

**Agenda**  
 For Summer Village of Rochon Sands  
 Regular Meeting of Council  
**December 9, 2025 @ 6:00 PM**  
 Municipal Office and Via Zoom for Public

	Page #
1. Call to Order	
2. Approval of Agenda/Additions	
3. Public Hearing	
3.1. None Scheduled	
4. Delegations/Guests	
4.1. None Scheduled	
5. Approval of Previous Minutes	
5.1. November 12, 2025 - Regular Council Meeting Minutes	2
6. Business Arising from Previous Minutes	
6.1. RFD 2026-2029 DRAFT Strategic Plan	6
7. Financial Reports	
7.1. Financials - Operating Revenue & Expenditures to November 30, 2025	27
7.2. Financials - Cheque Listing for November 2025	28
7.3. Financials - November 2025 Bank Reconciliation	29
8. Municipal Planning Commission	
8.1. No Items	
9. New Business	
9.1. RFD 2025 - 2026 Summer Village GIC Reinvestment Strategy	30
9.2. RFD Toboggan Hill Safety & Operations Policy - Village Square Toboggan Hill	38
9.3. RFD Workplace Violence & Harassment Prevention Plan Policy	49
9.4. RFD Donation to Buffalo Lake Fireworks Society – 2025 Canada Day Fireworks	60
9.5. RFD Authorization to Apply for TFA and Water Act Approval – Boat Launch & Marina Maintenance	62
10. Council/Committee Reports	
10.1. Mayor’s Report	
10.2. Councillor Reports	
11. CAO and Staff Reports	
11.1. CAO Report	64
12. Correspondence/Information/Reports	
12.1. Quarterly Community Policing Report - S/Sgt. Cam Russell, Chief of Police, Stettler RCMP Detachment	73
12.2. National Police Federation Correspondence	82
12.3. ABMunis – Alberta Municipalities – Property Taxes Reimagined: Fair Funding for Strong Communities.	116
12.4. Letter from SVRS Council - Request for Provincial Action – Restoration of Rochon Sands Provincial Park Boat Launch	123
13. Closed Session (In Camera)	
13.1. No Items	
14. Next Council Meeting Dates	
14.1. Regular Meeting of Council – Tuesday, January 13, 2026 (6 pm)	
15. Adjournment	

**MINUTES**

Regular Meeting of the Council of the Summer Village of Rochon Sands  
Held on November 12, 2025, at 5:00 PM  
At the Municipal Office, #1 Hall Street, Rochon Sands  
and Via Zoom on Electronic Devices

**Present:** Mayor D. Hiller  
Councillor D. Benson  
Councillor J. Blaney  
Administrator J. Jacobson  
Staff H. Chappell Benoit

**Public (0):**

**1. Call to Order**

Meeting Called to Order at 5:02 pm by Mayor D. Hiller.

**2. Approval of Agenda/Additions**

**RES 25-11-01** **MOVED by** Councillor D. Benson to accept the agenda as presented.  
CARRIED

**3. Public Hearing**

**3.1.** None Scheduled

**4. Delegations**

**4.1.** None

**5. Approval of Previous Minutes**

**5.1.** October 14, 2025 - Regular Council Meeting Minutes

**RES 25-11-02** **MOVED by** Mayor D. Hiller to accept the Summer Village of Rochon Sands  
October 14, 2025 - Regular Council Meeting Minutes as presented.  
CARRIED

**5.2.** October 30, 2025 - Joint Council Meeting Minutes

**RES 25-11-03** **MOVED by** Councillor J. Blaney to accept the Summer Village of Rochon Sands  
and Summer Village of White Sands October 30, 2025, Joint Council Meeting  
Minutes as presented.  
CARRIED

**6. Business Arising from Previous Minutes**

**6.1.** Fall Strategic Planning Update – Resident Survey Results

**RES 25-11-04** **MOVED by** Councillor D. Benson THAT Council receive the 2026–2029 Strategic  
Planning Process Update - Resident Survey Results Information Report as  
information.  
CARRIED

**6.2.** Road Closure and Application for Hwy 835 (Sands Street) Information  
Report

**RES 25-11-05** **MOVED by** Mayor D. Hiller THAT Council accept the Road Closure and Application for Hwy 835 (Sands Street) Information Report as presented for information.

CARRIED

**7. Financial Reports**

- 7.1.** Financials – Operating Revenue & Expenditures to October 31, 2025
- 7.2.** Financials – Cheque Listing for October 2025
- 7.3.** Financials – October 2025 Bank Reconciliation

**RES 25-11-06** **MOVED by** Councillor J. Blaney to accept the financial reports and statements as presented.

CARRIED

**8. Municipal Planning Commission**

No Items

**9. New Business**

- 9.1.** Interim Operating Budget 2026

**RES 25-11-07** **MOVED by** Mayor D. Hiller THAT Council adopt, per Sections 242(2) and 248 of the Municipal Government Act, the 2025 Operating Budget as the 2026 Interim Operating Budget until the final 2026 Operating Budget is approved by Council in April 2026.

CARRIED

- 9.2.** Termination Notice – Stettler Regional Fire Services Agreement

**RES 25-11-08** **MOVED by** Mayor D. Hiller THAT Council approve and authorize the Mayor and Chief Administrative Officer to sign the Schedule 'A' Notice of Termination and Agreement to Waive Notice Period as provided by the County of Stettler, formally ending the Stettler Regional Fire Services Agreement effective December 31, 2025.

CARRIED

- 9.3.** Interim Joint Fire Services Agreement

**RES 25-11-09** **MOVED by** Councillor D. Benson THAT Council authorize Administration to execute the 2026 Interim Joint Fire Services Agreement with the County of Stettler No. 6, effective January 1, 2026, to December 31, 2026, as presented, ensuring continued fire and rescue service coverage for the Summer Village of Rochon Sands during the transition to the Heartland Regional Fire Commission.

CARRIED

- 9.4.** Regional Fire Services Framework and Governance Study - Alberta Community Partnership – Intermunicipal Collaboration Grant Approval

**RES 25-11-10** **MOVED by** Councillor J. Blaney THAT Council support the submission of a joint application under the 2025/26 Alberta Community Partnership (Intermunicipal Collaboration) Program for the Regional Fire Services Framework and Governance Study, in partnership with the County of Stettler No. 6, the Villages of Big Valley and Donalda, and the Summer Village of White Sands; **AND FURTHER** THAT the Summer Villages of Rochon Sands and White Sands serve as joint Managing Partners for the grant application and overall project administration; **AND FURTHER** THAT Administration be authorized to finalize

and submit the application prior to the November 28, 2025 deadline.  
CARRIED

**9.5. Renewal – Catalis Muniware ERP Software License and Support Agreement (2026–2029)**

**RES 25-11-11** **MOVED by** Mayor D. Hiller THAT Council approve the renewal of the Catalis Muniware ERP Software License and Support Agreement for the period January 1, 2026, to December 31, 2029, at an annual subscription rate beginning at \$1,970.01 in 2026, as outlined in the Catalis proposal dated November 4, 2025, and authorize the CAO to execute the agreement on behalf of the Summer Village of Rochon Sands.

CARRIED

**9.6. BarW RV Resort Mini-Golf Support Letter Request (no documentation)**

**RES 25-11-12** **MOVED by** Mayor D. Hiller THAT Council accept the BarW RV Resort Mini-Golf report as information.

CARRIED

**9.7. Snow Removal & Winter Road Maintenance Policy**

**RES 25-11-13** **MOVED by** Councillor J. Blaney THAT Council approve the Snow Removal & Winter Road Maintenance Policy, effective immediately.

CARRIED

## **10. Council/Committee Reports**

### **10.1. Mayor's Report**

- Mayor D. Hiller reported on the Heartland Regional Fire Steering Committee Meeting noting ongoing regional collaboration efforts and preliminary discussions related to governance, service delivery, and future planning for shared fire services.
- Mayor D. Hiller also reported on the Association of Summer Villages of Alberta (ASVA) Board Meeting. Council congratulated Mayor Hiller on his recent election to the ASVA Board, where he will represent the interests of Summer Villages provincially and contribute to policy discussions and advocacy initiatives.

### **10.2. Councillor Reports**

#### Councillor Benson

- Councillor D. Benson reported on the recent meeting of the Rochon Sands Hall & Recreation Association Board, providing updates on current activities, facility operations, and upcoming community events.

#### Councillor Blaney

- Councillor J. Blaney had no meetings to report on.

## **11. CAO and Staff Reports**

### **11.1. CAO Report (written)**

**RES 25-11-14**            **MOVED by** Councillor D. Benson to accept Council / Committee and CAO reports as presented.

CARRIED

**12. Correspondence/Information/Reports**

**12.1.** Email: Government of Alberta Bill 7 Water Amendment Act

**12.2.** Letter of Congratulations to Council from Honourable Dan Williams, Minister of Municipal Affairs

**RES 25-11-15**            **MOVED by** Mayor D. Hiller to accept the reports and correspondence as information.

CARRIED

**13. In Camera (Closed Session)**

**13.1.** No Items

**14. Next Regular Meeting Date – December 9, 2025 – 6pm**

**15. Adjournment**

**RES 25-11-16**            **MOVED by** Mayor D. Hiller to adjourn the Regular Meeting of Council at 6:15 pm.

CARRIED

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Administrator



**Meeting:** Regular Council  
**Meeting Date:** December 9, 2025  
**Originated by:** John Jacobson - Chief Administrative Officer  
**Title:** Strategic Plan 2026–2029 – Draft for Council Consideration  
**Agenda Item:** 6.1

#### PURPOSE

To present the draft Strategic Plan 2026–2029 for Council review and consideration of approval.

#### BACKGROUND / PROPOSAL / ISSUE

The existing Strategic Plan will conclude at the end of 2025. To ensure continuity in long-term planning and alignment with community priorities, Administration has prepared a renewed Strategic Plan for the 2026–2029 period.

This draft Strategic Plan has been developed based on:

- Resident feedback from the 2025 Community Survey (“Your Voice, Our Future”)
- Direction and priorities identified by Council at the November 12, 2025, Strategic Planning Session
- Current operational requirements, legislative changes (MGA, ATIA, POPA), and environmental considerations
- Financial sustainability, regional partnerships, and capacity realities

The Plan is structured around five Strategic Pillars:

1. Governance & Leadership
2. Infrastructure & Environmental Resilience
3. Fiscal & Asset Sustainability
4. Community Well-Being & Engagement
5. Service Excellence & Innovation

Each pillar includes measurable goals, key actions, responsible parties, timelines, and performance indicators to support transparency and accountability.

#### DISCUSSION / OPTIONS

Option 1 — Approve the Strategic Plan 2026–2029 as presented

- Enables immediate alignment with 2026 Budget planning and CAO Work Plan
- Provides clear multi-year direction and supports grant readiness

Option 2 — Request amendments prior to approval

- Council direction incorporated prior to adoption

Option 3 — Receive as information only

- Defers formal adoption and limits immediate strategic alignment

Administration recommends Option 1 or Option 2 depending on Council’s input at the meeting.

## FINANCIAL IMPLICATIONS

None at this stage.

Budgetary impacts will occur only as actions are advanced through future budget processes and external funding opportunities are pursued.

## STRATEGIC ALIGNMENT

This RFD directly supports strong governance, long-term financial sustainability, environmental stewardship, and continued enhancement of community well-being.

## COMMUNICATION / PUBLIC ENGAGEMENT

Following Council approval, Administration will:

- Publish the Plan on the municipal website
- Report annually to Council and residents on progress

## RECOMMENDATION

That Council approve the Strategic Plan 2026–2029 as presented or provide direction for revision.

## PROPOSED MOTION

### **Motion A (Approval)**

*That Council approve the Strategic Plan 2026–2029 as presented and direct Administration to implement the identified actions and report annually on progress.*

### **Motion B (If revisions requested)**

*That Council direct Administration to revise the Strategic Plan 2026–2029 based on Council feedback and bring the amended version back for approval at the next Regular Council Meeting.*



## **Strategic Plan 2026–2029**

*(Draft for Council Review)*



# Contents

INTRODUCTION .....	3
RESIDENT INPUT SUMMARY .....	4
VISION .....	5
MISSION .....	5
CORE VALUES .....	6
1. ENVIRONMENTAL STEWARDSHIP & RESPONSIBLE RECREATION .....	6
2. COMMUNITY CONNECTION .....	6
3. SUSTAINABILITY & RESILIENCE .....	6
4. INTEGRITY & TRANSPARENCY .....	6
5. COLLABORATION & INNOVATION .....	6
SWOT ANALYSIS (SUMMARY) .....	7
STRATEGIC PILLARS .....	8
GOAL & ACTION PLAN .....	9
<b>PILLAR 1: GOVERNANCE &amp; LEADERSHIP</b> .....	10
Modernize governance documents to reflect new provincial legislation .....	10
Continue transparency, accountability, and timely communication with residents .....	10
<b>PILLAR 2: INFRASTRUCTURE &amp; ENVIRONMENTAL RESILIENCE</b> .....	11
Complete Beach Street East Flood Barrier & Shoreline Mitigation .....	11
Improve Waste and Recycling Infrastructure .....	11
Implement Long-Term Road Rehabilitation Plan .....	11
Improve Municipal Boat Launch Infrastructure .....	12
Dredge / Excavate and Restore Navigability in the Bay .....	12
Assess and Implement Water Aeration System for Lake Health .....	12
Enhance Beach Quality & Maintenance Under the Recreational Lease .....	12
<b>PILLAR 3: FISCAL &amp; ASSET SUSTAINABILITY</b> .....	13
Develop 10-Year Capital and Reserve Plan .....	13
Maximize Grants and External Funding Opportunities .....	13
Reinvest Campground Revenues into Campground Infrastructure and Amenities .....	13
<b>PILLAR 4: COMMUNITY WELL-BEING &amp; ENGAGEMENT</b> .....	14
Strengthen Fire Protection and Emergency Preparedness .....	14
Rehabilitate or Re-Purpose Former Golf Course Lands .....	14
Enhance Community Hall Facility .....	15
Enhance Recreation Facilities (Playgrounds & Parks) .....	15
<b>PILLAR 5: SERVICE EXCELLENCE &amp; INNOVATION</b> .....	16
Modernize municipal services through digital transformation .....	16
Strengthen staff training and Occupational Health & Safety compliance .....	16
Complete digitization and organization of municipal records .....	16
IMPLEMENTATION & MONITORING .....	18
CONCLUSION .....	19

## INTRODUCTION

The Strategic Plan 2026–2029 establishes the Village’s direction for the next four years. It reflects what residents value most — our lake, our environment, our small-village character, and our strong community connection — while ensuring Council and Administration maintain responsible, transparent, and sustainable governance.

This plan results from:

- The 2025 Resident Survey (“Your Voice, Our Future”)
- The Council Strategic Planning Workshop held November 12, 2025
- Legislative and environmental realities
- Administrative capacity and financial considerations

It is a practical, measurable guide for municipal decision-making, resource allocation, and community priorities.

### Strategic Planning Principles

The Strategic Plan is guided by principles that ensure decisions made by Council and Administration are thoughtful, transparent, and align with long-term community well-being. The principles below reflect how we work:

#### ***Evidence-Informed Decision-Making***

- *Decisions are based on data, community input, and professional expertise.*

#### ***Stewardship of Natural Assets***

- *The lake and environment remain at the core of all long-range planning.*

#### ***Financial Responsibility***

- *Fiscal discipline and long-term sustainability shape all budget and resource decisions.*

#### ***Transparency & Accountability***

- *We communicate openly and provide clear reporting to residents.*

#### ***Collaboration***

- *We work with residents, regional partners, and the Province to advance shared goals.*

These principles ensure the Strategic Plan remains consistent, measurable, and aligned with the community’s values.

### **Strategic Planning Process Timeline**

- September 2025 – Resident Survey released
- October 2025 – Survey results analyzed
- November 12, 2025 – Council Strategic Planning Workshop
- November / December – Administration prepares Draft Strategic Plan
- December 9, 2026 – Council considers adoption of Strategic Plan
- Spring 2026 – Strategic Plan integrated into budget and CAO work plan
- 2026–2029 – Annual reporting to Council and residents

## RESIDENT INPUT SUMMARY

The 2025 Community Survey, “Your Voice, Our Future”, captured strong engagement and clear themes.

