale Assessment Tool

Policy and governance



		Current State					Expected Future State								
		Outcomes: Select the outcomes that your organization has achieved.													
Outcome areas		Level 1	Level 2	Level 3	Level 4	Level 5									
B: Strategy and Roadmap		<input type="checkbox"/> We have identified the benefits that we want AM to deliver, and the benefits support organizational objectives.	<input type="checkbox"/> We have a strategy for our AM program.	<input type="checkbox"/> We have a roadmap that details the actions for implementing our AM strategy over the next 3 to 5 years.	<input type="checkbox"/> We are achieving our AM policy objectives. The necessary workflows, documents, and reporting tools are in place.	<input type="checkbox"/> We follow our roadmap and continually improve our AM practices.									
		<input type="checkbox"/> We have a draft roadmap that outlines our approach for the next 1 to 3 years.		<input type="checkbox"/> We update our roadmap to address evolving needs.	<input type="checkbox"/> We document improvements to our AM practices.										
<i>Please provide notes that describe how you have achieved your current level</i>							<table border="1"> <tr> <th>Current (from left)</th> <th>Expected</th> </tr> <tr> <td>Pre-level 1</td> <td>1</td> </tr> <tr> <td colspan="2"> Select the level you expect to achieve at the end of this project </td> </tr> <tr> <td colspan="2"> <i>Please provide information about how your project activities will help you achieve your expected future state</i> </td> </tr> </table>	Current (from left)	Expected	Pre-level 1	1	Select the level you expect to achieve at the end of this project		<i>Please provide information about how your project activities will help you achieve your expected future state</i>	
Current (from left)	Expected														
Pre-level 1	1														
Select the level you expect to achieve at the end of this project															
<i>Please provide information about how your project activities will help you achieve your expected future state</i>															

Asset Management Readiness Scale Assessment Tool

Policy and governance



Current State

Outcomes: Select the outcomes that your organization has achieved.

Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5
C: Measurement and Monitoring	<input type="checkbox"/> We have identified short-term actions that will demonstrate early progress on AM.	<input type="checkbox"/> We are collecting baseline data on our current AM practices.	<input type="checkbox"/> We have established performance measures to monitor our asset management progress, outcomes, and the benefits to our community.	<input type="checkbox"/> We use performance measures to monitor AM progress, outcomes, and benefits.	<input type="checkbox"/> We monitor performance and use the feedback to prioritize and make ongoing refinements and improvements to AM practices.
<i>Please provide notes that describe how you have achieved your current level</i>					

Expected Future State

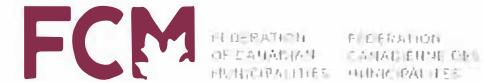
Current (from left)	Expected
Pre-level 1	1 Select the level you expect to achieve at the end of this project.
<i>Please provide information about how your project activities will help you achieve your expected future state</i>	

Readiness level (automatic)	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
	<input checked="" type="checkbox"/>					

Expected State
Working on Level 1

Asset Management Readiness Scale Assessment Tool

People and leadership



People and leadership: By developing this competency, your organization is setting up cross-functional teams with clear accountability and ensuring adequate resourcing and commitment from senior management and elected officials to advance asset management.

Note: To achieve each level, you must meet every requirement of each level before it.

Current State							Expected Future State	
Outcome areas	Outcomes: Select the outcomes that your organization has achieved.						Current (from left)	Expected
	Level 1	Level 2	Level 3	Level 4	Level 5			
A: Cross-functional Teams	<input type="checkbox"/> We have identified the representation we need on our cross-functional AM team.	<input type="checkbox"/> We have a cross-functional AM team* that guides the planning and implementation of our AM program.	<input type="checkbox"/> Our AM team* works within our organization to lead, communicate, and support AM improvements and organizational changes.	<input type="checkbox"/> Our AM team* is permanent and tasked with guiding and supporting AM across the organization on an ongoing basis.	<input type="checkbox"/> Our AM team* guides and supports the ongoing improvement of AM within the organization		Pre-level 1	1
<i>Please provide notes that describe how you have achieved your current level</i>							<p>Select the level you expect to achieve at the end of this project</p> <p>Please provide information about how your project activities will help you achieve your expected future state</p>	
<small>*Note: Larger organizations may have both an AM team responsible for implementation and an AM steering committee to provide direction and oversee the work. Smaller organizations may group these functions together. This outcome may be better suited to an AM team or an AM steering committee, depending on the organization. In some small communities the AM team may be as few as two people.</small>								

Asset Management Readiness Scale Assessment Tool

People and leadership



Current State

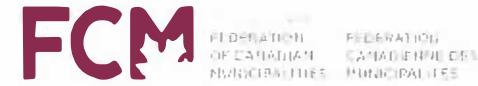
Outcome areas	Outcomes: Select the outcomes that your organization has achieved.					
	Level 1	Level 2	Level 3	Level 4	Level 5	
B: Accountability	<input type="checkbox"/> We have a champion who has been tasked with planning for our AM program.	<input type="checkbox"/> Our AM team* has a documented mandate to develop our AM program, which is outlined in a terms of reference and a one- to three-year roadmap.	<input type="checkbox"/> Our AM team* is accountable for implementing our AM program.	<input type="checkbox"/> We have operationalized AM roles and responsibilities across our organization.	<input type="checkbox"/> We document changes to AM roles and responsibilities as needed to support our evolving requirements.	
<i>Please provide notes that describe how you have achieved your current level</i>						

Expected Future State

Current (from left)	Expected	
	1	
Pre-level 1	Select the level you expect to achieve at the end of this project	
<i>Please provide information about how your project activities will help you achieve your expected future state</i>		

Asset Management Readiness Scale Assessment Tool

People and leadership



Current State

Outcome areas	Outcomes: Select the outcomes that your organization has achieved.					
	Level 1	Level 2	Level 3	Level 4	Level 5	
C: Resourcing and Commitment	<input type="checkbox"/> Council knows that resources must be dedicated to exploring the requirements for AM and for drafting an AM roadmap.	<input type="checkbox"/> Council demonstrates buy-in and support for AM and allocates resources (funding or staff time) to further develop the AM program.	<input type="checkbox"/> Council champions AM as a core business function and has approved funding to continue AM roadmap activities.	<input type="checkbox"/> Council funds ongoing AM monitoring and enhancement.	<input type="checkbox"/> The AM team measures and monitors progress.	<input type="checkbox"/> Council demonstrates commitment to ongoing improvement of AM practices.
<i>Please provide notes that describe how you have achieved your current level</i>						

Expected Future State

Current (from left)	Expected	
	Pre-level 1	1
	Select the level you expect to achieve at the end of this project	
<i>Please provide information about how your project activities will help you achieve your expected future state</i>		

Readiness level (automatic)	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
	<input checked="" type="checkbox"/>					

Expected State
Working on Level 1

Asset Management Readiness Scale Assessment Tool

Data and information



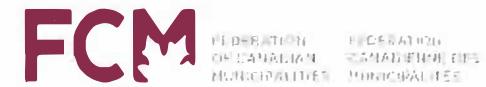
Data and information: By developing this competency, your organization is collecting and using asset data, performance data and financial information to support effective asset management planning and decision-making.

Note: To achieve each level, you must meet every requirement of each level before it.

Current State										Expected Future State		
Outcome areas	Outcomes: Select the outcomes that your organization has achieved.									Current (from left)	Expected	
	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9			
A: Asset Data	<input type="checkbox"/> We have asset inventory data, including approximate quantities of assets within most asset groups.	<input type="checkbox"/> We have a basic inventory of most critical assets, including information on general asset properties such as size, material, location and installation date.	<input type="checkbox"/> We have a consolidated, basic inventory of all assets.	<input type="checkbox"/> We have expanded inventory data for some assets.	<input type="checkbox"/> We have expanded inventory data for most assets.					Pre-level 1	1	
	<input type="checkbox"/> We have some anecdotal information on asset condition. Some age information exists.	<input type="checkbox"/> We are moving our data to a centralized location for use by the AM team (note: this does not require AM software).	<input type="checkbox"/> We have standardized condition rating systems defined for most asset groups.	<input type="checkbox"/> We have evaluated the life cycle investment requirements associated with critical assets.						Select the level you expect to achieve at the end of this project		
		<input type="checkbox"/> We have defined critical assets and have some information on asset condition for these assets.	<input type="checkbox"/> We have asset condition information on all critical assets.	<input type="checkbox"/> We update data according to cycles defined in our AM plans or strategy.						Please provide information about how your project activities will help you achieve your expected future state		
	<i>Please provide notes that describe how you have achieved your current level</i>											

Asset Management Readiness Scale Assessment Tool

Data and information



Current State										Expected Future State	
Outcomes: Select the outcomes that your organization has achieved.											
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9	Current (from left)	Expected
B: Performance Data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Pre-level 1	1
	We have informal or anecdotal approaches for measuring asset or service performance.									Select the level you expect to achieve at the end of this project	
Please provide information about how your project activities will help you achieve your expected future state											
<i>Please provide notes that describe how you have achieved your current level</i>											

Asset Management Readiness Scale Assessment Tool

Data and information



Current State

Outcomes: Select the outcomes that your organization has achieved.							
Outcome areas				Level 1	Level 3	Level 5	
C: Financial Information	<input type="checkbox"/> We have financial information on our assets, supporting minimum PS-3150 reporting requirements.* <input type="checkbox"/> We have major capital renewal and operating & maintenance (O&M) expenditure data for some assets. <input type="checkbox"/> We have a strategy to link AM and financial information.	<input type="checkbox"/>	We have capital (new and renewal) and O&M expenditure data for most assets.	<input type="checkbox"/>	We understand the cost of sustaining current levels of service for all critical assets.	<input type="checkbox"/>	We understand the trade-offs between investment and the level of service we deliver and use this to optimize our financial plans.
		<input type="checkbox"/>	We can demonstrate the gaps between forecasted infrastructure needs and current spending levels.	<input type="checkbox"/>			
<i>Please provide notes that describe how you have achieved your current level</i>							

*PS-3150 is the Public Sector Accounting Board's standard guiding the treatment of tangible capital assets.

Readiness level (automatic)	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
	<input checked="" type="checkbox"/>					

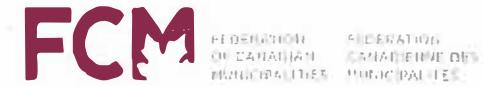
Expected Future State

Current (from left)	Expected
Pre-level 1	1 Select the level you expect to achieve at the end of this project
<i>Please provide information about how your project activities will help you achieve your expected future state</i>	

Expected State
Working on Level 1

Asset Management Readiness Scale Assessment Tool

Planning and decision-making



FEDERATION
CANADIENNE DES
MUNICIPALITÉS

Planning and decision-making: By developing this competency, your organization is documenting and standardizing how the organization sets asset management priorities, conducts capital and operations and maintenance (O&M) planning, and decides on budgets.

Note: To achieve each level, you must meet every requirement of each level before it.