### What Residents Value Most

- Tight-knit, friendly, safe community
- The lake and natural environment
- Volunteerism and community events
- Pride in cleanliness and upkeep
- Peaceful, small-village atmosphere

### Top Priorities (Next 3–5 Years)

#### #1 Priority: Lake Health & Access

- Stabilize Buffalo Lake levels
- Dredge bay and marina areas
- Rebuild the boat launch
- Remove rock hazards

#### Other Priorities

- Street lighting and speed management
- Reliable internet and cell service
- Trails and shoreline preservation
- Parks and playground renewal
- Improved recycling capacity

### Overall takeaways from the resident survey

#### Strength:

*A deeply connected, engaged community*

#### Challenge:

*Lake access and water level stability*

#### Appreciation:

*For communication, events, and responsiveness*

#### Conclusion:

*“Rochon Sands residents work together to protect, connect, and sustain their lakeside community.”*

## VISION

### Purpose of the Vision

The **Vision** describes what the Summer Village of Rochon Sands strives to achieve over the next four years and into the future. It reflects our community's shared aspirations — a vibrant, welcoming lakeside destination where residents enjoy a high quality of life, visitors feel inspired to explore and return, and future generations are proud to call home.

The **Vision** provides a long-term direction for Council and Administration, shaping decisions about governance, infrastructure, environment, and community well-being.

The **Vision** serves as both a destination and a reminder of why Rochon Sands exists: to preserve its natural beauty, foster belonging, and sustain a high quality of life along the lakeshore.

The **Vision** is the compass for every decision Council makes — ensuring each action contributes to the enduring character and sustainability of the community.

### Vision 2026-2029

**“Rochon Sands is a vibrant and sustainable lakeside community where families and residents live in harmony with nature, take pride in their surroundings, and foster a strong sense of belonging—creating an exceptional place to live, visit, and connect for generations to come.”**

## MISSION

### Purpose of the Mission

The **Mission** defines Council's purpose and leadership role — how it governs, serves, and builds trust with residents.

It explains how leadership, governance, and service delivery come together to meet resident expectations and uphold public trust.

For Rochon Sands, the Mission emphasizes collaboration, transparency, and fiscal responsibility — guiding how Council and Administration work every day to maintain essential services, protect the environment, and support a thriving lakeside community.

The Mission turns aspiration into action. It reflects Council's daily commitment to lead with integrity, accountability, and care for the community it serves.

- How does Council ensure accountability, collaboration, and good governance?
- What distinguishes Rochon Sands' approach to municipal service?
- How can we reflect both fiscal responsibility and community connection?

### Mission 2026-2029

**“Council leads with integrity, collaboration, and accountability to deliver sustainable municipal services and protect the natural beauty of Rochon Sands.**

**We are committed to:**

- **Transparent, ethical governance that reflects community priorities.**
- **Responsible financial stewardship that maintains long-term affordability.**
- **Collaboration with residents, partners, and provincial agencies to ensure a resilient, thriving community.”**

## CORE VALUES

### Purpose of the Core Values

The **5 Core Values** below describe the principles that guide decision-making and define the culture of governance in Rochon Sands.

The **Core Values** express what Council and Administration stand for — how they interact with residents, partners, and one another, and how they approach challenges and opportunities alike.

The **Core Values** are the foundation of the Summer Village’s organizational character. They ensure that every policy, project, and service is delivered with respect, transparency, and a shared sense of stewardship for Buffalo Lake and its surroundings.

The **Core Values** are more than words — they represent the spirit and integrity of Rochon Sands, shaping every decision and every relationship in our community.

The **Core Values** move beyond broad ideals to emphasize **practical application**—how Council and Administration make decisions and serve the public every day.

### 1. ENVIRONMENTAL STEWARDSHIP & RESPONSIBLE RECREATION

- captures Rochon Sands’ unique responsibility for Buffalo Lake and its watershed, ensuring the protection of natural assets through mindful use and enjoyment.

**“We protect Buffalo Lake and its surrounding ecosystems through responsible planning, environmental leadership, and a balanced approach to lake recreation that supports both enjoyment and sustainability.”**

### 2. COMMUNITY CONNECTION

- reflects the close-knit, volunteer-driven spirit of the Summer Village and the shared pride that strengthens local relationships.

**“We foster an inclusive, welcoming community where residents feel safe, valued, and engaged.”**

### 3. SUSTAINABILITY & RESILIENCE

- ensures long-term planning, financial discipline, and the ability to adapt to changing conditions.

**“We make decisions that balance today’s needs with the long-term well-being of future generations.”**

### 4. INTEGRITY & TRANSPARENCY

- reinforces accountability, ethical leadership, and public confidence in local government.

**“We govern with openness, accountability, and respect for the public trust.”**

### 5. COLLABORATION & INNOVATION

- highlights the importance of partnerships, creativity, and continuous improvement in delivering municipal services.

**“We work together—with residents, neighbours, and partners—to find creative solutions that enhance our quality of life.”**

## SWOT ANALYSIS (SUMMARY)

### Purpose of the SWOT Analysis

The **SWOT Analysis** provides a snapshot of the internal and external factors that influence the Summer Village of Rochon Sands' ability to achieve its goals.

It helps Council and Administration make informed, strategic decisions by identifying what is working well, where challenges exist, and where opportunities can be leveraged for the community's long-term benefit.

**SWOT** stands for:

- **Strengths** – internal advantages that position the Summer Village for success.
- **Weaknesses** – internal limitations or areas requiring improvement.
- **Opportunities** – external trends or partnerships that can be leveraged.
- **Threats** – external risks or challenges that could impact progress.

This analysis forms the foundation for the Strategic Plan, ensuring that each pillar and goal responds to the realities facing the municipality — financial, environmental, and social. It is not a static assessment, but a living reference point that may evolve as conditions change over time.

### Strengths

- Stable financial position; strong reserve planning
- High volunteerism and community engagement
- Experienced CAO, Office/Park Manager, & Public Works Supervisor; effective Council–Administration collaboration
- Environmental stewardship ethic
- Safe, clean, well-maintained community

### Weaknesses

- Limited staff capacity
- Aging infrastructure
- Dependence on external partners
- Small tax base
- Need for further digital modernization

### Opportunities

- Regional partnerships and intermunicipal collaboration
- LGFF, recreation, and environmental grants
- Shoreline mitigation and environmental leadership
- Digital transformation of municipal services
- Campground reinvestment
- Private marina development opportunities
- Strengthening FireSmart practices

### Threats

- Climate and environmental risks
- Changing provincial legislation
- Volunteer burnout
- Rising service and infrastructure costs
- Declining property assessments due to lake conditions
- Intermunicipal cost-sharing pressures

## STRATEGIC PILLARS

### Purpose of the Strategic Pillars

The **Strategic Pillars** are the five core areas that organize Council's goals, budgets, and decisions for 2026–2029. They turn vision into action — linking Rochon Sands' values with measurable priorities.

Each **pillar** represents a long-term priority where Council leadership, community partnership, and investment will have the greatest impact. Together, they provide a balanced framework for decision-making and resource allocation — linking governance, infrastructure, fiscal sustainability, environmental stewardship, and community well-being.

The **Strategic Pillars** serve as the foundation for measurable goals and actions — guiding Rochon Sands toward a sustainable and vibrant future.

### How the Pillars Work

Each **Strategic Pillar** includes:

- **Objective:** A concise statement of intent — what the Summer Village seeks to achieve.
- **Strategic Goals:** Broad outcomes that move the Summer Village toward the Vision.
- **Key Actions:** Practical initiatives or projects that deliver results.
- **Performance Indicators:** Measures that demonstrate progress or success.

This structure ensures accountability, clarity, and continuity over the four-year planning cycle.

### **Pillar 1: Governance & Leadership**

We ensure effective, transparent governance and collaborative leadership that earns public trust.

- Transparent, compliant, and ethical governance
- Effective Council–Administration collaboration
- MGA/ATIA/POPA compliance and policy modernization

### **Pillar 2: Infrastructure & Environmental Resilience**

We build and maintain infrastructure that safeguards residents and preserves our natural environment.

- Maintain safe and sustainable infrastructure
- Protect and enhance the lake environment

### **Pillar 3: Fiscal & Asset Sustainability**

We manage our finances and assets responsibly to support long-term municipal viability

- Sound financial management and asset planning
- Long-term reserve and capital strategies
- Campground reinvestment and cost recovery

### **Pillar 4: Community Well-Being & Engagement**

We strengthen our community spirit through recreation, safety, inclusion, and volunteerism.

- Strong community spirit and volunteerism
- Safety, recreation, and quality of life
- Fire protection and OHS initiatives

### **Pillar 5: Service Excellence & Innovation**

We deliver efficient, modern, and high-quality municipal services supported by continuous improvement and innovation.

- Efficient operations and digital transformation
- Staff development and workplace safety
- Online forms, digital records, communication systems

## GOAL & ACTION PLAN

### Purpose of the Goal & Action Plan

The **Goal & Action Plan** translates each Strategic Pillar into tangible outcomes.

It identifies what success looks like, how it will be achieved, who is responsible, and how progress will be measured.

This structure ensures accountability, alignment, and clarity in both Council and Administration's work over the 2026–2029 planning cycle.

Each goal is supported by **Key Actions**—specific initiatives, projects, or policy changes designed to move Rochon Sands toward its Vision and Mission. The template also includes the **Responsible Party, Timeline, and Success Indicator**, allowing Council to track progress through annual reporting and CAO updates.

In short: the Goal & Action Plan is where the plan becomes practical. It connects high-level vision to daily municipal operations.

### Relation to the Five Strategic Pillars

All goals and actions are **grouped under the five Strategic Pillars** established by Council:

1. **Governance & Leadership** – how we make decisions and uphold transparency.
2. **Infrastructure & Environmental Resilience** – how we build and protect physical and natural assets.
3. **Fiscal & Asset Sustainability** – how we manage financial resources responsibly.
4. **Community Well-Being & Engagement** – how we support safety, recreation, and community life.
5. **Service Excellence & Innovation** – how we deliver efficient, modern municipal services.

Grouping actions under these pillars ensures that every initiative aligns with the Summer Village's long-term priorities, avoids duplication, and maintains balance across governance, environment, finance, community, and service delivery.

This framework also allows Council to:

- **Monitor progress annually** through CAO Reports and budget updates.
- **Demonstrate transparency** to residents by showing how each action contributes to broader strategic outcomes.
- **Adapt and reprioritize** as new challenges or opportunities arise during the four-year term.

By organizing goals beneath these five pillars, Rochon Sands maintains a disciplined yet flexible approach to achieving measurable results while staying true to its values and community identity.

### **Environmental Commitment**

Buffalo Lake is central to the identity, culture, economy, and long-term sustainability of the Summer Village of Rochon Sands. Council is committed to protecting the lake and its shoreline through responsible planning and collaboration with residents, environmental partners, and provincial agencies.

### **Our Environmental Commitment includes:**

- Protecting water quality and encouraging responsible lake recreation
- Supporting shoreline resilience and erosion mitigation
- Adapting to climate variability
- Working with Buffalo Lake Management Team (BLMT), Alberta Environment & Protected Areas, and Regional Partners
- Promoting FireSmart education and practices
- Balancing recreation with conservation

This commitment is woven throughout the Strategic Plan.

## PILLAR 1: GOVERNANCE & LEADERSHIP

### Objective:

We ensure effective, transparent governance and collaborative leadership that earns public trust.

- Transparent, compliant, and ethical governance
- Effective Council–Administration collaboration
- MGA/ATIA/POPA compliance and policy modernization

### Strategic Goal

#### Modernize governance documents to reflect new provincial legislation

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"> <li>• Update the Procedural Bylaw, Public Participation Policy, and all core governance documents.</li> <li>• Ensure full compliance with the Municipal Government Act (MGA), the new Access to Information Act (ATIA), and the Protection of Privacy Act (POPA).</li> <li>• Establish a standardized review and update cycle so that all bylaws and policies remain current and transparent.</li> </ul>	<ul style="list-style-type: none"> <li>• CAO</li> <li>• Office/Park Manager</li> <li>• Council</li> </ul>	2026–2027	<ul style="list-style-type: none"> <li>• All core bylaws and policies reviewed, modernized, adopted by Council, and published online with clear version control.</li> </ul>

### Strategic Goal

#### Continue transparency, accountability, and timely communication with residents

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"> <li>• Maintain Council's ongoing commitment to open, inclusive governance and clear communication.</li> <li>• Continuously improve the municipal website and ensure bylaws, policies, and governance documents are accessible, searchable, and kept current.</li> <li>• Expand channels and tools for public engagement and information-sharing.</li> </ul>	<ul style="list-style-type: none"> <li>• CAO</li> <li>• Office/Park Manager</li> <li>• Council</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Timely online updates to bylaws, policies, and Council information.</li> <li>• Increased use of communication channels by residents.</li> <li>• Resident satisfaction and engagement (survey feedback).</li> </ul>

## PILLAR 2: INFRASTRUCTURE & ENVIRONMENTAL RESILIENCE

### Objective:

We build and maintain infrastructure that safeguards residents and preserves our natural environment.

- Maintain safe and sustainable infrastructure
- Protect and enhance the lake environment

### Strategic Goal

#### Complete Beach Street East Flood Barrier & Shoreline Mitigation

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"> <li>• Finalize engineering design and environmental review.</li> <li>• Secure provincial approvals and funding.</li> <li>• Tender, construct, and complete shoreline mitigation improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• CAO</li> <li>• Council</li> <li>• AB Gov</li> </ul>	2026–2028	<ul style="list-style-type: none"> <li>• Engineering approval, funding secured, and project constructed.</li> </ul>

### Strategic Goal

#### Improve Waste and Recycling Infrastructure

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"> <li>• Investigate options for a mixed-recycling program.</li> </ul>	<ul style="list-style-type: none"> <li>• CAO</li> <li>• Office/Park Manager</li> <li>• Public Works</li> </ul>	2027	<ul style="list-style-type: none"> <li>• Qualification for provincial mixed-recycling program.</li> <li>• If approved and operational: maintained cleanliness and resident use monitoring.</li> </ul>

### Strategic Goal

#### Implement Long-Term Road Rehabilitation Plan

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"> <li>• Conduct road condition assessment.</li> <li>• Prioritize resurfacing and drainage improvements.</li> <li>• Integrate renewal plan into long-term capital forecasting.</li> </ul>	<ul style="list-style-type: none"> <li>• CAO</li> <li>• Council</li> <li>• Engineering Consultant</li> </ul>	2027	<ul style="list-style-type: none"> <li>• 10-year infrastructure renewal plan approved by Council.</li> </ul>

## Strategic Goal

### Improve Municipal Boat Launch Infrastructure

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"><li>• Complete engineering design and environmental permitting.</li><li>• Secure external funding (CFEP and others).</li><li>• Construct improved boat launch infrastructure.</li></ul>	<ul style="list-style-type: none"><li>• CAO</li><li>• Office/Park Manager</li><li>• Council</li><li>• Engineering Consultant</li></ul>	2026–2028	<ul style="list-style-type: none"><li>• Boat launch upgraded to meet safety, accessibility, and environmental standards; improved boater access.</li></ul>

## Strategic Goal

### Dredge / Excavate and Restore Navigability in the Bay

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"><li>• Conduct sediment and aquatic impact study.</li><li>• Determine best restoration measures.</li><li>• Secure funding with stakeholders.</li><li>• Obtain Water Act and provincial approvals.</li></ul>	<ul style="list-style-type: none"><li>• CAO</li><li>• Council</li><li>• AB Gov</li><li>• Engineering Consultant</li></ul>	2026–2029	<ul style="list-style-type: none"><li>• Funding acquired; dredging/excavation completed; improved navigation depth and water flow.</li></ul>

## Strategic Goal

### Assess and Implement Water Aeration System for Lake Health

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"><li>• Evaluate aeration technology suitability and regulatory feasibility.</li><li>• Pursue funding if beneficial.</li><li>• Install system and monitor performance.</li></ul>	<ul style="list-style-type: none"><li>• CAO</li><li>• Council</li><li>• Engineering Consultant</li></ul>	2029	<ul style="list-style-type: none"><li>• System installed if feasible; measurable improvements in water quality and reduced algae blooms.</li></ul>

## Strategic Goal

### Enhance Beach Quality & Maintenance Under the Recreational Lease

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"><li>• Formalize beach maintenance permissions with the Alberta Government to:<ul style="list-style-type: none"><li>○ swim areas, and shoreline amenities;</li><li>○ integrate environmental protection measures.</li></ul></li></ul>	<ul style="list-style-type: none"><li>• CAO</li><li>• Council</li><li>• AB Gov</li></ul>		<ul style="list-style-type: none"><li>• Beach maintenance supported through AB Gov Recreational Lease.</li><li>• Improved user experience and shoreline stability</li></ul>

## PILLAR 3: FISCAL & ASSET SUSTAINABILITY

### Objective:

*We manage our finances and assets responsibly to support long-term municipal viability*

- *Sound financial management and asset planning*
- *Long-term reserve and capital strategies*
- *Campground reinvestment and cost recovery*

### Strategic Goal

#### Develop 10-Year Capital and Reserve Plan

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"> <li>• <i>Identify asset life cycles and replacement costs.</i></li> <li>• <i>Establish sustainable reserve contributions and targets.</i></li> <li>• <i>Integrate capital priorities into annual budgeting and reporting.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>CAO</i></li> <li>• <i>Office/Park Manager</i></li> <li>• <i>Council</i></li> </ul>	2026	<ul style="list-style-type: none"> <li>• <i>10-year capital and reserve plan adopted and reviewed annually.</i></li> </ul>