Outcomes: Select the outcomes that your organization has achieved.									
Outcome areas	Level 1		Level 2		Level 3		Level 4		Level 5
	1	2	3	4	5	6	7	8	
A: Documentation and Standardization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Our asset planning approaches vary across the organization.	Our departments follow a similar but informal asset planning approach.	We have a structured asset planning approach, but application is inconsistent.	We employ a consistent structured asset planning approach for each of our critical services.	We employ a consistent structured asset planning approach for all services.	We evaluate investment needs and priorities based on a mix of structured and ad-hoc practices and criteria.	We set priorities using criteria based on organizational goals and objectives.	We set priorities using criteria that are fully aligned with our organizational goals and objectives.	We adapt our planning approach and criteria to align with evolving organizational goals and objectives.
<i>Please provide notes that describe how you have achieved your current level</i>									
Select the level you expect to achieve at the end of this project									
Please provide information about how your project activities will help you achieve your expected future state									

Asset Management Readiness Scale Assessment Tool

Planning and decision-making



Current State										Expected Future State		
Outcomes: Select the outcomes that your organization has achieved.												
Outcome areas	Level 1			Level 2			Level 3			Level 4		
B: Asset Management Plans	<input type="checkbox"/> Our approach to asset renewal focuses on reacting to basic needs (e.g. growth, regulation and known problems).			<input type="checkbox"/> We have AM plans for critical services, based on a mix of estimated and actual data.			<input type="checkbox"/> We have AM plans for most services based on actual data.			<input type="checkbox"/> We have AM plans for all services based on actual data.		
	<input type="checkbox"/> We have draft AM plans for some asset classes, with forecasted financial needs based on estimated data.			<input type="checkbox"/> Our AM plans include available information about level of service (current and target) and risk management.			<input type="checkbox"/> Our AM plans include basic needs forecasting and risk management strategies for critical assets.			<input type="checkbox"/> Our individual AM plans are integrated across services.		
	<input type="checkbox"/> We evaluate priorities based on available information, staff experience, and input from council and management.			<input type="checkbox"/> Our AM plans identify short-term issues and priorities.			<input type="checkbox"/> Our AM plans are based on both short- and long-term issues and priorities. They balance short-term service objectives with longer-term goals and risks.			<input type="checkbox"/> We keep our AM plans up to date through normal business.		
	<i>Please provide notes that describe how you have achieved your current level</i>											
										Current (from left)	Expected	
										Pre-level 1 <input type="checkbox"/> Select the level you expect to achieve at the end of this project		
										<i>Please provide information about how your project activities will help you achieve your expected future state</i>		

Asset Management Readiness Scale Assessment Tool

Planning and decision-making



Current State

Outcome areas	Outcomes: Select the outcomes that your organization has achieved.					
	Level 1	Level 2	Level 3	Level 4	Level 5	
	<input type="checkbox"/> We prepare annual capital and operating budgets based on historical values		<input type="checkbox"/> We prepare an annual capital budget based on an annual assessment of current needs.	<input type="checkbox"/> We prepare annual needs-based capital and operating budgets that are based on an annual assessment of risks and current needs.	<input type="checkbox"/> We prepare multi-year needs-based capital and operating budgets that are based on our short- and mid-term needs.	
C: Budgets and Financial Planning	<input type="checkbox"/> We deal with new needs reactively, as they occur.	<input type="checkbox"/> We prepare annual capital and operating budgets based on a mix of historical values and new priorities.	<input type="checkbox"/> We have a 3-year capital plan that addresses short-term issues and priorities.	<input type="checkbox"/> We have a 5-year capital plan* and update it annually.	<input type="checkbox"/> We update our long term financial plan (at least 10-year) annually and understand the risks associated with our investment gap.	<input type="checkbox"/> We take a structured approach to address in-cycle changes.
<i>Please provide notes that describe how you have achieved your current level</i>						

*Communities may benefit from long-term capital plans that extend beyond five years to ten years or more.

Expected Future State

Current (from left)	Expected
Pre-level 1	Select the level you expect to achieve at the end of this project
<p><i>Please provide information about how your project activities will help you achieve your expected future state</i></p>	

Readiness level (automatic)	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
	<input checked="" type="checkbox"/>					

Expected State
Working on Level 1

Asset Management Readiness Scale Assessment Tool

Contribution to asset management practice



Contribution to asset management practice: By developing this competency, your organization is supporting staff in asset management training, sharing knowledge internally to communicate the benefits of asset management, and participating in external knowledge sharing.

Note: To achieve each level, you must meet every requirement of each level before it.

		Current State					Expected Future State	
		Outcomes: Select the outcomes that your organization has achieved.						
Outcome areas		Level 1	Level 2	Level 3	Level 4	Level 5	Current (from left)	Expected
A: Training and Development	<input type="checkbox"/> Our AM training and development approach is informal and largely driven by the personal initiative of staff.	<input type="checkbox"/> Our AM training and development requirements are defined by management based on short-term needs.	<input type="checkbox"/> We provide all staff with basic AM awareness training.	<input type="checkbox"/> We define AM knowledge and skill requirements. A training plan is in place for all positions.	<input type="checkbox"/> We train select staff members as internal experts to support the ongoing development of organizational capacity.		Pre-level 1	Select the level you expect to achieve at the end of this project
	<input type="checkbox"/> Some staff conduct targeted research, seeking out basic information on AM concepts and techniques.	<input type="checkbox"/> Selected staff are trained on basic AM concepts.	<input type="checkbox"/> Some staff undergo training on advanced AM concepts specific to their roles and responsibilities.	<input type="checkbox"/> Council, management and staff receive role-appropriate AM training to establish needed capacity across the organization	<input type="checkbox"/> Proactive, role-based training serves as a support for career development and succession planning.			
<i>Please provide notes that describe how you have achieved your current level</i>								
<p><i>Please provide information about how your project activities will help you achieve your expected future state</i></p>								

Asset Management Readiness Scale Assessment Tool

Contribution to asset management practice



Current State								Expected Future State		
Outcome areas	Outcomes: Select the outcomes that your organization has achieved.							Current (from left)	Expected	
	Level 1	Level 2	Level 3	Level 4	Level 5					
B: Internal Communication and Knowledge Sharing	<input type="checkbox"/> <p>We are aware of the need to mitigate the risk of losing information held in the minds of long-term staff.</p>	<input type="checkbox"/> <p>We mitigate the risk of losing information held in the minds of long-term staff, through improved record keeping.</p>	<input type="checkbox"/> <p>A culture of knowledge sharing is emerging internally, supported by official initiatives.</p>	<input type="checkbox"/> <p>A culture of knowledge sharing exists and is supported by a mix of formal and informal initiatives.</p>	<input type="checkbox"/> <p>We capture AM knowledge and it flows freely throughout the organization.</p>			Pre-level 1	1	<p>Select the level you expect to achieve at the end of this project</p> <p>Please provide information about how your project activities will help you achieve your expected future state</p>
Please provide notes that describe how you have achieved your current level										

Asset Management Readiness Scale Assessment Tool

Contribution to asset management practice



Outcomes: Select the outcomes that your organization has achieved.						
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5	
C: External Communication and Knowledge Sharing	<input type="checkbox"/> We are investigating AM-related organizations and resources.	<input type="checkbox"/> Staff or elected officials attend AM-related events.	<input type="checkbox"/> We are members of one or more AM organizations and actively share our AM experience.	<input type="checkbox"/> We share information with our peers on our experience, innovations and lessons learned.	<input type="checkbox"/> We are actively involved in AM organizations and present at AM events.	<input type="checkbox"/> We are a thought leader on AM within the municipal sector.
		<input type="checkbox"/> We share basic information on current capital projects with the public.	<input type="checkbox"/> We share basic information on our assets, the services we provide, and future needs with the public.	<input type="checkbox"/> We rely on the data from our AM program to explain decisions to the public.	<input type="checkbox"/> We communicate the benefits of AM to the public.	
Please provide notes that describe how you have achieved your current level						
Readiness level (automatic)	<input checked="" type="checkbox"/> Working on Level 1	<input type="checkbox"/> Completed Level 1	<input type="checkbox"/> Completed Level 2	<input type="checkbox"/> Completed Level 3	<input type="checkbox"/> Completed Level 4	<input type="checkbox"/> Completed Level 5
Expected Future State						
Current (from left)	Expected					
Pre-level 1	Select the level you expect to achieve at the end of this project					
Please provide information about how your project activities will help you achieve your expected future state						
Expected State						
Working on Level 1						

Monthly Progress Report

Prepared for: SV Birch Cove

Prepared by: Anna Trippel

Reporting Period: January 1 – 31, 2026

1. Executive Summary:

January's work for Birch Cove focused on establishing the foundational components required for the village's Asset Management Plan. This included drafting the Asset Management Plan outline, developing the asset rating spreadsheet, preparing the capital plan template, and creating a Levels of Service worksheet. The Asset Management Policy has been drafted and will be provided to the municipality once asset ratings are received.

The upcoming phase will include requesting maintenance schedules/logs (if available) and operating budgets, followed by deeper plan development once Birch Cove returns its asset rating information.

2. Project Highlights and Milestones:

a. Asset Management Plan Development

- i. Completed the initial outline of the Asset Management Plan, including the cover page, executive summary, Birch Cove background, and main structural sections.
- ii. Prepared framework components so additional sections can be populated as Birch Cove provides the required data.

b. Asset Rating & Capital Planning Tools

- i. Drafted a spreadsheet tool for rating assets.
- ii. Sent the spreadsheet document to Birch Cove for completion. Birch Cove must rate asset condition and asset importance before the capital plan can be finalized (currently in progress).

c. Levels of Service & Policy Work

- i. Drafted a Levels of Service (LOS) worksheet for administration and staff to complete. This will be sent once the completed asset rating spreadsheet is received.

- ii. Drafted the Asset Management Policy, which will also be provided after asset ratings are confirmed to ensure alignment between the policy, LOS, and actual asset conditions.

3. Work in Progress

- Awaiting completion of Birch Cove's asset condition and importance ratings.
- Capital plan development will continue once the municipality provides the required inputs.
- Levels of Service worksheet and Asset Management Policy will be sent in the next phase after receiving ratings.

- **Upcoming tasks (February):**
- Request maintenance schedules/logs (if any exist).
- Request operating budgets.

4. Concerns, Risks and Mitigation

Current Concerns:

- Asset ratings not yet completed; required for capital plan and LOS development.

Risk:

- Delay in receiving the asset ratings could postpone the follow-up work (LOS, policy finalization, capital plan development).

Mitigation:

- Clear communication to Birch Cove regarding next steps and dependencies.
- Plan timeline includes flexibility to account for municipal turnaround time.
- Once ratings arrive, documents (LOS, policy, and capital plan) will move ahead promptly.

5. Decisions Required from Council

- None at this time. (Decisions may be required when draft policies, LOS, and capital priorities are ready for review.)



Association of
SUMMER VILLAGES
OF ALBERTA

January 26, 2026

Dear member CAOs,

At the most recent ASVA Board meeting, the subject of insurance coverage for fire incidents and docks was discussed. Insurance providers offer a wide range of home insurance policies. The majority of Summer Villages fund Fire Services to remain on standby; however, if firefighters are dispatched, the landowner is responsible for the related service fees. These costs can be significant if residents lack sufficient insurance coverage. It is strongly advised that all residents review their policies to confirm that they have appropriate protection for firefighting expenses. Insurance companies typically charge only a nominal fee for this additional coverage.

Dock replacement costs can be considerable, and it is possible that some residents may not have ensured their docks are adequately covered by insurance. Residents are advised to carefully review their insurance policies to confirm they possess sufficient coverage for potential loss or damage to their docks.

Feel free to share this information with your residents.

Sincerely,

Brian Waterhouse
President, ASVA

Asset ID	Asset Description	Remaining Useful Life (Yrs)	Actual Historical Cost
Machinery & Equipment	Husqvarna riding lawnmower	0	\$ 5,641.00
Equipment	Kawasaki MZ54 Zero Turn Mower	3	\$ 6,042.00
Building	Community Centre Shelter	0	\$ 18,954.00
Land Improvements	Aluminum Dock	2	\$ 4,109.00
Land Improvements	Playground Equipment	2	\$ 21,302.00
Land Improvements	Aluminum Dock	3	\$ 6,031.20
Land Improvements	Aluminum Dock	4	\$ 8,618.00
Land Improvements	Dock	5	\$ 13,714.00
Land Improvements	Dock section	6	\$ 5,106.00
Engineered Roads	Roadway Pavement	6	\$ 388,970.00
Land Improvements	Roll-in dock, sundeck	7	\$ 4,844.00
Land Improvements	Land survey	7	\$ 1,055.11
	Paved Road Project - WIP from		
Engineered Roads	2013	7	\$ 10,523.00
Land Improvements	Park upgrade - concrete pads & landscaping	8	\$ 27,752.00
Engineered Roads	Paved Roads 2014	8	\$ 85,795.00
Engineered Roads	Paved roads 2016	10	\$ 128,345.00
Land Improvements	Playground Improvement	11	\$ 27,656.00
	Boat lift on 2684 MC Block 1,		
Land Improvements	Lot R2;P	12	\$ 6,996.80
	Retaining wall project on 2684		
Land Improvements	MC Block 1, Lot R2;P	12	\$ 87,620.00
	Tennis court in Main Park on		
Land Improvements	2684 MC Block 1, Lot R2;P	13	\$ 54,492.00
Building	Shelter & outhouse	16	\$ 54,230.00
Building	Shelter eavestroughs	17	\$ 454.00
Building	Washroom Shelter	19	\$ 12,297.00
Building	Pumphouse/Maintenance shop	20	\$ 84,152.27
Building	Shelter Building	21	\$ 39,014.76
	2 x sheds on 2684 MC Block 1,		
Building	Lot R2;P	22	\$ 13,045.24

Asset ID	Asset Description	Years Past Useful Life	Actual Historical Cost	Condition Assessment
Engineered Roads	Roadways Gravel	12	\$ 648,600.00	3
Engineered Well	Well	10	\$ 6,000.00	4
Land Improvements	Pier & Aluminum Dock	2	\$ 24,980.00	4

ASVA's Executive & Board of Directors - December 2025

1 message

ASVA Exec Director <summervillages@gmail.com>

Reply-To: execdirector@asva.ca

To: ASVA <summervillages@gmail.com>

Bcc: svcastle@telus.net

Sat, Dec 13, 2025 at 11:27 AM

Dear ASVA Members,

We are pleased to officially announce the results of the recent nominations for the Association of Summer Villages of Alberta (ASVA) Executive, as well, we warmly welcome the incoming board members who were successfully nominated at the recent Annual General Meeting on October 16, 2025.

On behalf of the entire ASVA Executive & Board of Directors, we extend our sincere gratitude to the outgoing President & Directors for their dedicated service and contributions.

Please find the official list of our new leadership team, along with their professional biographies and photos, in the attached document. We look forward to their guidance and expertise in advancing the mission of ASVA.

Sincerely,

Kathy

Kathy Krawchuk, CLGM

Executive Director

Association of Summer Villages of Alberta

780-236-5456

execdirector@asva.ca

www.asva.ca

 **Dec 11, 2025 - Executive & Board of Directors.pdf**
904K



ASVA Executive
December 11, 2025

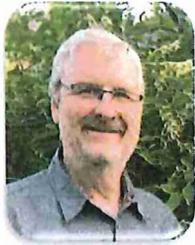


**Brian Waterhouse, SV of Sundance Beach—PRESIDENT
(Region 4 – Pigeon Lake)**

Brian Waterhouse currently serves as Mayor of the Summer Village of Sundance Beach, bringing 24 years of council experience to his role. A resident of Sundance Beach since 1997, Brian's professional background spans four decades in the oil and gas industry, where he has held both technical and executive positions. Outside of his professional commitments, Brian and his wife, Rose, have completed over 20 international cruises and value time spent with their family and four granddaughters.

Brian is a member of several committees.

- Summer Village of Sundance Beach – Mayor
- Association of Summer Villages of Alberta Executive – President
- Association of Summer Villages of Alberta – Conference Organizing Committee
- Alberta Municipalities – Summer Villages Director
- Alliance of Pigeon Lake Municipalities
- Pigeon Lake Watershed Management Plan Committee
- Pigeon Lake In-lake Technical Committee



**Ren Giesbrecht, SV of West Cove – VICE PRESIDENT
(Region 3 – Betula Beach, Lac Ste. Anne, Wabamun and Lake Isle)**

Ren Giesbrecht has served on the SV of West Cove Council for over 6 years in the capacity of Mayor and Deputy Mayor and currently as the Deputy Mayor. I am a member of the Summer Villages Lac Ste Anne County East Assoc. and for the last 4 years served as deputy chair. I have also served on the AUMA small communities Association for two years. I have lived full time in West Cove for the past 10 years and have had a summer place to go to on Lac Ste Anne since I was an infant. I have been happily married for over 50 years and have 3 children, 8 grandchildren and a great grandchild. I am a retired Teacher, Principal and Educational Technology Director. I still do some substitute teaching and enjoy helping students learn. I believe the future of healthy summer villages is in our capacity to collaborate with each other and other municipalities, to be advocates and stewards for healthy lakes and to stay informed on issues facing summer villages. I am happy to be serving you as a Director on the ASVA.



**R. W. (Rob) Dickie, P.Geol., R.E.T., EP, SV of Betula Beach – TREASURER
(Region 3 – Betula Beach, Lac Ste. Anne, Wabamun and Lake Isle)**

Rob Dickie is in his sixth term on council and fourth term as Mayor of the Summer Village of Betula Beach. Rob is a third-generation property owner on Lake Wabamun, with his grandfather having built at the lake in 1912. Rob has volunteered on numerous committees for the betterment of Lake Wabamun, including TransAlta related committees dealing with water quality/level impacts due to mining and watershed management issues. Rob joined the ASVA board in 2012 as a Director and also played an integral role representing stakeholders as it related to the 2005 Train Derailment at Lake Wabamun that resulted in the loss of 1.25 million liters of oil into the lake.

Rob sits on the following related committees:

- Summer Village of Betula Beach – Mayor
- ASVA Board of Directors – Treasurer
- ASVA Conference Organizing Committee



Kathy Krawchuk – EXECUTIVE DIRECTOR

Kathy Krawchuk has spent her career working in the municipal government sector. She received her Local Government in Municipal Administration Certificate in 2013, National Advanced Certificate in Local Authority Administration in 2015 through the University of Alberta. In 2015 she received her Local Government Managers Designation through the Society of Local Government Managers. She was employed at one municipality throughout her 32-year career, working in a variety of areas including Utilities, Account Payables, Account Receivables, Economic Development Officer, DEM, Assistant Chief Administrative Officer, and 12 years as Chief Administrative Officer. Throughout her Chief Administrative career, she was a standing member of the Local Government Administration Association, Society of Local Government Managers and the Canadian Association of Municipal Administrators. Kathy enjoys spending quality time with her husband, family, and friends playing board games, recreational activities, travelling and relaxing by a backyard fire. Kathy looks forward to working with the ASVA Executive & Board, Summer Village Councils and Chief Administrative Officers, and the ASVA's sister municipalities ABmunis and RMA.



Mike Pashak, SV of Half Moon Bay – PAST PRESIDENT (Region 5 – Sylvan Lake, Gull Lake, Buffalo and South Area)

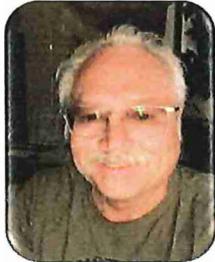
Mike Pashak is the Past President of the Alberta Summer Villages Association (ASVA) and a proud third-generation property owner on Sylvan Lake. He's currently serving his third term on Council for the Summer Village of Half Moon Bay, where he also acts as Deputy Mayor.

With more than 30 years of experience in the electric utility industry, Mike has built a career focused on bringing people together — whether it's working with government, businesses, or communities — to find practical solutions to complex issues. His background includes everything from managing operations and customer service to navigating regulatory and policy matters.

Mike is actively involved in several boards and committees, including:

- **Summer Village of Half Moon Bay** – Deputy Mayor
- **ASVA Board of Directors** – Past President
- **Sylvan Lake Regional Wastewater Commission** – Chair
- **Municipal Planning Commission (Half Moon Bay)** – Chair
- **Utilities Consumer Advocate Advisory Panel** – Public Member

ASVA Board of Directors
December 11, 2025



Curtis Schoepp, SV of Whispering Hills - DIRECTOR
(Region 1 – Island Lake, Baptiste)

I have been on council since 2016 and currently sit as Mayor. My family and I have enjoyed lake life for many years. My wife, Leane and I are permanent residents of Whispering Hills. I am very concerned about keeping our lakes healthy for many generations to come.

Curtis is currently a part of the following committees:

- SV of Whispering Hills – Mayor
- ASVA Board of Directors – Director
- NLLS Northern Lights Library System - Director
- ARWMSC Athabasca Regional Waste Management Services Commission - Director
- TIAA Thermal Insulation Association of Alberta - Honorary Member
- GNF Greater North Foundation - Director
- BAILS Baptiste and Island Lake Stewardship Society - soon to be on board



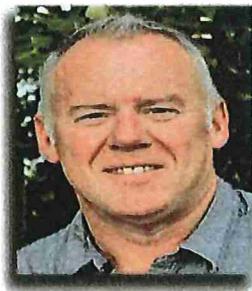
Dan Hiller, SV of Rochon Sands – DIRECTOR
(Region 5 – Sylvan Lake, Gull Lake, Buffalo and South Area)

Dan Hiller moved to the Summer Village of Rochon Sands in 2010 and joined council in 2013. Dan has been Mayor of Rochon Sands' fine village for 10 years now and enjoys every challenge it presents. He has a wonderful wife Ang and two children Nash (7) and Olive (5). Dan is excited to work with the surrounding summer villages to address the various issues we all face.

Coming Soon

**Gwen Jones, SV of Sunset Point – DIRECTOR
(Region 3 – Betula Beach, Lac Ste. Anne, Wabamun and Lake Isle)**

Gwen is serving her second term on the Council for the Summer Village of Sunset Point, having been re-elected in 2025. In addition to her work on council, she sits on several boards and commissions, where she contributes her insight and leadership on regional issues. Through this work, Gwen has developed a strong understanding of the unique challenges facing Summer Villages, including the growth of fractional ownership, election-related concerns, and the environmental pressures on local recreational water systems. She is committed to thoughtful governance, responsible land and water stewardship, and ensuring that the voices of residents are heard and respected. Gwen continues to advocate for collaborative, long-term solutions that support the well-being and sustainability of Sunset Point and neighboring communities.



**Ian Rawlinson, SV of Crystal Springs – DIRECTOR
(Region 4 – Pigeon Lake)**

Ian has served as the Mayor of Crystal Springs on Pigeon Lake for the past 6 years. Ian is now a recovering high school Principal with over 25 years of leadership in education in Alberta having retired in June of last year. Ian enjoys collaborating, communicating and encourages others to ensure all information is understood and considered before decisions are made. Having first bought an old 'fixer upper' cabin on the second row over 15 years ago, 2 years ago he and his wife Nicole bought a lakefront "fixer upper" and now spends time working on both properties. The lakefront property is to become a retirement home and the older cabin is now for his family of 4 grown children and 2 grandchildren who all grew up at the lake. It truly is a family retreat. Ian's passion is around lake management, community building and trying to preserve the joy of summer villages while still allowing and encouraging progress. He serves on the following boards/committees:

Summer Village of Crystal Springs – Mayor

ASVA Board of Directors – Director

Alliance of Pigeon Lake Municipalities – Board Member

Pigeon Lake Watershed Association -Board Member

Pigeon Lake In-lake Technical Committee & South Pigeon Lake Development Committee



**Julie Maplethorpe, SV of Jarvis Bay – DIRECTOR
(Region 5 – Sylvan Lake, Gull Lake, Buffalo and South Area)**

Julie moved from the Town of Sylvan Lake to the Summer Village of Jarvis Bay in June of 2011 in an effort to be closer to nature and gain more peaceful surroundings. Her roots run deep on Sylvan Lake as her mother Carolyn visited her own family here when she was a little girl in the 1950's. Always interested in history and the community, she became a Councillor for Jarvis Bay in July of 2017 and has held the position of Mayor since July of 2020. Julie's diverse work background has led her career in many directions from following her passion of dance out to the west coast, working with children in various capacities including refugee and immigrant families settling in Canada, and spending 12 years in Human Resources and as a Health and Safety Officer for an Environmental Company. Wearing many hats allows Julie to bring a wealth of collaborative spirit and leadership to all that she endeavours. Married since 2006 to her awe-inspiring husband Colin, they share two children aged 19 and 13. In addition to serving the Summer Village of Jarvis Bay, she is also the Director of Operations and Secretary for the Sylvan Lake Blizzard Soccer Club.