### Strategic Goal

#### Maximize Grants and External Funding Opportunities

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"> <li>• <i>Proactively pursue LGFF, recreation, environmental, and regional partnership grants.</i></li> <li>• <i>Track funding programs and alignment with Council priorities.</i></li> <li>• <i>Strengthen partnerships to leverage multi-municipal funding.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>CAO</i></li> <li>• <i>Office/Park Manager</i></li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• <i>Minimum of one successful grant secured per year supporting priority capital or service improvements.</i></li> </ul>

### Strategic Goal

#### Reinvest Campground Revenues into Campground Infrastructure and Amenities

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"> <li>• <i>Establish campground reserve and reinvestment plan for future upgrades.</i></li> <li>• <i>Align reinvestment strategies with asset needs and visitor experience improvements.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>CAO</i></li> <li>• <i>Office/Park Manager</i></li> <li>• <i>Council</i></li> </ul>	2026	<ul style="list-style-type: none"> <li>• <i>Council-approved campground reinvestment plan implemented.</i></li> </ul>

## PILLAR 4: COMMUNITY WELL-BEING & ENGAGEMENT

### Objective:

*We strengthen our community spirit through recreation, safety, inclusion, and volunteerism.*

- Strong community spirit and volunteerism
- Safety, recreation, and quality of life
- Fire protection and OHS initiatives

### Strategic Goal

#### Strengthen Fire Protection and Emergency Preparedness

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"> <li>• Participate in creation of Regional Fire Services Commission.</li> <li>• Maintain interim fire agreement service levels.</li> <li>• Expand FireSmart initiatives and resident education.</li> <li>• Participate in Stettler Regional Emergency Management Agency training and planning.</li> </ul>	<ul style="list-style-type: none"> <li>• CAO</li> <li>• Council</li> </ul>	2026–2027	<ul style="list-style-type: none"> <li>• New regional fire agreement in place.</li> <li>• Annual FireSmart engagement delivered.</li> <li>• Participation in SREMA preparedness activities.</li> </ul>

### Strategic Goal

#### Rehabilitate or Re-Purpose Former Golf Course Lands

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"> <li>• Assess site conditions and recreation feasibility.</li> <li>• Explore options (trails, disc golf, naturalized parkland, multi-use space).</li> <li>• Engage community input and integrate environmental considerations.</li> <li>• Align with long-term capital planning and grant opportunities.</li> <li>• Meet AB Gov Recreational Lease requirements by applying for necessary amendments or modifications.</li> </ul>	<ul style="list-style-type: none"> <li>• CAO</li> <li>• Office/Park Manager</li> <li>• Council</li> <li>• Resident Consultation</li> <li>• AB Gov</li> </ul>	2027–2029	<ul style="list-style-type: none"> <li>• Council-approved concept plan reflecting community priorities.</li> <li>• Implementation with funding secured.</li> <li>• AB Gov Recreational Lease approval obtained.</li> </ul>

**Strategic Goal**

**Enhance Community Hall Facility**

<b>Key Actions</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Success Indicator</b>
<ul style="list-style-type: none"><li>• Work with Hall &amp; Recreation Association to prioritize upgrades to the Community Hall and Village Square.</li><li>• Evaluate capital improvement needs, accessibility enhancements, and energy-efficiency options.</li><li>• Pursue grant funding and phased implementation.</li></ul>	<ul style="list-style-type: none"><li>• CAO</li><li>• Office/Park Manager</li><li>• Council Rep to Hall Board</li><li>• Hall Board</li></ul>	2026–2028	<ul style="list-style-type: none"><li>• Council-approved Hall Improvement Plan with secured funding and phased upgrades.</li></ul>

**Strategic Goal**

**Enhance Recreation Facilities (Playgrounds & Parks)**

<b>Key Actions</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Success Indicator</b>
<ul style="list-style-type: none"><li>• Inventory and assess current playgrounds and park amenities.</li><li>• Identify replacement needs and accessibility gaps.</li><li>• Apply for recreation grants and plan phased renewal.</li></ul>	<ul style="list-style-type: none"><li>• CAO</li><li>• Office/Park Manager</li><li>• Public Works</li><li>• Council</li></ul>	2026–2029	<ul style="list-style-type: none"><li>• Updated or new playground/park facilities; improved accessibility and resident satisfaction.</li></ul>

## PILLAR 5: SERVICE EXCELLENCE & INNOVATION

### Objective:

We deliver efficient, modern, and high-quality municipal services supported by continuous improvement and innovation.

- Efficient operations and digital transformation
- Staff development and workplace safety
- Online forms, digital records, communication systems

### Strategic Goal

#### Modernize municipal services through digital transformation

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"> <li>• Launch secure online forms and payment options for golf cart permits, development permits, and campground services.</li> <li>• Implement automated workflows to streamline administrative processes and reduce manual handling.</li> </ul>	<ul style="list-style-type: none"> <li>• CAO</li> <li>• Office/Park Manager</li> </ul>	2026	<ul style="list-style-type: none"> <li>• At least 75% of core service requests and payments completed online.</li> <li>• Administrative processing time reduced by 30%.</li> </ul>

### Strategic Goal

#### Strengthen staff training and Occupational Health & Safety compliance

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"> <li>• Complete all hazard assessments, Emergency Response Plan updates, and working-alone procedures.</li> <li>• Provide WHMIS and mandatory OHS training for all employees and seasonal workers.</li> <li>• Maintain ongoing audit and continuous improvement program.</li> </ul>	<ul style="list-style-type: none"> <li>• CAO</li> <li>• Office/Park Manager</li> <li>• Public Works Supervisor</li> </ul>	2026–2027	<ul style="list-style-type: none"> <li>• Full OHS compliance verified through follow-up Alberta OHS inspection.</li> <li>• 100% of staff trained and certified annually.</li> </ul>

### Strategic Goal

#### Complete digitization and organization of municipal records

Key Actions	Responsible	Timeline	Success Indicator
<ul style="list-style-type: none"> <li>• Digitize remaining legacy paper files into the secure cloud-based storage system.</li> <li>• Apply standardized naming, indexing, and retention procedures.</li> <li>• Maintain compliance with ATIA, POPA, and municipal cybersecurity protocols.</li> </ul>	<ul style="list-style-type: none"> <li>• CAO</li> <li>• Office/Park Manager</li> </ul>	2026–2027	<ul style="list-style-type: none"> <li>• 100% of municipal records digitized, searchable, and compliant with ATIA/POPA.</li> </ul>

## Strategic Plan 2026–2029 – At-a-Glance Summary of Goals & Actions

### PILLAR 1: GOVERNANCE & LEADERSHIP

Strategic Goal	Key Focus	Timeline	Success Indicator
Modernize governance documents	Update bylaws & policies; ensure MGA/ATIA/POPA compliance	2026–2027	Core governance documents modernized & published with version control
Continue transparency & communication	Improve website, accessibility, engagement tools	Ongoing	Timely updates; increased resident engagement & satisfaction

### PILLAR 2: INFRASTRUCTURE & ENVIRONMENTAL RESILIENCE

Strategic Goal	Key Focus	Timeline	Success Indicator
Beach St. East Flood Barrier	Engineering, approvals, construction	2026–2028	Project approved, funded, and completed
Improve waste & recycling	Mixed recycling program options	2027	Program approved and operational
Long-term road plan	Assessment, resurfacing priorities	2027	10-year plan approved
Boat launch improvement	Engineering, permits, funding, construction	2026–2028	Safe, accessible, environmentally compliant launch
Restore Bay navigability	Studies, approvals, excavation	2026–2029	Depth & flow improved
Aeration system review	Feasibility, funding, installation	2029	Installed if viable; water quality improved
Enhance beach maintenance	Permissions under Rec Lease	2026–2028	Improved user experience & stable shoreline

### PILLAR 3: FISCAL & ASSET SUSTAINABILITY

Strategic Goal	Key Focus	Timeline	Success Indicator
Develop 10-year capital & reserve plan	Asset lifecycles, reserve targets, capital priorities	2026	Plan adopted & reviewed annually
Maximize grants & funding	LGFF, recreation, environmental, regional grants	Ongoing	1+ successful grant per year
Reinvest campground revenue	Campground reserve & reinvestment strategy	2026	Reinvestment plan implemented

### PILLAR 4: COMMUNITY WELL-BEING & ENGAGEMENT

Strategic Goal	Key Focus	Timeline	Success Indicator
Strengthen fire protection	Fire Commission, FireSmart, SREMA training	2026–2027	Fire agreement; annual FireSmart; regional preparedness
Re-purpose old golf course	Feasibility, options, community input, AB Gov approvals	2027–2029	Council-approved concept; funding secured; AB Gov Rec Lease approval
Enhance community hall	Upgrades, accessibility, energy efficiency	2026–2028	Hall Improvement Plan implemented with Hall & Rec Assoc
Improve parks & playgrounds	Inventory, grants, phased renewal	2026–2029	Updated and accessible facilities

**PILLAR 5: SERVICE EXCELLENCE & INNOVATION**

<b>Strategic Goal</b>	<b>Key Focus</b>	<b>Timeline</b>	<b>Success Indicator</b>
Digital transformation	Online forms & payments; workflow automation	2026	75% online services; 30% admin time saved
Strengthen OHS	Assessments, ERP, WHMIS, training	2026–2027	Full compliance: 100% staff certified
Digitize municipal records	Digitization, naming/indexing, MGA/ATIA/POPA compliance	2026–2027	100% digital, searchable, compliant records

**IMPLEMENTATION & MONITORING**

Effective implementation is essential to ensuring the Strategic Plan delivers meaningful results for residents. Council and Administration will work together to integrate the plan into day-to-day operations and report progress openly and consistently.

**How We Will Monitor and Deliver the Plan**

Administration will:

- Integrate Strategic Plan actions into annual CAO and staff work plans
- Report progress to Council annually, including successes, challenges, and required adjustments
- Align budgeting and capital planning with Strategic Plan priorities
- Adapt actions as new information, funding, or opportunities arise
- Maintain clear records and documentation to support accountability

**How We Will Communicate Progress to Residents**

Council and Administration will provide transparent and timely updates through:

- Annual CAO Reports summarizing major achievements and next steps
- A Budget that directly links expenditures to Strategic Plan goals
- Website updates on major projects, grant awards, and approvals
- Annual Ratepayers Meeting, offering a direct forum for questions and feedback
- End-of-term 2029 Strategic Plan Progress Summary

This combined approach ensures the Strategic Plan remains active, measurable, and responsive - supporting strong accountability and meaningful resident engagement throughout 2026–2029.

## CONCLUSION

The Strategic Plan 2026–2029 reflects the shared priorities of residents, Council, and Administration. It is a clear, measurable roadmap that protects the lake, strengthens community life, maintains financial responsibility, and ensures the long-term sustainability of the Summer Village of Rochon Sands.

Together, we are protecting, connecting, and sustaining our lakeside community for generations to come.

### **Message to Residents from Council**

*“The Strategic Plan 2026–2029 reflects the shared aspirations of the people who call Rochon Sands home. Council is grateful for the thoughtful input provided through the 2025 Resident Survey and for the ongoing dedication of volunteers, committees, and community partners who help make the Summer Village a welcoming and vibrant place to live.*

*This plan represents our commitment to responsible stewardship, transparent decision-making, and long-term sustainability. By working together—residents, Council, Administration, and regional partners—we will continue to protect what makes Rochon Sands unique while planning wisely for the future.”*

***“Together, we will protect, connect, and sustain our lakeside community for generations to come.”***

*Mayor Dan Hiller*

*Councillor Jim Blaney*

*Councillor Darren Benson*



**SUMMER VILLAGE OF ROCHON SANDS**  
**STATEMENT OF OPERATING REVENUE & EXPENDITURES**  
 For the Period Ending November 30, 2025

General Ledger	Description	2024 YTD Actual	2025 YTD Actual	2025 Budget
*	General Administration	(20,115.78)	(18,972.25)	(19,992.00)
*	Protective Services	0.00	(2,793.00)	(3,273.00)
*	Common Services	(3,200.00)	(10,680.00)	(9,200.00)
*	Planning & Development	(2,015.00)	(12,002.68)	(6,700.00)
*	Recreation & Parks	(936.22)	(1,022.83)	(936.00)
*	Provincial Parks	(177,138.63)	(176,406.76)	(188,950.00)
*	TOTAL Culture	(5,360.00)	(2,000.00)	(5,360.00)
*	Taxes	(480,508.48)	(523,218.43)	(523,305.00)
*	Other Revenue	(1,788.34)	(4,578.43)	(12,000.00)
**	TOTAL REVENUE	(691,062.45)	(751,674.38)	(769,716.00)
*	Council & Legislative	9,214.91	12,274.39	10,700.00
*	General Administration	122,066.19	149,038.10	185,320.00
*	Common Office	7,073.49	8,317.36	12,500.00
*	Assessor	9,340.92	9,147.44	9,960.00
*	Municipal Election	0.00	2,292.02	5,000.00
*	Policing	4,457.00	2,711.00	11,350.00
*	Fire Fighting & Preventive	19,982.28	20,482.46	21,000.00
*	Disaster Services	0.00	3,000.00	8,100.00
*	Ambulance	0.00	0.00	0.00
*	Bylaw Enforcement	0.00	0.00	500.00
*	Transportation	60,694.08	70,679.24	81,050.00
*	Water Department	6,777.55	6,793.36	6,800.00
*	Landfill & Recycling	11,043.00	11,436.50	14,822.00
*	Planning & Development	6,038.55	8,769.88	10,850.00
*	Parks & Recreation	11,986.21	9,519.33	18,650.00
*	Provincial Parks	140,097.43	149,464.31	159,736.00
*	Culture	6,673.30	4,605.52	7,112.00
*	Contingency	0.00	0.00	0.00
*	Requisitions	152,457.99	161,783.42	206,265.00
**	TOTAL EXPENSES	567,902.90	630,314.33	769,715.00
***	(SURPLUS)/DEFICIT-Before Amort	(123,159.55)	(121,360.05)	(1.00)

\*\*\* End of Report \*\*\*



# SUMMER VILLAGE OF ROCHON SANDS

## Cheque Listing For Council - November 2025

Cheque		Vendor Name	Invoice #	Invoice Description	Invoice Amount	Cheque Amount
Cheque #	Date					
20250133	2025-11-12	BLANEY, JIM	Oct 20, 2025	ASVA CONFERENCE EXPENSES	231.59	231.59
20250134	2025-11-12	DON'S CAR SERVICE	784953	VEHICLE SERVICE	366.19	366.19
20250135	2025-11-12	JACOBSON, JOHN	202513	NOV HEALTH BENEFITS	217.90	217.90
20250136	2025-11-12	SHIRLEY MCCLELLAN WATER COMMISSIONS	SMRWSC004479	2025 PHASE 1 JUNE BILLING	2,308.57	2,308.57
20250137 20250137 20250137	2025-11-12	STETTLER HOME HARDWARE	142927 143054 143055	PW SUPPLIES OFFICE WATER PW SUPPLIES	120.70 9.00 12.58	142.28
20250138	2025-11-12	TOWN OF STETTLER	IVC049201	2025 FIRE AGREEMENT	20,482.46	20,482.46
20250139	2025-11-12	VORTEX PRODUCTION SERVICES LTD.	SPS0238667	VILLAGE SQUARE WASHROOM	57,036.00	57,036.00
20250140	2025-11-12	WSP CANADA INC.	20315186	BOAT LAUNCH ENGINEERING	7,560.00	7,560.00
(EFT) 20252278 (EFT) 20252278	2025-11-12	CANADA REVENUE AGENCY	202527 202528	OCT 15 PAYROLL REMITTANCE OCT 31 PAYROLL REMITTANCE	2,558.88 2,092.90	4,651.78
(EFT) 20252279	2025-11-12	CINDER MSP	2873	NOV COMPUTER MAINTENANCE	113.40	113.40
(EFT) 20252280	2025-11-12	FIVE STAR VENTURES	42516	OCT CARDBOARD RECYCLING	367.50	367.50
(EFT) 20252281 (EFT) 20252281	2025-11-12	NATIONAL BANK INDEPENDENT NETWORK	202519 202520	OCT 15 PAYROLL RRSP REMITTANC OCT 31 PAYROLL RRSP REMITTANC	375.00 375.00	750.00
(EFT) 20252282	2025-11-12	RBC VISA	202515	RBC VISA PAYMENT	2,934.45	2,934.45
(EFT) 20252283	2025-11-12	RMA INSURANCE LTD.	RMA011908	2025-26 RMA MEMBERSHIP FEES	261.45	261.45
(EFT) 20252284	2025-11-12	TELUS COMMUNICATION (1819)	87	OCT OFFICE PHONE	30.07	30.07
(EFT) 20252285	2025-11-12	TELUS COMMUNICATIONS (9894)	17	OCT PARK OFFICE PHONE	30.07	30.07
(EFT) 20252286	2025-11-12	TELUS MOBILITY	50	OCT MOBILE PHONE	58.50	58.50
(EFT) 20252287	2025-11-12	UNITED FARMERS OF ALBERTA	927007893	BULK FUEL	2,078.99	2,078.99
(EFT) 20252288	2025-11-13	JACOBSON, JOHN C				
(EFT) 20252289	2025-11-13	CHAPPELL BENOIT, HOLLY R				
(EFT) 20252290	2025-11-13	WITTS, QUENTIN				
(EFT) 20252291	2025-11-25	ALBERTA MUNICIPALITIES	25-1062422	OCT POWER	1,774.34	1,774.34
(EFT) 20252292	2025-11-25	APEX (11948775)	050700435835	OCT PARK OFFICE NATURAL GAS	76.85	76.85
(EFT) 20252293	2025-11-25	APEX (11948783)	50900422555	OCT PARK GARAGE NATURAL GAS	96.69	96.69
(EFT) 20252294	2025-11-25	LACOMBE REGIONAL TOURISM	1036	2026 MEMBERSHIP AND GUIDE AD	617.50	617.50
(EFT) 20252295	2025-11-25	MUNICIPAL PROPERTY CONSULTANTS (2009) LTD.	2692	JUL- DEC 2025 ASSESSMENT	4,156.43	4,156.43
(EFT) 20252296	2025-11-25	MyHSA	202506	EMPLOYEE HEALTH BENEFITS	76.80	76.80
(EFT) 20252297	2025-11-25	RMA INSURANCE LTD.	2025-26 Ins	NOV 2025- OCT 2026 INSURANCE	10,774.83	10,774.83
(EFT) 20252298	2025-11-27	JACOBSON, JOHN C				
(EFT) 20252299	2025-11-27	CHAPPELL BENOIT, HOLLY R				
(EFT) 20252300	2025-11-27	WITTS, QUENTIN				