Julie serves on the following related boards and / or committees:

- Summer Village of Jarvis Bay – Mayor
- ASVA Board of Directors – Director
- Municipal Planning Commission for the Summer Village of Jarvis Bay – Chair
- Lacombe Regional Emergency Management Partnership Board – member for the Summer Village of Jarvis Bay
- Intermunicipal Development Plan Committee for Summer Village of Jarvis Bay – Board Member
- Joint Services Committee for the five Summer Villages on Sylvan Lake – Vice Chair
- Human Resources Sub-committee member for the five Summer Villages on Sylvan Lake
- Parkland Regional Library Board member for the five Summer Villages on Sylvan Lake
- Sylvan Lake Water and Wastewater Commission - Board Member
- Shoreline and Inshore Management Committee for the Summer Village of Jarvis Bay
- Sylvan Lake Management Committee for the Summer Village of Jarvis Bay (now dissolved and replaced by the IDPC)



**Kim Bancroft, SVs Bondiss, Island Lake South, Larkspur, Sunset Beach, & Whispering Hills – DIRECTOR
(Region 1 – Island Lake, Baptiste)**

Kim has been working in the municipal government sector for 7 years now. Along with a Business Administration Diploma from NAIT, she also received the Applied Land Use Planning Certificate and National Advanced Certificates in Local Authority Administration Levels I and II from the University of Alberta. Kim is currently the CAO for 5 summer villages; Bondiss, Island Lake South, Larkspur, Sunset Beach, and Whispering Hills. Her parents were the previous CAO's and she worked along side of them for several years and took over when they retired. Kim really enjoys learning about lake life and working with her councils. Kim believes that being involved with several summer villages will give her a variety of resources. The ASVA is the first board she has participated in and looks forward to continuing being a part of it.



**Marlene Walsh, SV Val Quentin – DIRECTOR
(Region 3 – Betula Beach, Lac Ste. Anne, Wabamun and Lake Isle)**

Marlene Walsh is currently the CAO for the Summer Village of Val Quentin located on the south east shores of Lac Ste. Anne. She is also the Regional Deputy Director of Emergency Management for the Ste. Anne Summer Villages Regional Emergency Management Partnership comprised of 11 Summer Villages. One of her interests in this role is to focus on developing community resilience by encouraging actions that build preparedness and strong community systems that promote preparedness in the event of emergency or disaster. Another of her interests is to focus on good lake stewardship, and to help ensure residents in the community have a positive impact on the preservation of our lakes. She strongly believes that our daily actions make a difference. By making positive and informed choices, we will help to maintain a natural ecological balance for those who choose to enjoy our lakes now and in the future. In her spare time, you will find Marlene spending quality time with her grandchildren and her family! Marlene is currently serving on the ASVA Board of Directors as a Director.

Update on Changes to Alberta's Police Funding Model

From PSES Minister <PSES.Minister@gov.ab.ca>

Date Thu 2025-12-18 7:30 AM

Dear colleagues,

I am writing to update you on changes to Alberta's Police Funding Model (PFM) that will affect your municipality beginning on April 1, 2026. The changes resulted from recommendations arising from the independent review of the PFM conducted by MNP LLP during spring and summer 2025, which included comprehensive stakeholder engagement. The changes to the PFM are designed to create a more equitable, transparent, and sustainable approach to funding front-line policing services for communities policed under the Provincial Police Service Agreement (PPSA).

Background

Since 2020, the Police Funding Regulation has enabled communities policed under the PPSA to contribute toward front-line policing costs. This has supported 285 additional Royal Canadian Mounted Police (RCMP) officers and 244 civilian staff to RCMP units across Alberta. However, the original model tied contributions to 2018 policing costs (\$252.3 million) rather than current expenditures. The costs of the PPSA have risen over time to well over \$380.5 million for 2025-26. This increase is due to RCMP contracted salary adjustments and inflation, as well as the additional positions enabled by the PFM.

As Minister, I held the costs to municipalities at approximately 19% of front-line policing costs (which is below the intended 30%), and the province contributed a higher share of the cost in order to allow for the review of the PFM to occur.

With the review complete, and the Police Funding Regulation expiring in March 2026, Alberta is now updating the model to ensure it reflects the real cost of policing today while maintaining predictability for municipal budgeting.

.../2

Key Changes to the Funding Model

Phased Cost Sharing Implementation

Beginning on April 1, 2026, municipal contributions will increase to 22% of current front-line policing costs, gradually reaching 30% over the next five years. This phased approach ensures predictable increases that support local fiscal planning. Importantly, contributions will now be based on actual front-line policing costs from the most recently completed fiscal year, rather than historical fixed costs.

To provide flexibility and to address unique circumstances, the Minister will have regulatory discretion to cap costs, remove significant one-time expenditures from municipal obligations, and provide targeted discounts to municipalities facing exceptional or substantial cost increases.

Modernized Funding Formula

The formula for calculating municipal contributions is being updated to better reflect actual demand for policing services. The base formula updates will be phased-in, with changes to weighted occurrences beginning on April 1, 2028, and reaching full implementation by April 1, 2030. Once complete, the formula will be calculated based on:

- 50% population;
- 30% equalized assessment (reduced from 50%); and
- 20% weighted occurrences (calls for service).

This phased timeline allows the province to work with the RCMP and municipalities to refine the underlying data and ensure it reliably informs the model. The introduction of weighted occurrences reflects actual policing workload and demand which reduces reliance on property values alone.

Revised Modifiers and Subsidies

Several adjustments are being made to improve equity and better reflect service delivery realities:

- **Removing inequitable subsidies:** The Crime Severity Index and detachment subsidies are being eliminated, as they were widely viewed as unbalanced and not aligned with actual service levels.
- **Updating shadow population:** The shadow population approach has been revised to subtract eligible shadow population directly from total population in calculations, rather than applying it as a separate subsidy (previously up to 5%).
- **New vacancy subsidy:** A vacancy modifier will provide discounts to municipalities experiencing RCMP staffing vacancies higher than the provincial average, acknowledging potential reduced service levels.
- **New population density subsidy:** This subsidy will reduce contributions for rural and remote municipalities with significantly lower than average density, recognizing these unique policing challenges and higher associated costs in these communities.

Enhanced Transparency and Accountability

A new annual public reporting process will be introduced, providing clear visibility into:

- Amounts collected from municipalities under the model;
- How funds collected under the model are allocated; and
- How reinvestments support front-line policing capacity across Alberta.

The province will continue to look for opportunities to enhance transparency, including through collaboration with the Provincial Police Advisory Board. All funds collected through the PFM will continue to be invested in front-line policing provided under the PPSA to support ongoing costs and future growth where possible.

Next Steps

Further details regarding implementation timelines and specific impacts to your municipality will be provided in the coming weeks. We are committed to working collaboratively with municipalities throughout this transition to ensure an effective implementation process.

Should you have questions or require additional information, please contact my ministry at abpfm@gov.ab.ca.

Thank you for your continued partnership in maintaining safe and well-served communities across Alberta.

Sincerely,

Honourable Mike Ellis
Deputy Premier of Alberta
Minister of Public Safety and Emergency Services



NEWS RELEASE

ABmunis' initial response to provincial government's Police Funding Model announcement

December 19, 2025

EDMONTON – *The following statement is issued on behalf of Alberta Municipalities' President Dylan Bressey and the Board of Directors:*

Yesterday's Government of Alberta news release about the Police Funding Model (PFM) highlights the pressure that increased policing costs are placing on strained municipal budgets throughout Alberta.

Financial pressures such as those created by the PFM are what prompted us to launch our Property Taxes Reimagined initiative in October 2025. The initiative provides an overview of the various factors that, over the past 15 years, led to the fiscal dilemma many municipal councils currently find themselves in.

The Government of Alberta contracted the RCMP to provide provincial policing and shared the cost with the federal government until 2020. Since then, the PFM has required small communities that receive RCMP community policing to pay a percentage of the total cost. Combined with rising policing expenses, this has created additional strain on municipal finances at a time when population growth, inflation, reduced provincial funding, and restrictions on local revenue tools are already forcing municipalities to increase property taxes to maintain core services and infrastructure.

We have concerns about the timing, implementation and rollout of the PFM. Many municipalities have just set their annual budgets for 2026. When it comes to policing, an important principle is that our members have "say with pay." In this instance, the provincial government prioritized payment over governance. To date, municipalities have not had the input necessary to have confidence that their financial contributions are improving local community safety.

Alberta Municipalities believes something needs to be done to bend the "cost curve" down on policing. We know that investing in prevention is one of the best ways to accomplish this. That's why we're optimistic that the Government of Alberta will increase its annual funding for Family and Community Support Services (FCSS) by about 60 per cent in the 2026 Budget (from about \$105 million/year to \$161.5 million/year) so communities can deliver more evidence-based, preventative support services that reduce demand on more costly services like crisis intervention and policing.

Our association will continue advocating for an equitable funding model that reflects demand for services and ability to pay, strengthens oversight and accountability, and reinvests all funds raised back into front-line policing and public safety. We'll analyze the funding model announced on December 18 and speak with our members about it in the new year.

Media contact:

Scott Lundy
Communications Manager, Alberta Municipalities
780.668.2436
scott@abmunis.ca
ABmunis.ca

**LAC STE. ANNE FOUNDATION
BOARD MEETING MINUTES
October 8, 2025
Chateau Lac Ste. Anne – Family Dining Room
10:00 a.m.**

1. Call to Order- 10:01 a.m. by Ross Bohnet

Present: Ross Bohnet, Keith Pederson, Gwen Jones, Daryl Weber, Sandy Morton, Paul Chauvet, Jeremy Wilhelm & Lisa Johnson

Absent:

Guest:

Staff: Dena Krysik – CAO, Robin Strome – Finance Officer, Christine Lafreniere – Recording Secretary

2. Additions to /Approval of Agenda

Board Member Paul Chauvet moves:

Motion #25-045: That the Board approves the agenda as presented with the following additions:
5e. – Nordic Mechanical Proposal – CLSA/SVL.
5f. – Nordic Water Heater Replacement PVL - Ratification.

Carried

3. Minutes

Board Member Sandy Morton moves:

Motion #25-046: That the Board approves the August 26, 2025 Board meeting minutes as presented.

Carried

4. Financial

Board Member Paul Chauvet Moves:

Motion #25-047: That the Board approves the 2026 Draft Budget – Foundation as presented.

Carried

Board Member Paul Chauvet moves:

Motion #25-048: The Board approves the 2026 Draft Budget – Management as presented.

Carried

Board Member Gwen Jones moves:

Motion #25-049: The Board approves the 2026 Draft Budget – Personal Care Services as presented.

Carried

Board Member Lisa Johnson moves:

Motion #25-50: The Board approves the 2026 Draft Budget – Capital Maintenance/Projects Budget as presented.

Carried

5. New/Other Business

Board Member Keith Pederson moves:

Motion #25-051: The Board approves to proceed with the contract proposal with Sinke Consulting as presented to be allocated from the 2025 Requisition Surplus as presented.

Carried

Board Member Keith Pederson moves:

Motion #25-052: The Board approves the 2025 Resident Survey results as presented and directs the Chief Administrative Officer to create an action plan to address common issues as presented.

Carried

Board Member Paul Chauvet moves:

Motion #25-053: The Board declines the manor applicant request to have a pet as per section 17 of schedule “A” of the Residential Lease Agreement.

Carried

Board Member Jeremy Wilhelm moves:

Motion #25-054: That the Board ratifies the completion of the Chief Administrative Officer’s (CAO) performance evaluation for 2025 and approve the renewal of the CAO’s employment contract effective January 1, 2025, under the terms and Conditions presented via email by Ross Bohnet – Board Chair on August 29, 2025.

Carried

Board Member Sandy Morton moves:

Motion #25-55: The Board approves the Nordic Mechanical Proposal – CLSA/SVL as presented.

Carried

Board Member Lisa Johnson moves:

Motion #25-56: That the Board approves to ratify the Nordic Water Heater Replacement at Pleasant View Lodge as per the email request on October 3, 2025 to be allocated from the 2025 Requisition Surplus.

Carried

6. Policy Review

Board Member Jeremy Wilhelm moves:

Motion #25-57: That the Board approves the Lac Ste. Anne Foundation Emergency Response Plans for Pleasant View Lodge, Chateau Lac Ste. Anne Lodge and Spruce View Lodge as amended.

Carried

7. Information Items

Board Member Lisa Johnson moves:

Motion #25-058: The Board accepts items 7a, 7b and 7c for the October 8, 2025 meeting as information.

Carried

8. In Camera

9. Date, Place & Time of Next Meeting

All Board members move:

Motion #25-059: The next Board Meeting is December 5, 2025 – 1:00 pm at PVL Community Center.

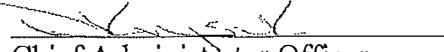
Carried

10. Adjournment

The Chair declares that as all matters have been attended to, the meeting is now adjourned at 11:14 am.

Debra Baker
Chairperson

Dec 5, 2025
Date


Chief Administrator Officer

Dec 5, 2025
Date



Association of
SUMMER VILLAGES
OF ALBERTA

December 12, 2025

RE: Joint Use and Planning Agreements Regulation

Dear Members,

Joint use and planning agreements (JUPAs) are a formal partnership between a municipality and a school board to enable the integrated and long-term planning and use of school sites on municipal reserve (MR), school reserve (SR) and municipal and school reserve (MSR) land. More than one municipality or school board may be a party to a JUPA.

The current deadline to have a Joint Use and Planning Agreement (JUPA) in place is June 10, 2026. This deadline was extended from an earlier date and requires municipalities to formalize partnerships with school boards for the integrated planning and use of school sites, facilities, and other shared lands.

As per the attached Regulation, there has recently been an exemption granted “if the school board does not own or occupy a school building within the municipality’s boundaries.”

If you have not yet done so, it is recommended that each Summer Village contact their school division(s) to confirm you fall under the exemption and do not need to enter into a JUPA.

Regards,

Brian Waterhouse
President ASVA



Province of Alberta

MUNICIPAL GOVERNMENT ACT

JOINT USE AND PLANNING AGREEMENTS REGULATION

Alberta Regulation 110/2025

Filed on May 15, 2025, in force May 31, 2025

Extract

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Note

All persons making use of this document are reminded that it has no legislative sanction. The official Statutes and Regulations should be consulted for all purposes of interpreting and applying the law.

(no amdt)

ALBERTA REGULATION 110/2025
Municipal Government Act
JOINT USE AND PLANNING AGREEMENTS REGULATION

Definitions

1 In this Regulation,

- (a) “approved new school project” means an approved new school project as defined in section 186.1 of the *Education Act*;
- (b) “school building” means a school building as defined in the *Education Act*.

Joint use and planning agreements exemption

- 2(1)** Subject to subsection (2), a municipality is exempt from entering into an agreement with a school board under section 670.1 of the Act if the school board does not own or occupy a school building within the municipality’s boundaries.
- (2)** The exemption under subsection (1) does not apply if an approved new school project is being undertaken by or on behalf of the school board within the municipality’s boundaries.

Expiry

- 3** For the purpose of ensuring that this Regulation is reviewed for ongoing relevancy and necessity, with the option that it may be repassed in its present or an amended form following a review, this Regulation expires on September 30, 2030.

Coming into force

- 4** This Regulation comes into force on May 31, 2025.



HAPPY HOLIDAYS!

From everyone at MPS, we wish a very happy and safe holiday season for you and your community!

This year, MPS was also excited to add Celina Taylor to our team this fall as a subdivision/development clerk. Celina is one of the first voices you hear on our phoneline when you need help with a planning matter. Our staff is excited to meet and serve our wonderful clients; in addition to being fantastic planners, they can also turn a regular office into a Christmas wonderland in just a short afternoon. Pop by our office in December to see what we mean!

We look forward to another year of working alongside the many (new and returning) hardworking Councillors and Municipal Administrators that make your communities great places to live and invest in. For your Administrations, we are one call, email, or Zoom/Team's click away for help and assistance with any subdivision, development, or planning questions you may have. We are happy to provide 'Planning 101' training for Councils, Administrations, SDAB, and MPC members to help further your understanding of planning and development processes, and support you in implementing new/updated plans and Land Use Bylaws.

For the holiday season, please note that **our office will be closed beginning at noon on Friday, December 19, 2025. We will be reopening Monday, January 5, 2026**, for our regular business hours.

We are pleased to again be holding a nomination contest for charities in your communities; when we return from our holiday break in January, we will draw three charities at random for a donation. Please nominate a deserving charity in your community to Celina at c.taylor@munplan.ab.ca before January 10, 2026. Since 2020, we've been happy to make donations to the following organizations on our clients' behalf:

Barrhead FCSS Food Bank
Bon Accord & Gibbons Food Bank
Wetaskiwin Search and Rescue
Westlock Food Bank
Tofield-Ryley and Area Food Bank

Tofield-Ryley Food Bank
Tofield & Area Health Services Foundation
Flagstaff Food Bank
Redwater Food Bank
Viking Food Bank

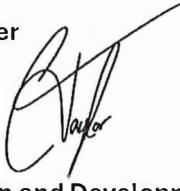
Bruderheim School Playground
Viking Health Foundation
Wainwright Food Bank
Edgerton Arena

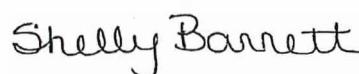
We have enjoyed working with so many of you this past year on major projects and specific subdivision and development matters in your communities. In 2026, we look forward to completing projects that incorporate legislative changes, enable new and innovative housing developments, improve climate resilience, incorporate watershed planning best practices, address new and emerging development trends, and increase application/process transparency.

Please accept our best wishes for you and your families during this holiday season and in the year to come!


Jane Dauphinee | Principal & Senior Planner


Carley Weeks | Planner


Celina Taylor | Subdivision and Development Clerk


Shelly Barrett | Officer Administrator


Shauna France | Planner


Marina Guintchitskaia | Planner


Brad MacDonald | Senior Planner





Association of
SUMMER VILLAGES
OF ALBERTA

2025 Year in Review - Newsletter

As the year draws to a close, we reflect on ASVA's initiatives and achievements on behalf of our members. This has been a productive year for ASVA, highlighted by hosting one of the most successful conferences to date. Representatives from 84% of the member summer villages participated, ensuring robust engagement across our community. Some resolutions were submitted and the Board will work on advocating these to the GOA. The open mic session facilitated valuable discussions and generated ideas that have been submitted to the Board for consideration. Additionally, the Conference Organizing Committee has commenced preparations for the 2026 conference.

At this year's conference, the Summer Village of Ma-Me-O Beach provided an update on their viability audit and described the challenges faced thus far. In support of Ma-Me-O's continued status as a summer village, the ASVA participated in the viability review committee, submitted letters of endorsement to Municipal Affairs Minister Dan Williams, and held meetings with him. The Minister has since granted approval for Ma-Me-O to remain a summer village.

On November 12, Mike Pashak and I had a meeting with Minister Dan Williams and his support staff. The purpose of this meeting was to introduce the Minister to Summer Villages and discuss ASVA's achievements as well as our collaboration with his Ministry. Key topics included the evolving nature of Summer Villages, notably our population growth which is outpacing that of most smaller municipalities in Alberta, and the resulting demand from residents for enhanced urban-style infrastructure such as roads, bridges, water and wastewater systems, recreational amenities, and broadband connectivity. The Minister expressed particular interest in our work on financial health metrics and their potential to provide early warning indicators for municipalities experiencing fiscal stress. He also engaged with our recommendations regarding the Education Property Tax requisition and its potential benefits for municipalities with populations of 2,500 or fewer. The Minister made it clear there would be no increase to LGFF, referencing Alberta's \$6 billion deficit to reinforce this position, and noted his concern about the viability of certain municipalities facing declining populations and aging infrastructure.



Association of
SUMMER VILLAGES
OF ALBERTA

In the past year, two Chief Administrative Officer (CAO) focus sessions were conducted virtually, addressing topics such as election planning, financial metrics, and post-election analysis. These sessions received strong participation. The financial metrics indicated that Municipal Affairs is currently developing policies centered on three main areas: financial health assessment, fiscal relationship review; and early intervention and support, all within the evolving Fiscal Sustainability Framework. Post-election data revealed that 35% of councillors are new to council, and elections occurred in 37% of summer villages. These focus group sessions will continue through 2026, so watch for the invitations.

During the Board of Directors meeting on December 11, the directors resolved to maintain the 2026 membership fees at the same level as those set for 2025. The success of the recent conference provided subsidy for the 2026 fees. As we all look forward to a new year, the ASVA Board of Directors want to thank all of you for your continued support. We must all stick together as a larger voice gets more recognition. If you have any questions, suggestions, or comments, don't hesitate to call our Executive Director, Kathy Krawchuk at (780)236-5456 or email her at execdirector@asva.ca

On behalf of the Board of Directors, we wish you and your families a Merry Christmas and a Happy New Year.

Sincerely,

Brian Waterhouse
President ASVA



Honourable Ric McIver, ECA, MLA
Calgary-Hays

December 16, 2025

To All Newly Elected Municipal Councils,

I am pleased to extend my warmest congratulations to both new returning councilors on your election to municipal office this past October. Serving your communities is both a privilege and a profound responsibility, and I commend you for stepping forward to represent the residents who have placed their trust in you.

As someone who previously had the honour of serving as on a municipal council and as Minister of Municipal Affairs, I want to express my deep appreciation for the dedication demonstrated by municipal leaders across our province. It was truly an honour working with you, and I remain grateful for the important role you play in strengthening local governance and improving the quality of life for your communities. Municipal governance is often closest to the day-to-day needs of residents. The decisions you make—whether related to infrastructure, community safety, local services, or neighbourhood development—have a direct and immediate impact on the lives of the people you serve. I encourage you to continue working with the new minister in this endeavor.

As we enter the Christmas season, I extend my heartfelt wishes to you, your councils, and your families for a joyful and peaceful Christmas, and a healthy and prosperous New Year. May the months ahead be filled with success as you carry out the vital work of serving your residents.

Sincerely,

Honourable Ric McIver, ECA, MLA
Speaker of the Legislative Assembly of Alberta
Calgary-Hays

Executive Summary

This submission presents the Association of Summer Villages of Alberta (ASVA) 's collective feedback to Alberta Municipal Affairs on proposed changes to the Local Authorities Election Act (LAEA).