**Total 127,100.92**

\*\*\* End of Report \*\*\*

**SUMMER VILLAGE OF ROCHON SANDS  
BANK RECONCILIATION  
30-Nov-25**

Balance at End of Previous Month	\$	88,990.51
ADD: General Receipts		103,780.04
Interest Earned		0.00
Investments Matured		<u>0.00</u>
SUBTOTAL		192,770.55
LESS: General Disbursements		130,092.07
Investments		0.00
Returned Cheques		0.00
SUBTOTAL		<u>130,092.07</u>
<b>NET BALANCE AT END OF CURRENT MONTH - GENERAL</b>	<b>\$</b>	<b><u>62,678.48</u></b>
Balance at End of Month - Bank		90,487.75
ADD: Outstanding Deposits		0.00
LESS: Outstanding Cheques		27,809.27
<b>NET BALANCE AT END OF CURRENT MONTH - GENERAL</b>	<b>\$</b>	<b><u>62,678.48</u></b>
INVESTMENTS:		
RBC Reserve Account		38,617.12
RBC Interest Earning Account		162,803.03
RBC Campground Account		2,566.95
RBC Investment GIC#16 Cashable Maturing Dec 11, 2025 @ 3%		200,000.00
RBC Investment GIC#17 Cashable Maturing Dec 11, 2025 @ 3%		100,000.00
RBC Investment GIC#18 Non-redeemable Maturing Dec 11, 2025 @ 3.58%		<u>350,000.00</u>
SUBTOTAL		<u>853,987.10</u>
<b>TOTAL CASH ON HAND AND ON DEPOSIT</b>	<b>\$</b>	<b>916,665.58</b>

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CHIEF ADMINISTRATIVE OFFICER



## Request for Decision

**Meeting:** Regular Council  
**Meeting Date:** December 9, 2025  
**Originated by:** John Jacobson - Chief Administrative Officer  
**Title:** 2025–2026 Summer Village GIC Reinvestment Strategy  
**Agenda Item Number:** 9.1

**Note:** *GIC rates can't be confirmed until 48 hours prior to the maturity date of December 11, 2025; Administration will secure the most favourable rates available within the parameters approved by Council.*

### PURPOSE

To obtain Council approval for reinvesting the Summer Village's three maturing GICs totaling \$650,000 by allocating:

- **\$350,000** into a 1-year **non-redeemable GIC with RBC** (long-term reserves), and
- **\$300,000** into the **ABMunis High-Interest Savings Account (HISA)** presently held in trust with ABMunis' designated financial institution partner (grant-dependent capital funding).

This structure optimizes reserve stability, maintains full liquidity for pending capital projects, and aligns with market conditions and municipal best practices.

### BACKGROUND

The Summer Village has three GICs maturing on **December 11, 2025**, totaling **\$650,000**.

Financial planning for 2026 requires:

1. **\$350,000** is true reserve funding not expected to be accessed during 2026.
2. **\$300,000** may be required for **grant-dependent capital projects**, where timing remains uncertain.
3. Investments must remain in **short-term horizons** consistent with Council's annual financial review and audit cycle.

### **Previous Investment Performance**

In 2024–2025, the Summer Village earned **over \$21,000** in interest from its GIC portfolio under the same investment framework, reinforcing the value of a disciplined, low-risk investment strategy.

### MARKET CONDITIONS & INTEREST RATE OUTLOOK INFORMING THE INVESTMENT RECOMMENDATION

Administration reviewed current economic conditions, Bank of Canada guidance, and major-bank interest rate forecasts to support the recommended investment structure.

#### **Current Monetary Environment (Early December 2025)**

- **Bank of Canada overnight rate: 2.25%** (following the October 29 rate cut).
- **Prime rate: 4.45%** across major banks (reflecting the typical ~2.2% spread over the policy rate).
- **ABMunis HISA formula: Prime – 1.65%**, which at today's prime produces a yield of approximately **2.8%**, calculated daily and paid monthly.

## Bank of Canada Outlook

The October 2025 Monetary Policy Report indicates that:

- Inflation is expected to remain near **2%** through 2026–27.
- The neutral interest rate is estimated at **2.25%–3.25%**.

The Bank of Canada is signaling that current rates are broadly within the long-run neutral range and large moves are not expected unless economic conditions shift materially.

## Major Bank Forecasts for 2026

Administration reviewed forecasts from RBC, BMO, Scotiabank, and independent aggregators:

Scenario	Expected BoC Overnight Rate	Implied Prime	Representative Views
Base / Hold	2.25%	~4.45%	RBC, consensus
Mild Easing	2.00%	~4.20%	BMO
Mild Tightening	2.75%	~4.95%	Scotiabank

The majority of credible forecasts project **prime between 4.20% and 4.95%**, with the most likely midpoint near **4.45%**.

## Implications for ABMunis HISA (Prime – 1.65%)

Based on forecast scenarios:

Prime Rate	Expected HISA Rate
4.45% (base case)	~ <b>2.80%</b>
4.20% (mild easing)	~ <b>2.55%</b>
4.95% (mild tightening)	~ <b>3.30%</b>

This suggests that:

- HISA returns are **unlikely to fall below ~2.5%** even in easing scenarios.
- The most probable range is **2.7%–2.9%** through 2026.
- In a tightening environment, returns could rise into the **low 3% range**.

## Strategic Takeaway for the Summer Village

Based on market conditions and rate outlooks:

- The **ABMunis HISA** remains a **highly competitive option** for funds requiring liquidity, offering daily interest and zero penalties.
- The **1-year non-redeemable GIC** offers a consistently higher return for funds not needed during 2026.
- This dual-vehicle structure balances **return, liquidity, risk, and administrative efficiency**.

## DISCUSSION / OPTIONS

### **Recommended Allocation**

#### **A. \$350,000 – 1-Year Non-Redeemable RBC GIC (Reserve Funds)**

- Highest municipal rate offered by RBC.
- Funds are not expected to be accessed in 2026.
- Predictable maturity and stable return.
- Maintains consolidated financial administration and audit efficiency.

#### **B. \$300,000 – ABMunis / Partner Financial Institution HISA (Grant-Dependent Funds)**

- Fully liquid—withdrawals or deposits at any time without notice or penalty.
- Competitive yield (~2.8% today) with a strong likelihood of staying within the 2.5%–3.3% range in 2026.
- Ideal for uncertain capital project timelines.
- Interest paid monthly based on the daily balance.

This revised allocation provides improved liquidity and flexibility compared to cashable GICs while maintaining competitive returns.

## BENEFITS OF THE REVISED APPROACH

### **1. Liquidity for Capital Projects**

- Full access to funds without penalties.
- Eliminates the need to redeem a cashable GIC early and lose interest.

### **2. Competitive and Stable Returns**

- HISA rate tracks prime and is expected to remain strong.
- 1-year non-redeemable GIC offers higher long-term reserve yields.

### **3. Operational & Administrative Efficiency**

- Simplified reconciliation and reporting.
- Supports ABMunis and Government Finance Officers Association programs benefiting small municipalities.
- Maintains consistency for auditors and year-end financial review.

## FINANCIAL IMPLICATIONS

- Final RBC GIC rates will be confirmed 48 hours before maturity; (the current municipal rate offered for a 1-year cashable GIC is 2.15%.)
- The ABMunis HISA is currently yielding 2.80% (Prime – 1.65%), calculated daily and paid monthly.
- For the \$300,000 allocated to grant-dependent capital project funding, investing in the ABMunis HISA rather than RBC's 2.15% cashable GIC results in **approximately \$1,950 in additional interest earnings** over one year.
- Liquidity is fully maintained for 2026 capital planning, with HISA funds accessible at any time without penalty.
- This investment structure maintains the disciplined strategy that earned the Summer Village over \$21,000 in interest in the previous fiscal year.

## ADMINISTRATION'S RECOMMENDATION

### **Option 1 (Recommended):**

Reinvest the \$650,000 as follows:

- **\$350,000 → 1-year non-redeemable GIC at RBC (rate TBD)**
- **\$300,000 → ABMunis High-Interest Savings Account (currently ~2.8%)**

**Option 2:** Invest all funds in cashable GICs.

*Not recommended — lower return and reduced flexibility.*

**Option 3:** Move funds to another institution.

*Not recommended — minimal financial gain and significantly increased administrative burden.*

## PROPOSED COUNCIL MOTION

*THAT Council authorize Administration to reinvest the three maturing GICs totaling \$650,000 as follows:*

- *\$350,000 into a 1-year non-redeemable GIC with RBC, with final rates confirmed within 48 hours of the December 11, 2025, maturity date; and*
- *\$300,000 into the ABMunis High-Interest Savings Account (HISA) held in trust with ABMunis' partner financial institution, earning interest presently at Prime minus 1.65%, calculated daily and paid monthly;*

*AND THAT Council authorize the Mayor and Chief Administrative Officer to execute any banking documentation necessary to open, maintain, or administer the ABMunis HISA or related municipal banking services;*

*AND THAT Council receive for information the 2024–2025 investment performance, including interest earnings exceeding \$21,000.*

# SUMMER VILLAGE OF ROCHON SANDS 2025–2026 GIC & INVESTMENT STRATEGY (RBC GIC + ABMunis HISA Structure)

The Summer Village manages its investments according to three municipal investment principles:

## **Capital Preservation - Liquidity - Reasonable Return**

To support these principles, the 2025–2026 strategy combines:

- A **1-year non-redeemable RBC GIC** for reserve funds; and
- The **ABMunis High-Interest Savings Account (HISA)** for grant-dependent capital project funds.

This structure maximizes investment earnings, preserves full liquidity for upcoming capital projects, and maintains administrative and audit efficiency.

## **1. PAST PRACTICE AND WHY STRATEGY IS EVOLVING**

### **1.1 Previous Investment Approach (up to 2024–2025)**

Historically, the Summer Village invested all available funds exclusively in **1-year GICs at RBC**, using:

- **Non-redeemable GICs** for reserves
- **Two cashable GICs** for grant-dependent funding to allow partial redemption

This structure provided:

- Predictable annual maturity dates
- Strong principal protection
- Operational simplicity (single institution, consolidated reporting)
- Flexibility through split cashable GICs
- Strong returns—over **\$21,000 earned in 2024–2025**

This disciplined framework has served the municipality well.

### **1.2 Why the Investment Strategy Is Changing**

In reviewing options for 2025–2026, Administration identified opportunities to:

- Achieve **higher returns**
- Remove the limitations of cashable GICs
- Improve liquidity for unpredictable capital project timelines
- Utilize municipal-specific financial tools not previously available

As a result, the Summer Village is moving to a dual-vehicle structure:

- **\$350,000 in a 1-year non-redeemable GIC (reserves)**
- **\$300,000 in the ABMunis HISA (project funding)**

This approach maintains all the benefits of the previous model while providing **stronger returns and full liquidity**.

## 2. WHY THE ABMUNIS HISA REPLACES CASHABLE GICS

### 2.1 Cashable GICs: What Happens When You Redeem Early?

Cashable GICs contain significant limitations:

1. **No interest is earned if redeemed in the first 30 days.**
2. After 30 days, early redemption does **not** provide pro-rated interest.
3. Instead, the bank pays the **early-redemption rate**—usually **0.00% to 0.50%**, regardless of how long the funds were held.
4. **Interest stops immediately** at the moment of redemption.

#### Practical Impact

If the Summer Village needed to access project funds mid-year:

- The GIC does *not* pay half of the 1-year rate
- It pays the very low early-redemption rate
- Interest accumulation stops when redeemed
- This can reduce or eliminate most of the expected annual earnings

For municipalities with variable capital schedules, this makes cashable GICs an inefficient tool.

### 2.2 Why the ABMunis High-Interest Savings Account Is a Superior Replacement

The ABMunis HISA addresses all the limitations of cashable GICs:

#### Key Advantages

- **Full liquidity** — funds accessible anytime
- **No penalties** or rate reductions
- **Daily interest** with monthly payout
- Competitive municipal yield: **~2.8% today** (Prime – 1.65%)
- Interest continues uninterrupted regardless of withdrawals
- Purpose-built for Alberta municipalities

#### Financial Benefit

Switching the \$300,000 project allocation from a 2.15% RBC cashable GIC to the HISA yields approximately:

- **\$1,950 more interest annually**
- Plus the added benefit of complete liquidity

This directly improves the municipality's investment performance without increasing risk.

## 3. WHY \$350,000 REMAINS IN A 1-YEAR NON-REDEEMABLE RBC GIC

This portion represents **true long-term reserve funding**, not expected to be accessed in 2026.

Non-redeemable GICs are the most appropriate vehicle because they offer:

- The **highest guaranteed municipal rate**
- Strong capital protection
- Predictable maturity and annual earnings
- Administrative stability with established RBC processes and signing authority
- Simplified financial reporting and audit documentation

Retaining reserves in a 1-year term maintains the Summer Village's proven, low-risk investment foundation.

#### 4. WHY FUNDS CONTINUE TO BE KEPT IN SHORT-TERM HORIZONS

The Summer Village may require **up to \$300,000** for grant-dependent capital projects in 2026.

Short-term instruments (1-year GICs + HISA):

- Provide maximum liquidity
- Align with annual budgeting and audits
- Offer the strongest yields in today's market
- Reduce risk in a fluctuating interest environment

Locking into 2–5 year GICs would produce **lower returns** and reduce financial flexibility.

#### 5. WHY NOT MOVE TO ANOTHER BANK FOR HIGHER RATES?

Rate differences between major banks for 1-year GICs typically range:

- **0.05% to 0.15%**, which equals
- Only **\$325–\$975 per year** on the full \$650,000

This small difference is offset by:

- Multiple signing authority setups
- More complex monthly reconciliation
- Additional audit verification
- Slower fund transfers during construction periods
- Fragmented reporting

Municipal best practice is to prioritize **operational simplicity and liquidity** over marginal rate differences.

#### 6. SAFETY AND REGULATORY CONSIDERATIONS

Both RBC and ABMunis' partner financial institution (through the ABMunis trust structure) are federally regulated.

The revised structure **reduces operational risk** by:

- Maintaining one institution for long-term reserves
- Using a municipally administered savings product for the liquid portion

No risk to principal is introduced.

#### 7. ALIGNMENT WITH MUNICIPAL INVESTMENT PRINCIPLES

The revised strategy strongly aligns with the three statutory investment principles:

##### 1. Capital Preservation

- All funds remain in guaranteed, low-risk products

##### 2. Liquidity

- The HISA provides unrestricted access for capital project funding
- The GIC provides predictable reserve stability

##### 3. Reasonable Return

- Higher earnings on project funds
- Strong, stable return on reserves
- No interest penalties

This structure reflects what many Summer Villages, small towns, and rural municipalities across Alberta are now adopting.