ASVA represents Summer Villages as a recognized and respected level of municipal government. Summer Villages are sustainable, year-round municipalities that advocate for responsible governance and stewardship of Alberta's lake and river environments. Ensuring that municipal election legislation is workable, fair, and proportionate is essential to maintaining strong local democracy in these unique communities.

Today, approximately 6,000 people live year-round as permanent full-time residents in Summer Villages. That's equivalent to the combined population of Alberta's 30 smallest Villages, 38% of Villages. In addition to permanent full-time residents, the 51 Summer Villages contain an equivalent number of dwellings as Alberta's 54 smallest Villages, 68% of Villages.

Summer Villages support the LAEA's intent to ensure fair, transparent, and accessible municipal elections. However, feedback from member municipalities indicates that several provisions of the Act and its associated regulations do not adequately reflect the unique governance structure, seasonal population, property-based electorate, and limited administrative capacity of Summer Villages.

Consistent with ASVA's mission of *Advocacy, Communication, and Education (ACE)*, the recommendations in this submission are targeted, pragmatic, and low-risk. They are intended to strengthen accessibility, fairness, and election integrity while reducing unnecessary administrative burden for Alberta's smallest municipalities.

1. Context: Why Summer Villages Are Different

Summer Villages are a distinct form of municipal government under Alberta legislation and are increasingly operating as sustainable, year-round communities. They are characterized by:

- Predominantly non-resident property owners alongside a growing number of permanent residents
- Very small electorates and administrative teams
- Limited financial and staffing capacity compared to larger municipalities
- Property-based voting rights that are unique under the LAEA
- Election timelines that occur earlier than most municipalities



Despite their size, Summer Villages are responsible for land-use planning, environmental protection, infrastructure, and governance decisions that directly affect Alberta's lakes and rivers. Election legislation that does not reflect these realities can unintentionally weaken democratic participation, increase administrative risk, and undermine confidence in local government.

2. Permanent Electors Register and Special Ballots

Key Issues

- Summer Villages are not required to maintain a permanent electors register, yet access to voting by special ballot is effectively tied to having one.
- Feedback from multiple Returning Officers confirms that the Chief Electoral Officer's data is not suitable for Summer Villages, where voter eligibility is based primarily on land title ownership rather than permanent residency.
- Establishing and maintaining a permanent electors register would impose significant administrative cost and workload on very small municipalities, including additional staffing hours and data management requirements.
- Without an electors register, Summer Villages are prohibited from using special ballots, which disproportionately affects non-resident property owners who form the majority of eligible electors.
- The Act is unclear on whether information about non-resident electors may be retained for future elections, potentially requiring Summer Villages to rebuild voter information from scratch each election.

Impacts

- Reduced voter participation and accessibility, particularly for non-resident owners
- Increased voter complaints regarding the unavailability of special ballots
- Administrative inefficiency and uncertainty for Returning Officers

Recommended Solutions

- Explicitly confirm that Summer Villages may prepare voter registers using land title data, municipal tax records, and sworn declarations under section 49(3), without reliance on Chief Electoral Officer data.
- Enable Summer Villages to offer special ballots without mandating a permanent electors register.
- Clarify agreements under section 49(3.3) to reflect Summer Village-specific processes.
- Clarify that Summer Villages may retain non-resident elector information between elections for administrative continuity, subject to privacy requirements.



3. Voting Equity: Multiple Voters per Property

Key Issues

- Current legislation allows an unlimited number of owners and spouses listed on a single certificate of title to vote.
- In practice, this can result in dozens of votes tied to a single property, creating disproportionate influence.
- This risk is unique to Summer Villages and undermines the principle that each property should have a fair and roughly equal voice.

Recommended Solutions

- Amend section 12 to limit the number of non-resident owner or spouse votes associated with a single Summer Village property, for example, to a maximum of six. See Appendix B for additional information and key messages for this solution.
- Preserve voting rights for bona fide permanent residents regardless of ownership structure.

4. Candidate Eligibility and Concentration of Power

Key Issues

- Under current rules, multiple individuals associated with the same property may run for office.
- In extreme cases, a single property could theoretically form the entire council.

Recommended Solutions

- Amend section 21 to restrict candidacy to one individual per property, whether owner, spouse, or permanent resident, in Summer Village elections.

5. Nomination Period and Nomination Day Flexibility

Key Issues

- Summer Villages are restricted to a single nomination day, unlike other municipalities that have a nomination period.
- This restriction reduces accessibility for non-resident candidates and increases the likelihood of acclamations.
- Ambiguity exists regarding whether nomination papers must be personally received by a Returning Officer or may be delivered to the municipal office.
- Early election timelines make it costly to appoint Returning Officers far in advance of the election.

Recommended Solutions

- Amend the LAEA to permit a nomination period for Summer Villages, consistent with other municipalities.
- Clarify that nomination papers may be submitted to the local jurisdiction office rather than requiring personal receipt by the Returning Officer.
- Allow Returning Officers to validate nominations after submission rather than being present at the time of receipt.

6. Election Administration Capacity and Staffing

Key Issues

- Recruiting neutral and qualified election workers is challenging in very small communities.
- Election administration standards are identical to those for large municipalities despite vastly different resources.
- Limited staff must manage election administration alongside normal municipal operations.

Recommended Solutions

- Expand delegation authority under section 14(3) to explicitly include the municipal secretary.
- Provide clearer guidance tailored to Summer Villages.
- Preserve Returning Officer discretion to adapt processes to local context while remaining compliant with the Act.

7. Returning Officer Discretion and Election Integrity

Key Issues

- Returning Officers reported that the Act provides insufficient discretion when obvious ineligibility or irregularities are known.
- The prohibition on requesting additional identification beyond a single piece of Alberta-issued ID creates a security gap for Summer Villages, where electors may come from anywhere in the province.
- Electors themselves identified concerns about the lack of verification of property ownership or eligibility, undermining confidence in election integrity.
- There is no clear process for isolating or flagging questionable ballots outside of existing special ballot provisions.

Recommended Solutions

- Introduce provisions allowing Returning Officers to temporarily isolate and flag suspected ineligible ballots, similar to section 77.21(6).
- Permit Summer Villages to request a second form of identification to confirm eligibility, such as a land title, tax notice, or utility bill, where voting rights are based on property ownership.
- Establish a clear dispute resolution process for voter and candidate eligibility issues that does not require immediate legal consultation.



8. Campaign Finance: Notice of Intent and Disclosure Requirements

Notice of Intent

Issue: The timing requirement for filing a Notice of Intent is unclear and has caused confusion for candidates and administrators.

Recommendation:

- Amend section 147.3(1) to require candidates to open a campaign bank account **only when total contributions exceed \$1,000 in the aggregate**, and not at the time of filing a Notice of Intent.
- Confirm that candidates with contributions and expenses below \$1,000 may continue to use personal accounts, subject to post-election disclosure requirements.

Proposed Legislative Wording (for consideration):

Section 147.3(1) is amended by removing the requirement to open a campaign account at the time a Notice of Intent is filed and by clarifying that a campaign account is required only when total campaign contributions first exceed \$1,000 in the aggregate.

9. Disclosure Statements

Issues:

- September 30 disclosure filings occur after Summer Village elections have concluded.
- Disclosure requirements are duplicative, confusing, and disproportionate for Summer Village candidates, many of whom incur little or no campaign expenses.

Recommendations:

- Exempt Summer Village candidates from the September 30 disclosure filing requirement.
- Consolidate reporting into a single post-election disclosure, for example within 120 days after the election or by March 1.
- Consider simplified disclosure requirements for candidates with minimal or no campaign spending.

10. Examination of Nomination Papers

Key Issues

- Conflicting sections of the Act create confusion about who may examine nomination papers, when examination may occur, and under whose supervision.

Recommended Solutions

- Harmonize sections 28, 34, and 100 to:
 - Limit examination to electors
 - Permit examination only after the nomination period closes
 - Allow supervision by the Returning Officer or Secretary



11. Forms and Regulations

Key Improvements Needed

- Update Form 4 to clearly reference Summer Village-specific eligibility under section 12.
- Modify Form 13SV to:
 - Capture the complete Summer Village property address
 - Allow proof of ownership rather than proof of primary residence
- Update Form 26 to clearly state filing deadlines and penalties.
- Include the Notice of Intent form in regulation and permit electronic submission.

Conclusion

The Association of Summer Villages of Alberta supports strong, transparent, and accessible municipal elections and affirms the importance of the Local Authorities Election Act in maintaining public confidence in local democracy.

At the same time, ASVA's member municipalities have clearly identified that several provisions of the LAEA impose disproportionate administrative burden, reduce accessibility for electors and candidates, and create uncertainty when applied to very small, property-based municipalities. These challenges do not reflect the reality of Summer Villages as sustainable, year-round communities and a respected order of municipal government.

Consistent with ASVA's Vision and its *ACE* mission of Advocacy, Communication, and Education, the proposed amendments are practical, measured, and low-risk. They preserve election integrity while recognizing the unique governance and operational context of Summer Villages.

ASVA respectfully submits these recommendations to Alberta Municipal Affairs and looks forward to continued collaboration to ensure that municipal election legislation supports effective, inclusive, and sustainable local government across Alberta.

Appendix A. Summary Table of Key Issues, Recommendations, and Impacts if Not Addressed

Issue Area	LAEA Section(s)	Summary of Issue	ASVA Recommended Change	Impact if Not Addressed
Special Ballots & Electors Register	s.49, s.49(3), s.49(3.3)	Access to special ballots is effectively tied to maintaining a permanent electors register, which is impractical for Summer Villages with predominantly non-resident, property-based electorates.	Allow Summer Villages to prepare voter registers using land title and municipal records and offer special ballots without requiring a permanent electors register.	Continued voter disenfranchisement of non-resident owners, lower turnout, increased complaints, and reputational risk to election fairness.
Retention of Elector Information	s.49	Uncertainty about whether non-resident elector information may be retained between elections creates repeated administrative burden.	Clarify authority for Summer Villages to retain elector information between elections, subject to privacy requirements.	Repeated rebuilding of elector data, higher administrative cost, and increased risk of errors or omissions.
Voting Equity per Property	s.12	Unlimited owners or spouses on a single title may vote, creating disproportionate influence from one property.	Limit the number of non-resident owner/spouse votes per property while preserving permanent resident voting rights.	Perceived inequity, erosion of voter confidence, and increased likelihood of contested results or disputes.
Candidate Eligibility per Property	s.21	Multiple candidates may run from a single property, creating a risk of concentrated control of council.	Restrict candidacy to one individual per property in Summer Village elections.	Risk of governance imbalance and reduced confidence in representative local government.



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Nomination Period Flexibility	s.25–27	Summer Villages are limited to a single nomination day, restricting access for non-resident candidates.	Permit a nomination period and allow nomination papers to be submitted to the municipal office.	Increased acclamations, reduced candidate participation, and weaker democratic legitimacy.
Returning Officer Capacity & Delegation	s.14(3)	Limited staffing capacity makes it difficult to meet all election administration requirements.	Expand delegation authority to explicitly include the municipal secretary and preserve local discretion.	Increased compliance risk, staff burnout, and reliance on external legal advice.
Returning Officer Discretion & Integrity	s.77.21 and related	Returning Officers lack tools to address obvious ineligibility or irregularities at the time of voting.	Allow isolation of questionable ballots and limited secondary verification of eligibility.	Reduced confidence in election integrity and higher risk of post-election challenges.
Campaign Bank Account Requirement	s.147.3(1)	Candidates must open a campaign bank account even when campaign activity is minimal or zero.	Require a campaign bank account only when total contributions exceed \$1,000.	Discouragement of candidates, unnecessary personal expense, and reduced participation in elections.
Campaign Disclosure Timing	s.147.4–147.7	September 30 disclosure deadlines occur after Summer Village elections and are duplicative.	Exempt Summer Village candidates from September 30 filings and consolidate reporting.	Ongoing confusion, non-compliance risk, and administrative follow-up costs.
Examination of Nomination Papers	s.28, s.34, s.100	Conflicting provisions create uncertainty about who may examine nomination papers and when.	Harmonize sections to clarify timing, eligibility, and supervision requirements.	Increased procedural disputes, inconsistent practices, and legal uncertainty.

Appendix B. Additional Discussion on Number of Eligible Voters per Land Title

Executive Summary

Census-based age and household composition data demonstrate that, while the average number of eligible voters per dwelling in Alberta is approximately 2, there is a clear and defensible demographic basis for recognizing up to 4 to 6 eligible voters per dwelling or land title in certain circumstances. This upper range is supported by Alberta's relatively young age structure, family-oriented household patterns, and the prevalence of multi-adult living arrangements across urban, rural, and seasonal communities.

Recognizing this range strengthens policy defensibility. It enables municipalities, particularly Summer Villages, to establish reasonable maximum votes per land title that reflect real demographic conditions while preserving the principle that each property should have a fair and roughly equal voice. These assumptions are conservative, evidence-based, and consistent with Statistics Canada census data and the Local Authorities Election Act definition of an eligible elector

Age Demographics and Household Structure in Alberta

The 2021 Census of Population indicates that Alberta averages 2.4–2.5 persons per private dwelling, with large cities such as Calgary and Edmonton at the lower end (~2.4) and smaller cities and towns slightly higher (2.5–2.7). Alberta's urban and rural household sizes are slightly above the national average.

Equally important is Alberta's age profile. Approximately 75–78% of residents are 18 years of age or older, meaning that a significant proportion of dwellings contain multiple eligible electors. This demographic reality underpins elector-per-dwelling estimates and explains why reliance on a single average obscures meaningful variation.

Defensible Range of Eligible Voters per Dwelling

There is no dataset that directly reports the number of eligible voters per dwelling. However, combining census age characteristics with household composition data supports a planning range rather than a fixed value.

Observed household patterns across Alberta include:

- Couples with adult children remaining at home
- Multi-generational households
- Shared housing among unrelated adults
- Seasonal and recreational properties used by extended families or co-owners

These patterns support a defensible range from 0 to 6 eligible voters per dwelling, with values above 6 treated as outliers for planning and policy purposes

Applicability to Rural and Small Municipalities

These assumptions are particularly relevant in rural and small municipalities, where:

- Household sizes are often larger
- Multi-generational living is more common
- Seasonal and recreational properties are prevalent
- Dwelling use may fluctuate throughout the year

In these contexts, variation around the average is often greater than in large urban centres. Applying a narrow assumption (e.g., 2 voters per property) risks misrepresenting the actual distribution of electors. A broader planning range more accurately reflects demographic reality and supports defensible local decision-making.

Relevance to Summer Villages and Votes per Land Title

In Summer Villages, voting rights are commonly linked to land ownership rather than residency. Councils must therefore balance inclusivity with equity when setting voting rules.

This analysis supports the position that:

- It is reasonable to expect multiple eligible voters to be associated with a single titled property
- A maximum of 4–6 votes per land title reflects typical upper-bound household and ownership patterns
- Such a cap prevents disproportionate influence by a small number of high-occupancy or heavily shared properties

Importantly, a cap grounded in census-based demographics is defensible, non-arbitrary, and proportionate.

Fair and Roughly Equal Voice

The principle that each property should have a fair and roughly equal voice does not require identical voting power in every case. It requires that differences be reasonable and justified. A maximum vote limit aligned with observed demographic norms:

- Recognizes legitimate variation in household composition
- Avoids extreme concentrations of voting power
- Treats properties consistently across the municipality

This approach aligns with the broader principle of effective representation embedded in Alberta's local election framework.



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Citation-Ready Reference Table

Eligible Voters per Dwelling – Alberta (Planning Ranges)

Household Type	Typical Persons per Dwelling	Adults (18+)	Eligible Voters (Planning Range)
Single-person household	1	1	1
Couple, no children	2	2	2
Couple with children	3–4	2–3	2–3
Couple with adult children	3–5	3–4	3–4
Multi-family or shared dwelling	4–6	4–6	4–6
High-occupancy shared housing (upper planning limit)	6–8	6–8	Up to 6 (higher = outlier)

Data Sources and Citations

- Statistics Canada. 2022. *Census of Population, 2021.*
 - Table 98-10-0138-01: Household size and composition
 - Table 98-10-0022-01: Age characteristics of the population
- Government of Alberta. *Local Authorities Election Act* – definition of an eligible elector



January 23, 2026

Client Number: 6465

Summer Village of Birch Cove
Box 8
Alberta Beach Alberta T0E 0A0

Attention: Ms. Wendy Wildman, CAO

Dear Ms. Wildman:

Re: December 31, 2025 year end

The Objective and Scope of the Audit

You have requested that we audit the financial statements of Summer Village of Birch Cove (the "municipality"), which comprise the statement of financial position as at December 31, 2025, and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements (including a summary of significant accounting policies).

In addition to the audit of the financial statements, we will assist management with the preparation of the Financial Information Return (FIR) required by Municipal Affairs. The preparation of the FIR is not part of the audit engagement for the year ended December 31, 2025.

We are pleased to confirm our acceptance and our understanding of the nature, scope and terms of this audit engagement, and all services related thereto, by means of this letter (the "Engagement").

The objectives of our audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement (whether due to fraud or error) and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The Responsibilities of the Auditor

We will conduct our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- a. Identify and assess the risks of material misstatement of the financial statements (whether due to fraud or error), design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- b. Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control. However, we will communicate to you in writing concerning any significant deficiencies in internal control relevant to the audit of the financial statements that we have identified during the audit.

*Denotes professional corporation

#102, 12750 – 127 St. NW, Edmonton Alberta T5L 1A5

Telephone (780) 482-3431 Fax: (780) 488-5710 Website: www.seniuk.com

- c. Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- d. Conclude on the appropriateness of management's use of the going-concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the municipality's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the municipality to cease to continue as a going concern.
- e. Evaluate the overall presentation, structure and content of the municipality's financial statements (including the disclosures) and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with Canadian generally accepted auditing standards.

Form and Content of Audit Opinion

Unless unanticipated difficulties are encountered, our report will be substantially in the following form contained in Appendix A to this letter.

The Responsibilities of Management

Our audit will be conducted on the basis that management and, where appropriate, those charged with governance acknowledge and understand that they have responsibility:

- a. For the preparation and fair presentation of the financial statements in accordance with PSAS.
- b. For the design and implementation of such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
- c. To provide us with timely:
 - i. Access to all information of which management is aware that is relevant to the preparation of the financial statements, such as records, documentation and other matters;
 - ii. Information about all known or suspected fraud, any allegations of fraud or suspected fraud and any known or probable instances of non-compliance with legislative or regulatory requirements;
 - iii. Additional information that we may request from management for the purpose of the audit; and
 - iv. Unrestricted access to persons within Summer Village of Birch Cove from whom we determine it necessary to obtain audit evidence.

As part of our audit process:

- a. We will make inquiries of management about the representations contained in the financial statements. At the conclusion of the audit, we will request from management [and, where appropriate, those charged with governance] written confirmation concerning those representations. If such representations are not provided in writing, management acknowledges and understands that we would be required to disclaim an audit opinion.
- b. We will communicate any misstatements identified during the audit other than those that are clearly trivial. We request that management correct all the misstatements communicated.

Use of Information

It is acknowledged that we will have access to all information about identified individuals ("personal information") in your custody that we require to complete our Engagement. Our services are provided on the basis that:

- a. You represent to us that management has obtained any required consents for our collection, use, disclosure, storage, transfer and process of personal information required under applicable privacy legislation and professional regulation; and
- b. We will hold all personal information in compliance with our Privacy Statement.

File Inspections

In accordance with professional regulations (and by our firm's policy), our client files may be periodically reviewed by practice inspectors and by other engagement file reviewers to ensure that we are adhering to our professional and firm standards. File reviewers are required to maintain confidentiality of client information.

Confidentiality

One of the underlying principles of the profession is a duty of confidentiality with respect to client affairs. Each professional accountant must preserve the secrecy of all confidential information that becomes known during the practice of the profession. Accordingly, we will not provide any third party with confidential information concerning the affairs of Summer Village of Birch Cove unless:

- a. We have been specifically authorized with prior consent;
- b. We have been ordered or expressly required by law or by the Alberta *Code of Professional Conduct/Code of Ethics*; or
- c. The information requested is (or enters into) public domain.

Use and Distribution of Our Report

The examination of the financial statements and the issuance of our audit report are solely for the use of Summer Village of Birch Cove and those to whom our report is specifically addressed by us. We make no representations or warranties of any kind to any third party in respect of these financial statements or our audit report, and we accept no responsibility for their use by any third party or any liability to anyone other than Summer Village of Birch Cove.

For greater clarity, our audit will not be planned or conducted for any third party or for any specific transaction. Accordingly, items of possible interest to a third party may not be addressed and matters may exist that would be assessed differently by a third party, including, without limitation, in connection with a specific transaction. Our audit report should not be circulated (beyond Summer Village of Birch Cove) or relied upon by any third party for any purpose, without our prior written consent.

You agree that our name may be used only with our prior written consent and that any information to which we have attached a communication be issued with that communication, unless otherwise agreed to by us in writing.

Reproduction of Auditor's Report

If reproduction or publication of our audit report (or reference to our report) is planned in an annual report or other document, including electronic filings or posting of the report on a website, a copy of the entire document should be submitted to us in sufficient time for our review and approval in writing before the publication or posting process begins.

Management is responsible for the accurate reproduction of the financial statements, the auditor's report and other related information contained in an annual report or other public document (electronic or paper-based). This includes any incorporation by reference to either full or summarized financial statements that we have audited.

We are not required to read the information contained in your website or to consider the consistency of other information in the electronic site with the original document.

Preparation of Schedules

We understand that you and your employees will prepare certain schedules and locate specified documents for our use before our Engagement is planned to commence.

This assistance will facilitate our work and help to minimize our costs. Any failure to provide these working papers or documents on a timely basis may impede our services and require us to suspend our services or even withdraw from the Engagement.

Communications

In performing our services, we will send messages and documents electronically. As such communications can be intercepted, misdirected, infected by a virus or otherwise used or communicated by an unintended third party, we cannot guarantee or warrant that communications from us will be properly delivered only to the addressee. Therefore, we specifically disclaim, and you release us from, any liability or responsibility whatsoever for interception or unintentional disclosure of communications transmitted by us in connection with the performance of this Engagement. In that regard, you agree that we shall have no liability for any loss or damage to any person or entity resulting from such communications, including any that are consequential, incidental, direct, indirect, punitive, exemplary or special damages (such as loss of data, revenues, or anticipated profits).

If you do not consent to our use of electronic communications, please notify us in writing.

Ownership

The working papers, files, other materials, reports and work created, developed or performed by us during the course of the Engagement are the property of our firm, constitute our confidential information and will be retained by us in accordance with our firm's policies and procedures.

During the course of our work, we may provide, for your own use, certain software, spreadsheets and other intellectual property to assist with the provision of our services. Such software, spreadsheets and other intellectual property must not be copied, distributed or used for any other purpose. We also do not provide any warranties in relation to these items and will not be liable for any lost or corrupted data or other damage or loss suffered or incurred by you in connection with your use of them.

We retain the copyright and all intellectual property rights in any original materials provided to you.