**8. LONG-TERM FINANCIAL BENEFITS**

The shift to the combined RBC GIC + ABMunis HISA approach:

- Improves expected annual investment earnings
- Eliminates lost interest from early GIC redemption
- Strengthens cash-flow reliability for tenders, mobilization, and invoices
- Supports long-term reserve growth
- Continues the disciplined approach that generated **over \$21,000 in 2024–2025**

This strategy positions the Summer Village for greater financial stability and responsiveness to capital needs.

**Summary of the Revised Allocation**

Investment Vehicle	Amount	Purpose	Key Benefit
<b>1-Year Non-Redeemable RBC GIC</b>	<b>\$350,000</b>	Long-term reserves	Highest guaranteed municipal rate
<b>ABMunis HISA (Prime minus 1.65%)</b>	<b>\$300,000</b>	Grant-dependent capital projects	Full liquidity + higher return



## Request for Decision (RFD)

**Meeting:** Regular Meeting of Council  
**Meeting Date:** December 9, 2025  
**Originated By:** John Jacobson, CAO  
**Title:** PW 4.2 Toboggan Hill Safety & Operations Policy – Village Square Toboggan Hill  
**Agenda Item:** 9.2

### Background / Proposal / Issue

The Village Square Park includes a public hill that is regularly used by residents and families for tobogganing the past decades. Tobogganing within the Summer Village of Rochon Sands can be a popular winter recreational activity.

Administration has reviewed insurer best practices (RMA Insurance) and the requirements of the **Alberta Occupiers' Liability Act**, which confirms that once a municipality is aware that the public — particularly minors — regularly uses a municipal property for a specific recreational purpose, a **duty of care** is established. This duty applies even at non-designated locations.

To support safe recreation and reduce municipal liability exposure, Administration has drafted a **Toboggan Hill Safety & Operations Policy** that would formally designate the Village Square Toboggan Hill as the only municipal hill maintained for tobogganing and establish expectations for:

- Seasonal inspection and maintenance protocols
- Installation of clear safety signage
- Hazard reporting and incident tracking
- Consistent operational procedures

This policy formalizes existing practices, reduces risk, and ensures consistency in how the Summer Village manages this amenity.

### Discussion

#### **Why a Formal Toboggan Hill Policy, Signage, and Inspection Program Is Necessary**

Although the Village Square toboggan hill has existed as an informal recreational feature for many years, use of the hill — particularly by children — creates an automatic **duty of care** for the Summer Village under Alberta's **Occupiers Liability Act**. Even if the area has not been formally designated as a toboggan/sledding hill, once the municipality is aware that residents are using a property for this purpose, we must take reasonable steps to **identify risks, implement controls, and communicate hazards**.

Establishing a toboggan hill policy, signage, and a basic inspection/maintenance program provides several critical protections:

- **Risk Reduction & Safety Prevention**  
By formally recognizing the hill and implementing regular inspections, staff can proactively remove hazards (rocks, branches, drop-offs, jumps, ice accumulation) and ensure a safe landing area — reducing the likelihood of avoidable injuries.
- **Clear Communication to the Public**  
Posting visible safety signage (helmets, spacing, emergency procedures, municipal contact number, etc.) educates users on risks and safe behaviour, while making clear that the hill is **not supervised** and is **used at their own risk**.
- **Liability Protection & Legal Due Diligence**  
If an incident occurs, the municipality must demonstrate that **reasonable steps were taken** to keep the property safe. A documented policy and inspection log become essential evidence if a negligence claim is filed. Without these records, the municipality would be significantly more exposed to liability.
- **Enhanced Safety for Minors**  
Because sledding primarily involves children, our duty of care is **heightened**. Implementing structured risk controls demonstrates responsible management of a child-focused municipal amenity.
- **Operational Clarity**  
A clear policy identifies who conducts inspections, the required frequency, what to look for, and how issues are reported. This ensures operational consistency year-to-year, regardless of staff turnover.
- **Positive Community Benefit**  
Designating and maintaining a safe recreational hill supports healthy outdoor activity and helps avoid the creation of unsafe “unsanctioned” sledding areas elsewhere in the community.

### Conclusion

Documenting and recognizing the Village Square Toboggan Hill as a **designated municipal amenity**, supported by a straightforward safety policy, signage, and inspection record, aligns with RMA Insurance best practices and drastically reduces both risk of injury and municipal liability exposure. These steps demonstrate responsible management of a popular winter recreation asset and help ensure residents can continue to enjoy the hill safely.

### Financial Implications

- Minimal operational costs for periodic inspections
  - Costs absorbed within existing Public Works and Administration budgets
- No major capital expenditures required
- Signage Quote: Quote: Aluminum sign, printed 1 side and laminated for longer use. 36" x 48" = \$169; 24" x 36" = \$99.

### Organizational / Staffing Implications

- Administration/Public Works responsible for inspections and maintenance
- Administration responsible for policy review and updated communication
- Requirements can be managed within current capacity

### Strategic Alignment

- Supports community strategy for recreation and safety
- Enhances municipal operational standards
- Ensures due diligence in asset risk management

### Recommendation

#### **Option 1 — Adopt the Toboggan Hill Safety & Operations Policy (*Recommended*)**

- Establishes documented safety standards and signage requirements
- Supports risk management and protects the municipality from liability
- Aligns with insurer guidance for unsupervised recreation areas
- Provides consistent recordkeeping for inspections and incidents

#### **Option 2 — Amend and adopt policy**

- Council may identify specific changes prior to approval

#### **Option 3 — Do not adopt policy**

- Continued operations without policy framework
- Increased potential risk exposure to municipality

### Proposed Motion

That Council adopt the Toboggan Hill Safety & Operations Policy (PW-4.2), establishing the Village Square Toboggan Hill as the designated municipal location for seasonal tobogganing operations, safety inspections, signage, and incident reporting.

### Appendices

- Draft Policy: Toboggan Hill Safety & Operations Policy – Village Square Toboggan Hill
- Appendix A: Incident Report Form Template
- Appendix B: Inspection Log Template
- Appendix C: Sample Sign Layout



**Policy Category:** Public Works  
**Policy Number:** PW 4.2  
**Policy Title:** Toboggan Hill Safety & Operations Policy – Village Square Toboggan Hill  
**Date Approved/Amended:** TBD **Resolution:** TBD

### 1. Purpose

This policy establishes safety standards and operational procedures for the safe use and maintenance of the Village Square Toboggan Hill.

### 2. Scope

This policy applies only to the **Village Square Toboggan Hill**, located within Village Square Park in the Summer Village of Rochon Sands.

This policy does not apply to tobogganing or sledding activities that may occur on any other municipal lands.

### 3. Definitions

- **Closure:** A period when the hill is temporarily restricted from public use due to hazardous conditions.
- **Hazard:** Any condition that could cause injury (e.g., exposed rock, tree, ice ridge, vandalism).
- **Incident:** Any injury, near-miss, or reported hazard requiring staff documentation and corrective action.
- **Run-Out Area:** The flat or gradual area at the bottom of the hill intended to safely slow and stop users.
- **Supervisor:** Municipal staff responsible for inspections and maintenance under this policy.
- **Village Square Toboggan Hill** (the “Designated Hill”): The municipally approved hill within Village Square for seasonal tobogganing.

### 4. Designated Hill Requirements

The Summer Village will ensure the Designated Hill:

- Remains free of dangerous obstacles
- Has a safe and unobstructed run-out area
- Maintains adequate visibility and emergency access
- Has reasonable parking access nearby that does not obstruct private property

Public notices identifying the Designated Hill will be provided via:

- Municipal website • Social media • Village Square community notice board

## 5. Maintenance & Inspection Protocol

**Responsibility:** Administration/Public Works (or contracted staff)

**Inspection Frequency:**

- Weekly during active snow conditions (Dec–Mar, weather dependent)
- After major snowfall or freeze–thaw cycles
- Following any reported hazard or incident

**Maintenance Requirements:**

- Level/remove jumps, moguls, exposed rocks or roots
- Remove debris and repair damaged signage
- Address vandalism or other hazards promptly

**Record Keeping:**

Logs must document:

1. Date and time
2. Inspector name
3. Weather conditions
4. Hazards identified
5. Corrective actions taken
6. If deferred: notify responsible staff + response plan
7. *Records retained minimum 7 years*

## 6. Signage & Public Safety Information

Because the hill is not supervised, clearly visible signage must be posted:

Placement:

- Bottom of the hill

Minimum wording:

- Designated Toboggan Hill – Use at Your Own Risk
- This Hill is Not Supervised
- Helmet Use is Recommended
- Clear the bottom of the hill immediately
- Walk up the side, not the sledding path
- No ramps, obstacles, or modified terrain
- Emergency: Call 911
- Municipal contact: 403.742.4717 and email: [info@rochonsands.net](mailto:info@rochonsands.net) for hazard reporting

## 7. Closures

The Designated Hill shall be temporarily closed if:

- Snow coverage is insufficient and exposes ground or hazards
- Ice buildup results in uncontrolled speed
- Weather creates poor visibility or unsafe conditions
- A hazard is identified and cannot be promptly corrected

Closure notification:

- Temporary barricades and “**Closed – No Access**” signage
- Website/social media notice
- All closures recorded in the inspection log

## **8. Incident Reporting**

Staff must document:

- Date/time of incident
- Description of injury or hazard
- Immediate response and action taken
- Any follow-up required

*Serious incidents must be reported to the CAO and insurer as appropriate.*

*Retention: Minimum 7 years*

## **9. Education & Awareness**

The Summer Village will:

- Promote safe sledding behaviour seasonally (e.g. helmets, parental supervision)
- Encourage compliance with posted rules and responsible public conduct

## **10. Administration & Review**

This policy shall be reviewed annually by Administration to ensure alignment with current:

- RMA Insurance best practices
- Provincial risk management guidance
- Usage trends and operational capacity

Any recommended amendments will be brought to Council for approval.

## **Appendices**

**Appendix A — Incident Report Form Template**

**Appendix B — Inspection Log Template**

**Appendix C — Sample Sign Layout**



## APPENDIX A — Incident Report Form Template

### Toboggan Hill Incident Report Form

Designated Hill: **Village Square Toboggan Hill**

#### Administrative Information

Field	Information
Date of Report	
Time of Report	
Reported By (Name & Contact)	
Relationship to Incident	<input type="checkbox"/> Self <input type="checkbox"/> Witness <input type="checkbox"/> Parent/Guardian <input type="checkbox"/> Other:

#### Incident Details

Field	Response
Date & Time of Incident	
Weather / Hill Conditions	<input type="checkbox"/> Fresh Snow <input type="checkbox"/> Icy <input type="checkbox"/> Exposed Ground <input type="checkbox"/> Other:
Area of Hill	<input type="checkbox"/> Top <input type="checkbox"/> Mid-Hill <input type="checkbox"/> Run-Out Area <input type="checkbox"/> Access Path <input type="checkbox"/> Other:
Description of Incident	<hr/> <hr/> <hr/>

#### Persons Involved (attach additional names if needed)

Name	Age (if known)	Contact Info	Injury? (Y/N)	If yes, describe
			<input type="checkbox"/> Y <input type="checkbox"/> N	

Was Emergency Medical Response Required?

Yes  No

If Yes → Agency Responding: \_\_\_\_\_

Transported to hospital?  Yes  No

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**Witness Statements**

Names / Contact Information / Summary

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**Corrective Actions Taken**

Hazard isolated or removed

Area temporarily closed

Signage installed / repaired

Other: \_\_\_\_\_

Follow-up actions required: \_\_\_\_\_

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Person responsible for follow-up: \_\_\_\_\_

Deadline: \_\_\_\_\_

Office Use	
Field	Response
Staff Member Receiving Report	
Date Entered into Log	
CAO Notified	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Insurer Notified	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
File Retention	Retain minimum 7 years

Signature: \_\_\_\_\_

Date: \_\_\_\_\_



## APPENDIX B — Toboggan Hill Inspection Log Template

**Designated Hill: Village Square Toboggan Hill – Summer Village of Rochon Sands**

Inspection Date	Time	Weather / Conditions (✓)	Hazards Identified (describe below)	Corrective Action Taken (✓)	Deferred? (✓)	Closure Required? (✓)	Notes / Follow-Up	Inspector Initials
		<input type="checkbox"/> Fresh Snow <input type="checkbox"/> Icy <input type="checkbox"/> Exposed Ground <input type="checkbox"/> Soft/Thin Snow <input type="checkbox"/> Other: _____		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes (closure log entry required) <input type="checkbox"/> No		

**Hazard Description (if applicable):**

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**Corrective Actions Taken (if applicable):**

- Obstacle removed/leveled
- Debris removed
- Signage repaired/replaced
- Area temporarily closed
- Vandalism addressed
- Other: \_\_\_\_\_

**If Deferred:**

Reason: \_\_\_\_\_

Responsible staff: \_\_\_\_\_ Timeline: \_\_\_\_\_

**Closure Documentation Reference:**

Closure Start: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ Time: \_\_\_\_\_

Closure End: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ Time: \_\_\_\_\_

Closure notice posted to:  Hill signage  Barricades  Website  Social media

**Season Summary Fields (End of Season Completion)**

<b>Item</b>	<b>Completed By</b>	<b>Date</b>	<b>Notes</b>
Final inspection completed			
Signage removed for offseason (if applicable)			
Maintenance items carried forward			
File archived for 7-year retention			

## APPENDIX C — Toboggan Hill Sample Sign Layout

**SUMMER VILLAGE OF**  
**Rochon Sands**

**VILLAGE SQUARE**  
**TOBOGGAN HILL**

**Welcome! Have Fun & Stay Safe**

- **Hill not supervised - please sled responsibly**
- **Helmets prevent injuries & make sledding safer!**
- **Take turns & allow space between sleds**
- **Move quickly out of the landing area**
- **Walk up the side, not the sledding path**
- **No ramps, jumps, or modifications permitted**

**Emergency: Call 911**

**Maintenance Reports: 403.742.4717 or**  
**Email: [info@rochonsands.net](mailto:info@rochonsands.net)**

**Use at your own risk - The Municipality is not responsible for injury or equipment damage.**



## Request for Decision

**Meeting:** Regular Meeting of Council  
**Meeting Date:** December 9, 2025  
**Originated By:** John Jacobson, Chief Administrative Officer  
**Title:** HR 3.3 – Workplace Violence & Harassment Prevention Plan Policy  
**Agenda Item:** 9.3

### Background / Proposal / Issue

The Alberta Occupational Health and Safety Code (OHS Code) was significantly amended in 2025, including a complete revision to **Part 27 – Violence & Harassment**. Employers are now required to maintain a **single, consolidated Workplace Violence & Harassment Prevention Plan** with specific mandated elements including:

- Reporting and investigation procedures
- Worker and supervisor roles and training
- Confidentiality and protection from reprisal
- Hazard assessment and control measures
- Review triggers tied to workplace changes or incidents

The Summer Village currently has policies that speak generally to health, safety, conduct, and working alone. However, they **do not** meet the **new 2025 OHS Code requirements** for violence and harassment prevention programs. As a result, our existing documentation is **currently out of compliance** with provincial legislation.

Administration has prepared a new standalone policy to ensure full compliance:

### **HR 3.3 – Workplace Violence & Harassment Prevention Plan**

This policy applies to employees, contractors, volunteers, council members, and any other work-site parties performing duties on behalf of the Summer Village.

Adoption of HR 3.3 will bring the Summer Village into compliance with the 2025 OHS Code, ensuring the safety, protection, and legal compliance of all workers, including seasonal and public-facing roles such as campground operations and public works.

## **Discussion**

Benefits of adopting HR 3.3 include:

<b>Benefit</b>	<b>Description</b>
Legislative Compliance	Aligns the municipality with amended 2025 OHS Code and limits regulatory risk and liability exposure.
Improved Worker Protection	Stronger supports for staff, including seasonal students and lone workers.
Clear Reporting & Response	Ensures objective, timely handling of complaints and incidents.
Public-Facing Risk Mitigation	Campground, marina, and public works sites have enhanced protections and hazard controls.
Demonstrated Due Diligence	Reduces exposure to orders, penalties, and post-incident findings by OHS.
Supports Organizational Culture	Reinforces respectful, safe employee relations and whistleblower protections.

Without adoption, the Village remains exposed to:

- Compliance infractions
- Liability following incidents
- Increased WCB implications
- Organizational culture and morale risks

This update represents best practice for municipal employers and aligns with the evolving compliance landscape.

## **Options**

1. **Approve HR 3.3 – Workplace Violence & Harassment Prevention Plan** (Recommended)
2. Request amendments to HR 3.3 and defer approval to a future meeting
3. Maintain existing policies and accept ongoing compliance and liability risk (Not Recommended)

## **Financial Implications**

- Minimal. The policy can be implemented within existing operating resources.
- Training and communications will be undertaken internally by Administration.

## **Organizational / Administrative Implications**

- Staff orientation will be updated to include the new policy
- Safety documentation and recordkeeping will be strengthened
- Policy will be incorporated into hiring packages for all 2026 seasonal staff

**Recommended Resolution**

**THAT Council approve HR 3.3 – Workplace Violence & Harassment Prevention Plan as presented, effective immediately.**

**Attachments**

1. Draft Policy – HR 3.3: Workplace Violence & Harassment Prevention Plan
2. Incident Reporting Form – Draft (for implementation)
3. Training Sign-Off Sheet – Draft (for implementation)



**Policy Category:** Human Resources

**Policy Number:** HR 3.3

**Policy Title:** Workplace Violence & Harassment Prevention Plan

**Date Approved/Amended:** *TBD by Council*      **Resolution:** *TBD by Council*

## 1. PURPOSE

The purpose of this policy is to:

1. Prevent workplace violence and harassment in all Summer Village of Rochon Sands work environments.
2. Establish clear reporting, investigation, and response procedures.
3. Ensure all workers understand their rights and responsibilities related to violence and harassment.
4. Align with the Occupational Health and Safety Act and the Occupational Health and Safety Code, including 2025 amendments to Part 27 – Violence & Harassment.
5. Promote a respectful, inclusive, and safe workplace culture for employees, contractors, volunteers, council members, visitors, and the public.

## 2. SCOPE

This policy applies to all:

- Municipal employees (permanent, seasonal, part-time, casual)
- Council Members and Committees of Council
- Contractors and service providers
- Volunteers and students
- Any person engaged in work or activities on behalf of the Summer Village

This policy applies to all work locations, including:

- Municipal office
- Campgrounds, Parks, and Public Works sites
- Remote or isolated worksites
- Community Hall or facilities
- Off-site meetings, training, travel for work, virtual settings, and electronic communication

### 3. DEFINITIONS (aligned with Alberta OHS Code – 2025)

#### Violence

The threatened, attempted, or actual conduct of a person that causes or is likely to cause physical or psychological injury to a worker.

Includes but is not limited to:

- Physical assault or attempted assault
- Threats of harm
- Aggressive behaviour (e.g., pushing, spitting, grabbing)
- Armed or unarmed attacks
- Domestic violence that enters the workplace

#### Harassment

A single serious incident or repeated incidents of objectionable or unwelcome conduct, comment, bullying, or action that creates a risk to the health and safety of the worker.

Includes:

- Sexual harassment or sexual violence
- Discriminatory harassment
- Cyber/electronic harassment
- Psychological intimidation or humiliation

Legal Reasonableness Test:

Conduct must be something that a reasonable person would know is likely to cause offense, humiliation, or harm.

**Workplace** - Any location where a worker is engaged in work or is present for work-related purposes.

**Complainant** – person reporting an incident or concern.

**Respondent** – person alleged to have engaged in violence or harassment.

### 4. STATEMENT OF COMMITMENT

The Summer Village of Rochon Sands:

- Prohibits workplace violence and harassment in any form
- Will respond to all complaints promptly, respectfully, and objectively
- Will maintain worker confidentiality to the greatest extent possible
- Will protect workers from reprisal for reporting in good faith
- Will ensure workers have training, information, and resources to stay safe
- Will continuously assess risks of violence and harassment and implement controls

## 5. ROLES & RESPONSIBILITIES

### Employer (Council / CAO)

- Ensure compliance with all applicable legislation
- Conduct hazard assessments and implement controls
- Ensure reporting, investigation, and training systems are in place
- Consult with workers when developing or revising this plan

### Supervisors / Leads

- Maintain a safe and respectful work environment
- Respond to complaints and reports promptly
- Ensure workers are trained and understand reporting options
- Protect workers from danger and ensure controls are used

### Workers & Work-Site Parties

- Take reasonable care of their own safety and that of others
- Report incidents, hazards, or threats immediately
- Cooperate with investigations and controls
- Not engage in harassment, violence, or retaliation

## 6. PREVENTION MEASURES

The Summer Village will:

- Assess worksite risks, especially:
  - Public-facing environments (campground, marina)
  - Working-alone tasks (public works, after-hours duties)
  - Youth worker assignments
- Implement hazard controls including:
  - Communication devices
  - Signage, barriers, and lighting in high-risk areas
  - Procedures for handling aggressive members of the public
- Train all workers regarding:
  - Recognizing warning signs
  - Reporting procedures
  - Safe disengagement techniques

## 7. REPORTING PROCEDURES

Workers may report **verbally or in writing**, including anonymously when possible.

Reports can be made to:

- **Immediate Supervisor**
- **CAO**
- **Mayor**, if the CAO or Supervisor is involved

Emergency: **Call 911** when there is immediate danger.

A written Incident Reporting Form must be completed as soon as practicable.

All reports will be acknowledged within **2 business days**.

## 8. INVESTIGATION PROCEDURES

Required for all complaints of violence or harassment.

Investigations will be:

- Prompt
- Objective and unbiased
- Led by trained internal investigator or external resource if needed
- Focused on gathering facts and identifying corrective actions

The investigator will:

1. Interview complainant, respondent, and witnesses
2. Collect relevant documentation/evidence
3. Make findings of fact and recommendations

Outcomes may include:

- Hazard control improvements
- Mediation or resolution process
- Disciplinary measures as per HR 3.1
- Law enforcement involvement if necessary

A **summary of results** must be provided to the complainant and respondent while respecting confidentiality.

## 9. CONFIDENTIALITY & PRIVACY

Information related to a complaint will only be shared when necessary:

- For investigation
- To ensure worker protection
- For corrective action
- To comply with law enforcement or legal requirements

Records will be securely stored in accordance with privacy legislation.

## 10. PROTECTION FROM REPRISAL

Retaliation, including threats, discipline, schedule changes, or intimidation against anyone who:

- Reports an incident in good faith
- Participates in an investigation

is strictly prohibited and may result in disciplinary action.

## 11. SUPPORTS FOR AFFECTED WORKERS

The Summer Village may provide:

- Modified duties or alternate work locations
- Access to medical, psychological, or victim-support services
- Time to attend treatment or appointments related to a workplace incident

## 12. WORKING ALONE

Where a risk of violence or harassment exists, the municipality will:

- Conduct specific risk assessments
- Require communication and check-in procedures
- Ensure specialized training for employees working alone

This plan supports Working Alone procedures under HR 3.2.

## 13. TRAINING & COMMUNICATION

All workers will receive training upon:

- Hiring / orientation
- Policy revision or job change
- Identification of new risks

Workers will sign a Training & Acknowledgment Form for their personnel file.

## 14. REVIEW & CONTINUOUS IMPROVEMENT

This policy and related procedures will be:

- Reviewed **every three years**, and
- **Immediately**, when:
  - A workplace incident indicates a need for changes
  - Work or site conditions change
  - The health and safety representative requests a review

## 15. RELATED DOCUMENTS

- HR 3.1 Employee Policy
- HR 3.2 Employee Safety Policy
- Working Alone Procedures
- Incident Reporting Form

## 16. POLICY AUTHORITY & CERTIFICATION

Approved By	Date	Resolution
Council of the Summer Village of Rochon Sands	TBD	TBD



## Incident Reporting Form – Violence, Harassment, or Aggressive Behaviour

### Incident Information

Field	Details
<b>Date of Report</b>	
<b>Incident Date &amp; Time</b>	
<b>Location of Incident</b>	
<b>Report Type (check all that apply)</b>	<input type="checkbox"/> Violence <input type="checkbox"/> Harassment <input type="checkbox"/> Threat/Aggression <input type="checkbox"/> Near-Miss <input type="checkbox"/> Other:

### People Involved

Role	Name	Contact (if applicable)
<b>Complainant / Reporter</b>		
<b>Respondent / Alleged Person</b>		
<b>Witness(es)</b>		

### Detailed Description of Incident

(Include what occurred, contributing factors, specific behaviours or comments, how the situation resolved)

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**Immediate Actions Taken**

Action	By Whom	Time/Notes
Supervisor Notified?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Emergency Services Called?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
First Aid Required	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Removed from Danger	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Other		

**Was work impacted?**

Yes  No

If yes, describe impacts (lost time, modified duties, stress response, etc.):

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**Signature of Person Reporting**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Administration Use Only**

Item	Completed
Incident Logged & File Created	<input type="checkbox"/>
Complainant Notified of Plan	<input type="checkbox"/>
Investigation Required?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Assigned Investigator	
Temporary Controls Implemented	<input type="checkbox"/> Yes <input type="checkbox"/> No
Summary of Outcomes Provided	<input type="checkbox"/> Yes <input type="checkbox"/> No
Date File Closed	

*All information collected will be managed confidentially in accordance with privacy legislation and HR 3.3.*



**Workplace Violence & Harassment Prevention Training Sign-Off**

This form confirms that the undersigned has received, reviewed, and understood:

- HR 3.3 – Workplace Violence & Harassment Prevention Plan
- Reporting procedures and available supports
- Roles and responsibilities under the OHS Act & Code
- Working Alone procedures where applicable

Employee Name	Position	Date of Training	Trainer / CAO Initials

**Acknowledgment**

I acknowledge that I have received training on the above information, have had the opportunity to ask questions, and understand how to report concerns related to workplace violence or harassment.

Employee Signature: \_\_\_\_\_

Date: \_\_\_\_\_

CAO / Supervisor Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**File Management**

- ✓ Original placed in personnel file
- ✓ Copy to Safety Program File (optional)



**Meeting:** Regular Council  
**Meeting Date:** December 9, 2025  
**Originated by:** John Jacobson - Chief Administrative Officer  
**Title:** Donation to Buffalo Lake Fireworks Society – Canada Day Fireworks  
**Agenda Item Number:** 9.4

#### Background / Proposal / Issue

The Buffalo Lake Fireworks Society (BLFS) organizes the annual Canada Day fireworks display that brings together residents, visitors, and neighbouring communities throughout the Buffalo Lake region. This long-standing community tradition enhances local pride, supports regional tourism, and provides an inclusive celebration opportunity for families and guests.

The Society relies entirely on community donations to fund the event. The Summer Village has historically supported the fireworks display through bottle-return revenues allocated under the annual Canada Day Celebrations budget.

For 2025, the Summer Village budgeted \$2,000 from bottle returns for Canada Day activities. Of this total, \$649.59 was designated to cover both the cost of ice cream and approximately \$20 in minor event incidentals. The ice cream is supplied by the Snak Shak, and all Canada Day attendees receive a complimentary treat, with expenses fully funded through this established Canada Day budget.

The remaining amount — \$1,350.41 — is available to be donated to the Buffalo Lake Fireworks Society in support of the Canada Day fireworks.

Council approval is required to authorize the donation.

#### Discussion / Options

##### Benefits of the Donation:

- Supports a long-standing regional cultural celebration
- Encourages community and intermunicipal engagement
- Leverages non-tax budgeted revenue (bottle returns) as a funding source
- Upholds past Council practice, community expectations
- Reinforces Council's commitment to recreational and cultural events
- Benefits both residents and seasonal visitors
- Contributes to a well-attended event that provides economic benefits to the area (local community, tourism)

#### Financial Implications

- Donation is funded from existing non-tax revenue dedicated to Canada Day celebrations.
- No additional financial impact to the 2025 Municipal Operating Budget – the \$2,000 in bottle returns was budgeted.

### Strategic Alignment

- **MGA Purpose:** Fosters well-being of the community and supports local quality of life
- **Council Priorities:** Community engagement, tourism, and intermunicipal goodwill

### Recommendation

That Council approves the donation as per the 2025 Summer Village of Rochon Sands Canada Day budget.

### Proposed Motion

*That the Summer Village of Rochon Sands authorize a donation in the amount of \$1,350.41 to the Buffalo Lake Fireworks Society, with funds to be allocated from the budgeted bottle-return revenues dedicated to Canada Day celebrations.*



**Request for Decision**

**Meeting:** Regular Council  
**Meeting Date:** December 9, 2025  
**Originated by:** John Jacobson - Chief Administrative Officer  
**Title:** Authorization to Apply for TFA and Water Act Approval – Boat Launch & Marina Maintenance  
**Agenda Item Number:** 9.5

#### BACKGROUND / ISSUE

Buffalo Lake has experienced record low water levels over the past couple of years, consistent with similar trends across Alberta. The shutdown of the Buffalo Lake stabilization pumps due to invasive carp in the Red Deer River has prevented supplemental inflows, worsening the situation. As a result, the Summer Village's boat launch and marina have become largely unusable.

Although sedimentation has been accumulating over time, the exceptionally low lake level has dramatically intensified access limitations, accelerating the need for maintenance to restore safe and functional water access.

The Summer Village may be able to undertake maintenance excavation during February 2026, aligning with the Alberta Government's tentatively scheduled removal of the rockpile in the Bay. Coordinating these activities provides operational efficiencies and reduces environmental disruption.

The Summer Village must obtain two approvals before this work can occur:

1. A Temporary Field Authorization (TFA) under the *Public Lands Act*; and
2. A Water Act Approval to authorize sediment removal and bed/shore disturbance.

Administration is assembling the necessary materials for submission and is also evaluating external funding opportunities to reduce the municipal financial impact. The Rochon Sands Bay Marina Society will be involved in funding discussions should regulatory approval be granted for work within the marina basin.

#### DISCUSSION

- Frozen-lake conditions in February 2026 offer the lowest environmental impact window for maintenance excavation.
- Under-ice excavation significantly reduces turbidity, avoids aquatic habitat sensitivity periods, and provides a stable working platform.
- This project is a maintenance activity only, intended to restore depth and functionality.
- Administration is preparing a complete technical package Alberta Regulatory submission.

- Funding opportunities are being reviewed to offset project costs, and the Marina Society will participate in developing a shared funding approach if regulatory approval is received for the marina basin.
- Timely submission is needed to secure approvals and ensure work can occur in the limited winter window.

#### FINANCIAL IMPLICATIONS

- Project costs will be identified more precisely as contractor pricing and design details are finalized.
- External funding is being actively pursued to reduce municipal contributions.
- The Marina Society may provide financial partnership support for the marina basin depending on regulatory approvals.

#### RECOMMENDATION

Administration recommends that Council authorize the submission of the required applications.

#### PROPOSED MOTION

*THAT Council authorize Administration to apply for all required provincial approvals, including the Temporary Field Authorization (TFA) under the Public Lands Act and the Water Act Approval, to complete the February 2026 maintenance excavation of the municipal boat launch and marina; AND THAT Administration continue exploring external funding opportunities and work collaboratively with the Rochon Sands Bay Marina Society on shared marina funding solutions contingent on regulatory approval for the marina basin.*



## CAO Report for December 09, 2025, Regular Meeting of Council

### Executive Summary – December 2025 CAO Report

- **Boat Launch & Marina Maintenance – TFA & Water Act Applications:** Extremely low Buffalo Lake levels and the provincial pump shutdown have rendered the marina and boat launch largely unusable; Administration is preparing TFA and Water Act applications for potential under-ice maintenance excavation in February 2026, aligned with the Province’s planned rockpile removal, and is pursuing external funding opportunities.
- **Provincial Request – Restoration of Provincial Park Boat Launch:** The CAO has formally escalated the complete failure of the Rochon Sands Provincial Park boat launch to four provincial Cabinet Ministers, emphasizing the Province’s jurisdiction over all lands below the waterline under the Park Lease. With historic low lake levels creating a rare and cost-effective opportunity for shore-based excavation—and provincial contractors already mobilizing in the Bay for 2026 mitigation work—the Village is urging the Province to restore the lakebed now to re-establish safe public access and avoid far more costly dredging in the future. The Village has fulfilled all landside responsibilities, and only provincial action can reopen the launch. The CAO will continue to advocate and report back as the Province undertakes its assessment.
- **National Police Federation Correspondence:** NPF provided Council with an update confirming long-term RCMP presence in Alberta, improved recruitment, strong public support, higher costs of alternative policing models, and concerns regarding the new Alberta Sheriffs Police Service.
- **Playground Inspections – 2025:** All three municipal operated playgrounds passed the County’s annual CSA-standard inspection with no deficiencies; equipment remains safe and in good condition.
- **OHS Code Update – Workplace Violence & Harassment:** Administration completed a full policy and compliance update reflecting the 2025 OHS Code amendments, including a new Workplace Violence & Harassment Prevention Plan and supporting implementation tools for Council approval.
- **Regional Fire Services Framework – ACP Grant:** With White Sands, the County, and partner villages, a fully funded \$115,000 ACP application has been submitted to develop a Regional Fire Services Framework, governance model, and cost-sharing plan; a 2026 Interim Fire Services Agreement with the County is in place.
- **Canada Summer Jobs 2026 Application:** Application submitted for four seasonal student positions supporting park operations, visitor services, and environmental stewardship; funding results expected spring 2026.
- **Strategic Plan 2026–2029:** Draft Strategic Plan completed and presented for Council review; outlines strategic pillars, goals, and performance measures to guide budgeting, service delivery, and long-term planning beginning January 2026.
- **Tax Installment Payment Plan:** Five new property owners have enrolled in TIPP for January, improving affordability for residents and strengthening municipal cash flow and financial stability.
- **Toboggan Hill Safety & Operations Policy:** New policy prepared to formally designate and manage the Village Square Toboggan Hill, including safety signage, inspections, hazard reporting, and closure protocols, reducing liability and supporting safe community use.
- **OHV & Snowmobile Use in Rochon Sands Provincial Park:** Increasing unauthorized off-highway vehicle and snowmobile activity within the Provincial Park has raised safety, environmental, and compliance concerns. As the lease holder, the Summer Village is required to support and communicate the Provincial Parks Act prohibition on OHVs within the Park. Alberta Fish & Wildlife Officers and Provincial Peace

Officers will be increasing patrols. Fines are steep. Administration is enhancing public education and signage to improve awareness and reduce conflicts.