Other Services

In addition to the audit services referred to above, we will, as allowed by the Alberta *Code of Professional Conduct/Code of Ethics*, prepare other regulatory forms required by the municipality as agreed upon. Unless expressly agreed in a separate engagement letter, we will have no involvement with or responsibility for the preparation or filing of GST returns or any other (including foreign) information returns, source deductions, information returns, slips, elections, designations, certificates or reports. Management will, on a timely basis, provide the information necessary to complete the regulatory forms and will review and file them with the appropriate authorities on a timely basis.

Governing Legislation

This engagement letter is subject to, and governed by, the laws of the Province of Alberta. The Province of Alberta will have exclusive jurisdiction in relation to any claim, dispute or difference concerning this engagement letter and any matter arising from it. Each party irrevocably waives any right it may have to object to any action being brought in those courts, to claim that the action has been brought in an inappropriate forum or to claim that those courts do not have jurisdiction.

Accounting Advice

Except as outlined in this letter, this Engagement does not contemplate the provision of specific accounting advice or opinions or the issuance of a written report on the application of accounting standards to specific transactions and to the facts and circumstances of the municipality. Such services, if requested, would be provided under a separate engagement letter.

Dispute Resolution

You agree that any dispute that may arise regarding the meaning, performance or enforcement of this Engagement will, prior to resorting to litigation, be submitted to mediation.

Indemnity

Summer Village of Birch Cove hereby agrees to indemnify, defend (by counsel retained and instructed by us) and hold harmless our firm (and its partners, agents and employees) from and against any and all losses, costs (including solicitors' fees), damages, expenses, claims, demands and liabilities arising out of (or in consequence of):

a. The breach by Summer Village of Birch Cove, or its directors, officers, agents or employees, of any of the covenants or obligations of Summer Village of Birch Cove herein, including, without restricting the generality of the foregoing, the misuse of, or the unauthorized dissemination of, our engagement report or the financial statements in reference to which the engagement report is issued, or any other work product made available to you by our firm.

b. A misrepresentation by a member of your management or those charged with governance.

Time Frames

We will use all reasonable efforts to complete the Engagement as described in this letter within the agreed upon time frames.

However, we shall not be liable for failures or delays in performance that arise from causes beyond our reasonable control, including any delays in the performance by Summer Village of Birch Cove of its obligations.

Fees at Regular Billing Rate

Our professional fees will be based on our regular billing rates, plus direct out-of-pocket expenses and applicable GST, and are due when rendered. Fees for any additional services will be established separately.

Billing

Our fees and costs will be billed monthly and are payable upon receipt. Invoices unpaid 30 days past the billing date may be deemed delinquent and are subject to an interest charge of 1.50% per month. We reserve the right to suspend our services or to withdraw from this Engagement in the event that any of our invoices are deemed delinquent. In the event that any collection action is required to collect unpaid balances due to us, you agree to reimburse us for our costs of collection, including lawyers' fees.

Costs of Responding to Government or Legal Processes

In the event we are required to respond to a subpoena, court order, government agency or other legal process for the production of documents and/or testimony relative to information we obtained and/or prepared during the course of this Engagement, you agree to compensate us at our normal hourly rates for the time we expend in connection with such response and to reimburse us for all of our out-of-pocket costs (including applicable GST) incurred.

Termination

Management acknowledges and understands that failure to fulfill its obligations as set out in this engagement letter will result, upon written notice, in the termination of the Engagement.

Either party may terminate this agreement for any reason upon providing written notice to the other party. If early termination takes place, Summer Village of Birch Cove shall be responsible for all time and expenses incurred up to the termination date.

If we are unable to complete the audit or are unable to form, or have not formed, an opinion on the financial statements, we may withdraw from the audit before issuing an auditor's report, or we may disclaim an opinion on the financial statements. If this occurs, we will communicate the reasons and provide details.

Survival of Terms

This engagement letter will continue in force for subsequent audits unless terminated by either party by written notice prior to the commencement of the subsequent audit.

Conclusion

This engagement letter includes the relevant terms that will govern the Engagement for which it has been prepared. The terms of this letter supersede any prior oral or written representations or commitments by or between the parties. Any material changes or additions to the terms set forth in this letter will only become effective if evidenced by a written amendment to this letter, signed by all of the parties.

If you have any questions about the contents of this letter, please raise them with us. If the services outlined are in accordance with your requirements, and if the above terms are acceptable to you, please sign the attached copy of this letter in the space provided and return it to us.

We appreciate the opportunity of continuing to be of service to your municipality.

Sincerely,

Seniuk & Marcato

SENIUK & MARCATO,
CHARTERED PROFESSIONAL ACCOUNTANTS

Acknowledged and agreed to on behalf of Summer Village of Birch Cove by:

Wendy Wildman

Ms. Wendy Wildman

Jan 26 2026

Date signed

Appendix A - Expected Form of Report

To the Members of Council of Summer Village of Birch Cove

Opinion

We have audited the financial statements of Summer Village of Birch Cove (the "municipality"), which comprise the statement of financial position as at December 31, 2025, and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the municipality as at December 31, 2025, and the results of its operations and cash flow for the period then ended in accordance with Canadian public sector accounting standards (PSAS).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the municipality in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the municipality's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the municipality or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the municipality's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control.

Appendix A (continued)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the municipality's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the municipality to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Alberta Beach

Box 278 • Alberta Beach • Alberta • TOE OAO
Telephone: 780-924-3181 • Fax: 780-924-3313

January 20, 2026

Honourable Devin Dreeshen
Minister of Transportation and Economic Corridors
Government of Alberta
127 Legislature Building
10800 – 97 Avenue
Edmonton, AB
T5K 2B6

Dear Minister Dreeshen:

Re: Emergency Response Dispatch Practices on a Provincially Significant Transportation Corridor

I am writing to raise a serious transportation safety concern regarding emergency response dispatch practices along a provincially significant transportation corridor within Lac Ste. Anne County. Specifically, the current model does not provide for automatic multi-agency fire response for high-acuity incidents, despite the corridor's traffic volume, speed environment, and collision history.

Under the current arrangement, dispatch notifies only Lac Ste. Anne County Fire Services (LSACFS), granting that service discretion to determine whether Alberta Beach Fire Services (ABFS) should be requested. This approach introduces avoidable delay, limits early scene capacity, and creates unnecessary risk to motorists, patients, and emergency responders.

This practice is particularly concerning because Alberta Beach was advised that high-acuity incidents—fire service *Delta* priority and Alberta Health Services *Red / Hot Response*—would result in automatic dual dispatch. However, records obtained through a Freedom of Information and Protection of Privacy (FOIP) request demonstrate multiple instances where Alberta Beach Fire Services was not dispatched to incidents meeting those criteria.

I wish to emphasize that this correspondence is not intended to criticize Lac Ste. Anne County Fire Services. The concern is one of system design, not individual performance. On major highways, minutes matter, and response capacity at the earliest stage of an incident is critical.

Transportation Safety and Borderless Emergency Response:

Alberta has already adopted a borderless, patient-centred dispatch philosophy within its emergency medical services system. Alberta Health Services states that its EMS dispatch system is designed to send the nearest available ambulance to a patient regardless of any geographic boundaries. AHS further explains that consolidated dispatch exists to ensure the ability to send the closest, most appropriate resource to respond to each emergency. This principle reflects what the public reasonably expects on Alberta's highways that the closest and most capable help is sent immediately, regardless of municipal boundaries. While this approach is well established for EMS, the current fire dispatch model on this transportation corridor operates in the opposite manner—placing jurisdictional sequencing ahead of proximity, capacity, and speed. From a transportation safety perspective, this inconsistency is difficult to justify.

Emergency Management Doctrine and Interoperability:

Alberta's emergency management framework reinforces the same expectations. The Alberta Emergency Management Agency prescribes the Alberta Incident Management System (AIMS) as the province's standard for emergency response, stating that AIMS is Alberta's prescribed command, control and coordination system for managing emergencies and disasters. AIMS exists specifically to ensure that emergency responders from different organizations and jurisdictions can work together using common structures, terminology, and scalable response models. Restrictive dispatch practices that delay the involvement of readily available resources undermine these principles and delay the establishment of unified command.

Following fatal highway incidents in Alberta, Provincial leadership—including guidance from the Office of the Fire Commissioner, under Fire Commissioner Spence Sample emphasized the importance of inter-agency cooperation and coordinated emergency response on highways. The expectation that emergency services work together, rather than sequentially, has long been understood as a provincial safety priority.

Highway Incident Management and Risk Reduction:

From a transportation perspective, rapid, well-resourced emergency response is essential to:

- Reduce the likelihood of secondary collisions
- Accelerate scene stabilization and clearance
- Support timely extrication and medical intervention
- Protect emergency responders operating in live traffic environments

Best practices in traffic incident management consistently demonstrate that longer clearance times increase exposure to secondary crashes, compounding risk to both motorists and responders. Automatic multi-agency dispatch improves early staffing, enhances traffic control, and supports safer and faster restoration of roadway operations.

Operational Capacity Considerations:

Alberta Beach Fire Services routinely has a minimum of six trained firefighters immediately available, many of whom are Emergency Medical Responder (EMR) qualified. In contrast, LSAC Fire Services operates as a volunteer-based service and may initially assemble only two responders, with additional personnel mobilizing after notification.

Allowing a service with limited immediate staffing to determine whether additional, readily available resources should be dispatched places unnecessary reliance on discretion rather than designed redundancy—a principle fundamental to highway safety and risk management.

Provincial Role and Request for Direction:

While fire services are municipally delivered, Alberta Transportation has a clear interest in public safety, incident management, and risk reduction on provincial highways. The Government of Alberta has the authority to coordinate emergency and essential services where public safety is at risk. Alberta communities are also explicitly encouraged to collaborate regionally and share emergency management resources.

Given the significance of this transportation corridor, I respectfully request that your office review the current dispatch arrangement and consider providing policy direction or guidance that supports:

- Automatic multi-agency fire dispatch for high-acuity incidents (*Fire Delta / AHS Red or higher*) on provincial highways
- Dispatch practices that prioritize proximity, capacity, and speed over jurisdiction
- Alignment with AIMS principles of interoperability and unified command
- Consistency between intermunicipal commitments and operational practice

I would welcome the opportunity to meet with you or your officials to discuss this matter further and to share the documentation obtained through FOIP. The current system introduces avoidable delay and unnecessary risk. It is my sincere hope that this issue can be addressed proactively—before a preventable tragedy occurs.

Thank you for your attention to this important transportation safety matter. I look forward to your response.

Sincerely,



Tara Elwood,
Mayor
Village of Alberta Beach

References:

- Alberta Health Services, EMS Dispatch – Borderless Ambulance System. Public EMS Dispatch information and FAQs.
- Alberta Health Services. One EMS Dispatch System – Closest and Most Appropriate Resource.
- Government of Alberta, Alberta Emergency Management Agency. Alberta Incident Management System (AIMS): Doctrine and Training Standards.
- Federal Highway Administration (FHWA). Traffic Incident Management: Secondary Crash Risk and Clearance Time.
- Government of Alberta. Emergency Management Act, RSA 2000, eE-6-8.
- Government of Alberta. Emergency Management Planning Guidance for Municipalities (Alberta.ca).

Cc: Hon. Dan Williams, Minister, Alberta Municipal Affairs
Hon. Shane Getson, MLA, Lac Ste. Anne - Parkland
Alberta Beach Council
Lac Ste. Anne County
Summer Village of Birch Cove
Summer Village of Castle Island
Summer Village of Nakamun Park
Summer Village of Ross Haven
Summer Village of Sandy Beach
Summer Village of Silver Sands
Summer Village of South View
Summer Village of Sunrise Beach
Summer Village of Sunset Point
Summer Village of Val Quentin
Summer Village of West Cove
Summer Village of Yellowstone
Town of Onoway