- **Snow Removal & Winter Road Maintenance – Implementation:** Administration has completed the Staff Procedures Manual and the Snow Removal Operations Log, now in use for the 2025–26 season, supporting consistent service delivery, OH&S compliance, and strengthened documentation for liability and operational evaluation.
- **Municipal Affairs Administrators’ Training Initiative (MAATI):** Administration is participating in the Fall 2025 MAATI program, completing multiple sessions focused on municipal governance, legislation, land use planning, grant programs, and financial standards.
  - **2026 Big Jack Classic Ice Fishing Derby:** Two-day, catch-and-release Northern Pike derby on Buffalo Lake, February 14–15, administered through Angler’s Atlas (CFE633640), with registration required; no sport-fishing licence needed due to Alberta’s Family Fishing Weekend.
  - **Seasonal Office Closure:** Municipal Office closed December 24, 2025–January 2, 2026, reopening January 5; essential services (e.g., snow removal) maintained & residents requiring assistance with urgent municipal matters during the holiday period may contact the CAO, John Jacobson, 403.331.8070; public notices to be posted online.



### **Boat Launch & Marina Maintenance (TFA & Water Act Applications)**

Over the past several years, a primary challenge facing the Summer Village has been the significant drop in Buffalo Lake’s water level, consistent with the pattern observed across many lakes throughout the province. While natural sedimentation has gradually accumulated in the marina basin and boat launch channel over time, the dramatic reduction in lake level has created the most immediate and severe access issues.

Compounding this situation is the fact that the Buffalo Lake stabilization system remains shut down due to the detection of invasive carp in the Red Deer River. With the pumps offline, no supplemental water has been added to Buffalo Lake, leaving levels exceptionally low in the past 2 seasons. The combination of these conditions has resulted in the boat launch and marina becoming effectively unusable, even for smaller watercraft, and has accelerated the need for targeted maintenance excavation and depth restoration.

In response, the Summer Village may be able to complete maintenance excavation during February 2026, coinciding with the Alberta Government’s tentatively planned work to remove the rockpile in the Bay, as identified in previous mitigation requirements. Coordinating these activities offers operational efficiencies and conducting excavation under ice provides the least environmental impact and ensures a stable working platform for equipment. The challenge is to receive permitting from the Alberta Government for the work to take place.

This project requires two provincial authorizations:

- A Temporary Field Authorization (TFA) under the *Public Lands Act* to conduct work on the Crown bed and shore of Buffalo Lake.
- A Water Act Approval to remove sediment and temporarily disturb the aquatic environment within the existing marina footprint.

Administration is currently assembling the technical and environmental documentation needed for permitting.

In parallel with the regulatory process, Administration is actively exploring and pursuing external funding opportunities to reduce municipal costs associated with this work. This includes reviewing eligibility under provincial and federal environmental programs, as well as assessing opportunities related to shoreline resiliency, aquatic habitat protection, and infrastructure maintenance. Should the Summer Village receive regulatory approval to perform work within the marina basin, the Rochon Sands Bay Marina Society will also be engaged as a partner in developing a shared funding solution. Funding options will be brought forward to Council as they are confirmed.

If approvals and funding are in place, the work will focus solely on restoring the marina and boat launch to a usable operational depth—this is not an expansion project. All disturbed materials will be removed from the lake, transported and managed in accordance with provincial requirements.

Pending Council's authorization, Administration intends to submit both applications in December/January. A Request for Decision has been prepared for Council to formally authorize Administration to proceed with the required applications.

### **Provincial Request – Restoration of the Rochon Sands Provincial Park Boat Launch**

The CAO is reporting to Council on the strong advocacy undertaken regarding the complete failure of the Rochon Sands Provincial Park boat launch. At the request of Council, and through a formal letter submitted on November 22, 2025, I have appealed directly to four provincial Cabinet Ministers—including our MLA, the Honourable Nate Horner—to ensure this matter receives immediate and senior-level attention.

Years of sediment buildup caused by historic changes to water flow around the breakwater and the low lake level have filled in the launch approach, rendering it unusable. With Buffalo Lake at a historic low, there is a rare and highly cost-effective chance to excavate the lakebed from shore—work that would otherwise require far more complex and expensive in-water dredging. This window may not return for decades.

The Province is already preparing to mobilize a contractor in Rochon Sands Bay to remove the legacy Streit/Zender rockpile (1997 mitigation project). Completing the Park launch restoration at the same time would maximize efficiency by using the same contractor, equipment, and permitting pathways already in place.

A critical aspect of this issue is the **Provincial Park Lease**:

- **The Summer Village is responsible for maintaining the Park lands and the on-land launch infrastructure**, while
- **The Province retains sole jurisdiction over all lands below the waterline**, including authority for excavation or dredging.

The Summer Village has fulfilled its on-land responsibilities by fully replacing the deteriorated launch dock system inherited under the Lease. The remaining barrier to public access lies solely within the lakebed—an area only the Province can restore.

In the format request, Council has asked Alberta Forestry and Parks to:

1. **Assess the current condition of the launch; and**
2. **Undertake restoration work during the Province's 2026 mitigation mobilization while ideal lake conditions make excavation feasible and cost-efficient.**

Contractor estimates provided confidentially to Ministers confirm that meaningful restoration can be completed now at a fraction of future costs.

By elevating this matter to multiple Cabinet Ministers and clearly outlining the Province's jurisdictional responsibility, the Summer Village has positioned this request for serious and timely consideration.

Restoring the launch would:

- Re-establish safe, reliable public access to Buffalo Lake;
- Reduce long-term provincial costs by acting during optimal conditions;
- Support recreation and regional economic activity; and
- Maximize efficiency by leveraging provincial resources already mobilized in the Bay.

The CAO will continue to advocate for this essential restoration and will provide further updates as the Province completes its assessment and next steps.

### **National Police Federation Correspondence (Brief Update)**

Administration received a letter addressed to Mayor Hiller from the National Police Federation (NPF), the bargaining agent representing RCMP Members across Canada. The correspondence congratulated the newly elected Council and provided an update on RCMP policing in Alberta.

Key points included:

- Both federal and provincial governments have reaffirmed the RCMP's long-term role in Alberta beyond 2032
- Recruitment efforts are showing improvement, including the first Alberta-dedicated training troop
- Public polling continues to show strong provincial support for RCMP service delivery
- Recent municipal reviews demonstrate significantly higher costs associated with transitioning away from RCMP policing models
- Concerns were raised regarding the Province's creation of the Alberta Sheriffs Police Service (ASPS), particularly around cost impacts to municipalities

The NPF offered to present further public safety information to Council if desired. Administration will continue to monitor provincial policing developments and provide further updates as required.

### **Playground Inspections – 2025 Update**

The County of Stettler recently completed their 2025 annual inspection of playgrounds located within the Summer Village of Rochon Sands. The Summer Village operates three public playground sites:

- Village Square Playground
- Rochon Sands Bay Beach Playground
- Rochon Sands Provincial Park Playground

All three playgrounds passed inspection, with no unsatisfactory items requiring corrective action. This confirms that the equipment remains safe for use and in good condition heading into the 2025 season.

Playground safety inspections are conducted in accordance with CSA Group Standard Z614-20, which applies to outdoor public-use playground equipment and play spaces found in schools, parks, childcare facilities, multi-family residential settings, private resorts, recreation developments, restaurants, and other public-use areas. These inspections thoroughly assess structural integrity, surfacing materials, fall zones, accessibility, and overall equipment condition to ensure compliance with recognized safety standards.

Administration will continue to collaborate with the County of Stettler to maintain safe, accessible, and enjoyable play environments for residents and visitors in the community.

### **Compliance Update – Workplace Violence & Harassment Prevention Plan**

In response to the significant 2025 amendments to the Alberta Occupational Health and Safety Code—specifically the overhaul of Part 27: Violence & Harassment—Administration has completed the development of a new comprehensive Workplace Violence & Harassment Prevention Plan Policy (HR 3.3). These legislative changes require all employers, including municipalities, to maintain a single consolidated plan with defined procedures for reporting, investigation, hazard assessment, confidentiality, worker protection, and training.

A review of the Summer Village's existing HR and safety documents confirmed that, while we have policies related to conduct, safety, and working alone, they do not meet the new legislated requirements. Adoption of a new standalone policy is therefore required to ensure full compliance heading into 2026.

The new HR 3.3 policy provides the framework that OHS now mandates and applies to all employees, contractors, volunteers, Council members, seasonal workers, and work-site parties, including those operating in higher-risk public-facing environments such as campground and public works settings. The policy outlines roles

and responsibilities, hazard mitigation measures, formal reporting pathways, investigative processes, confidentiality protections, and required training components.

Once adopted by Council, this policy will immediately bring the municipality into compliance with the updated OHS Code. Administration will integrate the new requirements into staff orientation, contractor onboarding, safety documentation, and the 2026 seasonal hiring package. The accompanying forms—Incident Reporting Form and Training Sign-Off Sheet—are prepared for implementation and ensure proper recordkeeping and due diligence.

Overall, the introduction of HR 3.3 strengthens our organizational safety culture, supports early reporting and intervention, reduces legal and regulatory exposure, and ensures that all workers—permanent or seasonal—are protected by consistent, legislatively compliant procedures.

### **Regional Fire Commission Update - Alberta Community Partnership (ACP) – Intermunicipal Collaboration Grant Application - Regional Fire Services Framework, Cost-Sharing & Governance Study**

The Summer Village of Rochon Sands is working collaboratively with White Sands, the County of Stettler No. 6, and the Villages of Big Valley and Donalda to apply for ACP grant funding to support the development of a Regional Fire Services Framework and Governance Study. The goal is to evaluate and design an equitable, sustainable, and regionally coordinated model for fire protection and emergency response.

If approved, the project will:

- Review current fire service operations, service levels, equipment, staffing, training, and response times
- Establish an evidence-based governance model (e.g., Regional Fire Commission)
- Develop a fair cost-sharing formula and financial plan
- Produce a draft intermunicipal agreement, bylaws, and an implementation plan for Council approval

The Summer Villages of Rochon Sands and White Sands will serve as managing partners for the project and the grant administration. A steering committee with representation from all partner municipalities is already formed.

**Grant Submission:** November 26, 2025 (Deadline: November 28, 2025)

**Project Timing:** June 1, 2025 – December 31, 2026,      **Total Budget:** \$115,000

**ACP Grant Request:** \$115,000 (100% funded – no municipal contribution required)

This project represents a significant step toward a modernized and cost-effective regional fire service model that improves emergency response capacity, enhances accountability, and provides long-term financial stability for all partner municipalities.

In the interim, the County of Stettler and the Summer Village have signed a 2026 Interim Fire Services Agreement at the same cost as 2025, ensuring uninterrupted fire services while regional governance discussions continue.

### **Canada Summer Jobs (CSJ) Program – 2026 Application Submitted**

Administration has submitted a 2026 Canada Summer Jobs application requesting funding for four (4) seasonal student positions to support essential municipal operations during peak visitation months. These positions would focus on:

- **Park Operations & Grounds Maintenance** – lawn care, refuse and recycling management, washroom and facility upkeep, and general maintenance of high-use recreation areas
- **Public Engagement & Visitor Services** – assisting residents and visitors with inquiries, directing guests to amenities, supporting community programming, and promoting positive park experiences
- **Environmental Stewardship Support** – trail maintenance, shoreline debris removal, and assisting with invasive species monitoring and reporting where guided by provincial partners

These roles are critical for maintaining service levels and ensuring safety, cleanliness, and positive visitor experiences during the busiest period of the year. The positions also provide valuable skills development and paid work experience for local youth aged 15–30.

The Canada Summer Jobs Program offers wage subsidies to eligible employers in support of creating meaningful summer employment. The Summer Village has successfully secured funding through CSJ in previous years, and funding decisions for 2026 are anticipated in spring 2026.

Administration will report back once funding results are announced.

### **Strategic Plan 2026–2029 – Draft for Council Consideration**

Administration has completed the draft **Strategic Plan 2026–2029** based on Council direction from the November 12, 2025 Strategic Planning Session, combined with the results of the 2025 Resident Survey and current legislative and operational requirements.

The draft Plan establishes a clear four-year roadmap to guide decision-making, budgeting, and resource allocation. It is structured around **five Strategic Pillars**—Governance & Leadership, Infrastructure & Environmental Resilience, Fiscal & Asset Sustainability, Community Well-Being & Engagement, and Service Excellence & Innovation—with measurable goals, timelines, and success indicators to support transparent progress reporting.

Council is being asked to review and discuss the Plan at the December 2025 Regular Council Meeting. Council may:

- Endorse the draft Strategic Plan 2026–2029 as presented
- Provide revisions or direction for Administration to incorporate
- Adopt a resolution supporting the Plan at the meeting

If endorsed, the Strategic Plan will:

- Be published for residents following Council approval
- Directly inform the 2026 Budget and CAO Work Plan
- Include annual reporting on milestones and progress
- Support grant alignment and long-term capital planning

The Strategic Plan reinforces Rochon Sands’ commitment to:

- Protecting Buffalo Lake and enhancing environmental resilience
- Strengthening community safety, recreation, and volunteerism
- Maintaining affordability through responsible fiscal stewardship
- Modernizing municipal services and governance frameworks
- Collaborating with regional partners to sustain service delivery

Administration recommends that Council review the draft and provide direction as needed to finalize the Plan for implementation beginning January 2026.

### **Tax Installment Payment Plan**

Five new property owners have enrolled in the Tax Installment Payment Plan (TIPP) beginning in January. This program continues to offer strong benefits for both residents and the Summer Village. For residents, TIPP provides a simple and convenient way to spread their tax payments over the year, avoiding penalties and reducing the financial burden of a single annual payment. For the Summer Village, consistent monthly payments improve cash flow during the first half of the year, support more predictable budgeting, and help reduce the administrative peak associated with annual tax billing. The continued uptake of TIPP contributes to greater financial stability and efficiency for the municipality.

## **Toboggan Hill Safety & Operations Policy**

Administration has prepared a new policy to formally designate the Village Square Toboggan Hill as the municipality's official sledding area, after reviewing insurer guidance and legal requirements confirming that regular public use—especially by children—creates a duty of care for the Summer Village. The policy introduces clear safety signage, a winter inspection and maintenance program, hazard and incident reporting procedures, and closure protocols during unsafe conditions. These steps formalize long-standing community use of the hill, enhance public safety, and significantly reduce municipal liability exposure. An RFD is before Council recommending adoption of Policy PW-4.2.

## **Off-Highway Vehicle Use in Rochon Sands Provincial Park**

Rochon Sands Provincial Park is governed by the Provincial Parks Act, which **strictly prohibits the use of off-highway vehicles (OHVs) and snowmobiles within all provincial parks** unless specifically authorized for operational purposes. These provincial rules are not discretionary; they apply uniformly across Alberta to protect sensitive natural areas, reduce noise and safety hazards, and preserve the peaceful, family-oriented environment that provincial parks are intended to provide.

As the **lease holder**, the Summer Village of Rochon Sands has a legal responsibility to **support and communicate these regulations**, even though we do not perform enforcement activities ourselves. Increasingly, however, both Summer Village residents and visitors from the surrounding region are operating OHVs and snowmobiles in the Park under the mistaken assumption that past informal use constitutes a right. This has led to vegetation damage, shoreline disturbance, and unsafe interactions with pedestrians and other park users.

It is important for the public to understand that **motorized recreation is simply not permitted within the Provincial Park**, and this is a provincial requirement—not a municipal policy decision. Opportunities for OHV and snowmobile use remain available outside the park boundary, but inside the park, the regulations are clear.

**Alberta Fish & Wildlife Officers and Provincial Peace Officers will be increasing their presence within the Park** to monitor OHV activity and ensure compliance with the Provincial Parks Act. Operating an OHV in a Provincial Park can result in **significant fines**.

The Summer Village's goal remains to prioritize **education, communication, and shared stewardship**. Clear signage, community messaging, and open dialogue will continue to be our primary tools for helping residents and visitors understand the rules and the reasons behind them. Enforcement is ultimately the responsibility of provincial officers, but cooperation from the community is essential in preserving the natural integrity of Rochon Sands Provincial Park and meeting our obligations as the lease holder.

## **Implementation of Snow Removal & Winter Road Maintenance Policy**

Following Council's approval of the Snow Removal & Winter Road Maintenance Policy in November, Administration has completed the operational documents required to support consistent, safe, and accountable winter service delivery. Two key tools have now been developed and implemented:

### 1. Staff Procedures Manual – Snow Removal & Winter Road Maintenance

A comprehensive Staff Procedures Manual has been prepared for the part-time Public Works Operator. This manual translates Council's high-level policy direction into clear, practical, and enforceable operating procedures. Key components include:

- Defined priority routes for snow removal and sanding
- Trigger conditions for mobilization
- OH&S requirements, including fit-for-duty expectations, PPE standards, lock-out/tag-out procedures, and working-alone protocols
- Snow management practices, including snowpack maintenance and storage requirements

- Equipment operation, maintenance, and safety procedures
- Communication and reporting expectations before, during, and after storm events

The manual ensures our Operator has clear direction, supports consistent service levels across the municipality, and strengthens OH&S compliance and operational readiness.

## 2. Snow Removal Operations Log Template

Administration has developed a standardized Snow Removal Operations Log, which the Operator must complete after every winter event. The log records:

- Start/stop times and total hours worked
- Route completion by priority level
- Sanding and ice-control locations and material use
- Identified hazards, near-misses, or equipment issues
- Resident concerns
- Any involvement of contractors or additional resources

This documentation improves transparency, creates a defensible record for liability and insurance purposes, and helps Administration evaluate operational efficiency and identify areas for improvement.

## Implementation Summary

Both documents are now in use for the 2025–26 winter season. They provide a strong administrative framework supporting Council’s policy direction, enhance staff safety, and ensure consistent, trackable snow removal services for residents. These tools also strengthen risk management by ensuring all winter operations are documented and performed according to clear standards.

Administration will monitor the effectiveness of the manual and log throughout the season and will bring forward any recommended updates prior to next winter.

## **Municipal Affairs Administrators’ Training Initiative (MAATI)**

The Municipal Affairs Administrators’ Training Initiative, delivered through Alberta Municipal Affairs, provides targeted training and capacity-building support for municipal administrators, particularly those working in small, rural, and summer village settings. The initiative is designed to strengthen municipal governance, administrative competency, and legislative compliance by offering accessible, practical training aligned with the Municipal Government Act (MGA) and best practices in local government administration.

MAATI is used by many villages and summer villages to strengthen administrative continuity, support succession planning, and ensure municipal operations align with legislative standards and evolving best practices.

Administration (CAO and Office/Park Manager) have been participating in the Fall 2025 Municipal Affairs Administrators’ Training Initiative (MAATI). In November and December, Administration will participate in the following training sessions:

- Unlocking Municipal Affairs Resources/Toolkit
- MA Grant Program Overview
- New Accounting Standards
- Changes: Municipal Restructuring
- Land Use Planning 101
- ICF Amendments
- Roundin’ Up Revenue: Tax Recovery
- Election, the Aftermath

## **2026 Big Jack Classic – Ice Fishing Derby & Banquet Update**

The **Big Jack Classic Family Ice Fishing Derby** takes place on **February 14–15, 2026** on Buffalo Lake. This is a **two-day, catch-and-release derby** for **Northern Pike only** and is administered through **Angler's Atlas** and the **MyCatch** mobile app. Our Competitive Fishing Event registration number is **CFE633640**.

Participants must register through the **2026 Big Jack Classic** event on Angler's Atlas and hold an active account. As the derby falls on **Family Day Weekend**, which is designated as a **Family Fishing Weekend in Alberta**, **no sport-fishing licence is required** for residents or visitors.

Planning is also underway for the **Big Jack Classic Banquet**, scheduled for **Sunday, February 15, 2026**, at the Rochon Sands Community Hall. The evening will include a roast beef supper, silent auction, music, and presentation of the unofficial derby results. Tickets will be available for purchase in the new year.

Additional information is available on the Big Jack Classic website: <https://www.bigjackclassic.ca>

## **Seasonal Municipal Office Closure – 2025/26**

The Summer Village Office will be **closed for the Christmas and New Year holiday period from December 24, 2025, to January 2, 2026**, with regular operations resuming on January 5, 2025.

During this time, routine administrative services will not be available; however, essential municipal functions (snow removal) will continue. Residents requiring assistance with urgent municipal matters during the holiday period may contact the CAO, John Jacobson, 403.331.8070.

Holiday closure notices will be posted on the Summer Village website and Facebook page. Administration extends warm wishes to Council and the community for a safe and enjoyable holiday season.



November 13th, 2025

Elected Officials

Stettler, Stettler County, Big Valley, White Sands and Rochon Sands, AB

Dear Mayor's, Reeve, Councils and CAO's,

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

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

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

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

Best regards,

S/Sgt. Cam Russell  
Chief of Police  
Stettler RCMP Detachment





## Alberta RCMP - Provincial Policing Report

### Detachment Information

**Detachment Name**

Stettler

**Detachment Commander**

S/Sgt. Cam Russell

**Report Date**

November 13, 2025

**Fiscal Year**

2025-26

**Quarter**

Q2 (July - September)

### Community Priorities

**Priority #1: Crime Reduction****Updates and Comments:**

Stettler Detachment continues to work with partner agencies and all law enforcement to ensure our communities are all aware of resources in place as well as tools available to combat crime. Education is a very important piece to crime reduction and we continue to communicate with community members to ensure all crime and suspicious activity is being reported.

**Priority #2: Enhanced Public Confidence and Community Engagement****Updates and Comments:**

Stettler Detachment remains active in attending Annual General Meetings as well as council meetings within all communities and continue to maintain already strong relationships throughout. With the recent election complete and local governments in place, meetings will be arranged to address any new council members and policing matters that may have surfaced.





## Community Consultations

### Consultation #1

Date	Meeting Type
July 8, 2025	Meeting with Elected Officials
<b>Topics Discussed</b>	
General update on policing	
<b>Notes/Comments:</b>	
Town of Stettler Council meeting, bylaws, detachment resources and short presentation on new body cameras that all detachment members now have and are in use.	

### Consultation #2

Date	Meeting Type
August 15, 2025	Meeting with Stakeholders
<b>Topics Discussed</b>	
School Resource Steering Committee	
<b>Notes/Comments:</b>	
Short meeting to discuss SRO position and funding.	

### Consultation #3

Date	Meeting Type
August 23, 2025	Community Connection
<b>Topics Discussed</b>	
Local policing and golf cart bylaw	
<b>Notes/Comments:</b>	
Rochon Sands AGM, off highway vehicles and golf cart bylaws discussed, presentation on body cameras.	





## Consultation #4

Date	Meeting Type
September 17, 2025	Meeting with Elected Officials
<b>Topics Discussed</b>	
Address new Mayor and Council	
<b>Notes/Comments:</b>	
White Sands Council meeting, Golf cart bylaw, off highway vehicles in the village	





## Provincial Service Composition

Staffing Category	Established Positions	Working	Soft Vacancies	Hard Vacancies
Regular Members	4	4	1	0
Detachment Support	1	1	0	0

**Notes:**

1. Data extracted on September 29, 2025 and is subject to change.
2. Soft Vacancies are positions that are filled but vacant due to maternity/paternity leave, medical leave, etc. and are still included in the overall FTE count.
3. Hard Vacancies reflect positions that do not have an employee attached and need to be filled.

**Comments:**

Police Officers: Of the four established positions, four officers are currently working. There is one officer on Medical leave and another officer is Surplus to Establishment.

Detachment Support: Of the one established position, one resource is currently working with none on special leave. There is no hard vacancy at this time.





## Stettler Municipal Detachment Crime Statistics (Actual) July - September: 2021 - 2025

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

October 7, 2025

CATEGORY	Trend	2021	2022	2023	2024	2025	% Change 2021 - 2025	% Change 2024 - 2025	Avg File +/- per Year
Offences Related to Death		0	0	0	0	0	N/A	N/A	0.0
Robbery		0	0	0	0	1	N/A	N/A	0.2
Sexual Assaults		2	0	1	0	2	0%	N/A	0.0
Other Sexual Offences		0	0	1	3	0	N/A	-100%	0.3
Assault		24	25	12	18	19	-21%	6%	-1.7
Kidnapping/Hostage/Abduction		1	0	1	1	1	0%	0%	0.1
Extortion		1	1	0	0	0	-100%	N/A	-0.3
Criminal Harassment		8	11	6	8	10	25%	25%	0.1
Uttering Threats		11	15	9	8	15	36%	88%	0.1
<b>TOTAL PERSONS</b>		<b>47</b>	<b>52</b>	<b>30</b>	<b>38</b>	<b>48</b>	<b>2%</b>	<b>26%</b>	<b>-1.2</b>
Break & Enter		14	9	12	4	12	-14%	200%	-0.9
Theft of Motor Vehicle		10	13	3	7	10	0%	43%	-0.6
Theft Over \$5,000		1	0	5	3	0	-100%	-100%	0.1
Theft Under \$5,000		26	35	15	22	18	-31%	-18%	-2.9
Possn Stn Goods		9	7	2	3	6	-33%	100%	-1.0
Fraud		16	19	13	10	13	-19%	30%	-1.5
Arson		1	1	0	0	0	-100%	N/A	-0.3
Mischief - Damage To Property		16	13	21	13	13	-19%	0%	-0.6
Mischief - Other		10	16	13	29	32	220%	10%	5.7
<b>TOTAL PROPERTY</b>		<b>103</b>	<b>113</b>	<b>84</b>	<b>91</b>	<b>104</b>	<b>1%</b>	<b>14%</b>	<b>-2.0</b>
Offensive Weapons		3	5	2	1	5	67%	400%	0.0
Disturbing the peace		12	18	22	19	22	83%	16%	2.1
Fail to Comply & Breaches		25	13	14	9	12	-52%	33%	-3.0
<b>OTHER CRIMINAL CODE</b>		<b>7</b>	<b>9</b>	<b>5</b>	<b>7</b>	<b>12</b>	<b>71%</b>	<b>71%</b>	<b>0.8</b>
<b>TOTAL OTHER CRIMINAL CODE</b>		<b>47</b>	<b>45</b>	<b>43</b>	<b>36</b>	<b>51</b>	<b>9%</b>	<b>42%</b>	<b>-0.1</b>
<b>TOTAL CRIMINAL CODE</b>		<b>197</b>	<b>210</b>	<b>157</b>	<b>165</b>	<b>203</b>	<b>3%</b>	<b>23%</b>	<b>-3.3</b>



## Stettler Municipal Detachment Crime Statistics (Actual) July - September: 2021 - 2025

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

October 7, 2025

CATEGORY	Trend	2021	2022	2023	2024	2025	% Change 2021 - 2025	% Change 2024 - 2025	Avg File +/- per Year
Drug Enforcement - Production		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Possession		7	3	0	0	0	-100%	N/A	-1.7
Drug Enforcement - Trafficking		3	5	8	1	2	-33%	100%	-0.6
Drug Enforcement - Other		0	0	0	0	1	N/A	N/A	0.2
<b>Total Drugs</b>		<b>10</b>	<b>8</b>	<b>8</b>	<b>1</b>	<b>3</b>	<b>-70%</b>	<b>200%</b>	<b>-2.1</b>
Cannabis Enforcement		0	0	0	0	0	N/A	N/A	0.0
Federal - General		6	6	1	0	1	-83%	N/A	-1.6
<b>TOTAL FEDERAL</b>		<b>16</b>	<b>14</b>	<b>9</b>	<b>1</b>	<b>4</b>	<b>-75%</b>	<b>300%</b>	<b>-3.7</b>
Liquor Act		4	3	4	2	4	0%	100%	-0.1
Cannabis Act		1	2	0	0	0	-100%	N/A	-0.4
Mental Health Act		22	23	21	26	22	0%	-15%	0.3
Other Provincial Stats		28	21	30	37	24	-14%	-35%	0.8
<b>Total Provincial Stats</b>		<b>55</b>	<b>49</b>	<b>55</b>	<b>65</b>	<b>50</b>	<b>-9%</b>	<b>-23%</b>	<b>0.6</b>
Municipal By-laws Traffic		0	0	0	0	3	N/A	N/A	0.6
Municipal By-laws		2	3	1	5	3	50%	-40%	0.4
<b>Total Municipal</b>		<b>2</b>	<b>3</b>	<b>1</b>	<b>5</b>	<b>6</b>	<b>200%</b>	<b>20%</b>	<b>1.0</b>
Fatals		0	1	0	0	0	N/A	N/A	-0.1
Injury MVC		1	1	0	2	2	100%	0%	0.3
Property Damage MVC (Reportable)		26	38	32	26	14	-46%	-46%	-3.6
Property Damage MVC (Non Reportable)		1	4	5	8	5	400%	-38%	1.2
<b>TOTAL MVC</b>		<b>28</b>	<b>44</b>	<b>37</b>	<b>36</b>	<b>21</b>	<b>-25%</b>	<b>-42%</b>	<b>-2.2</b>
Roadside Suspension - Alcohol (Prov)		2	3	4	3	3	50%	0%	0.2
Roadside Suspension - Drugs (Prov)		1	0	0	0	1	0%	N/A	0.0
<b>Total Provincial Traffic</b>		<b>159</b>	<b>127</b>	<b>196</b>	<b>114</b>	<b>87</b>	<b>-45%</b>	<b>-24%</b>	<b>-15.7</b>
<b>Other Traffic</b>		<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-100%</b>	<b>N/A</b>	<b>-0.4</b>
<b>Criminal Code Traffic</b>		<b>12</b>	<b>15</b>	<b>11</b>	<b>9</b>	<b>5</b>	<b>-58%</b>	<b>-44%</b>	<b>-2.0</b>
<b>Common Police Activities</b>									
False Alarms		20	14	13	9	15	-25%	67%	-1.5
False/Abandoned 911 Call and 911 Act		10	12	4	10	11	10%	10%	0.0
Suspicious Person/Vehicle/Property		47	38	27	30	44	-6%	47%	-1.4
Persons Reported Missing		2	2	1	2	5	150%	150%	0.6
Search Warrants		0	0	0	0	0	N/A	N/A	0.0
Spousal Abuse - Survey Code (Reported)		15	13	15	19	21	40%	11%	1.8
Form 10 (MHA) (Reported)		0	0	0	2	3	N/A	50%	0.8



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

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

October 7, 2025

CATEGORY	Trend	2021	2022	2023	2024	2025	% Change 2021 - 2025	% Change 2024 - 2025	Avg File +/- per Year
Offences Related to Death		0	0	0	1	0	N/A	-100%	0.1
Robbery		0	0	0	0	0	N/A	N/A	0.0
Sexual Assaults		2	1	0	0	0	-100%	N/A	-0.5
Other Sexual Offences		0	0	0	0	0	N/A	N/A	0.0
Assault		8	10	9	1	9	13%	800%	-0.7
Kidnapping/Hostage/Abduction		0	0	0	0	0	N/A	N/A	0.0
Extortion		0	0	0	0	0	N/A	N/A	0.0
Criminal Harassment		2	0	4	4	4	100%	0%	0.8
Uttering Threats		0	5	4	6	3	N/A	-50%	0.7
<b>TOTAL PERSONS</b>		<b>12</b>	<b>16</b>	<b>17</b>	<b>12</b>	<b>16</b>	<b>33%</b>	<b>33%</b>	<b>0.4</b>
Break & Enter		7	7	6	10	6	-14%	-40%	0.1
Theft of Motor Vehicle		5	3	3	3	2	-60%	-33%	-0.6
Theft Over \$5,000		2	0	2	7	1	-50%	-86%	0.5
Theft Under \$5,000		6	7	10	7	13	117%	86%	1.4
Possn Stn Goods		6	8	5	6	5	-17%	-17%	-0.4
Fraud		1	5	4	8	4	300%	-50%	0.9
Arson		0	0	1	0	2	N/A	N/A	0.4
Mischief - Damage To Property		4	4	8	6	7	75%	17%	0.8
Mischief - Other		4	3	5	16	8	100%	-50%	2.1
<b>TOTAL PROPERTY</b>		<b>35</b>	<b>37</b>	<b>44</b>	<b>63</b>	<b>48</b>	<b>37%</b>	<b>-24%</b>	<b>5.2</b>
Offensive Weapons		2	0	2	4	0	-100%	-100%	0.0
Disturbing the peace		2	2	11	2	6	200%	200%	0.8
Fail to Comply & Breaches		3	7	5	5	5	67%	0%	0.2
<b>OTHER CRIMINAL CODE</b>		<b>3</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>33%</b>	<b>33%</b>	<b>0.2</b>
<b>TOTAL OTHER CRIMINAL CODE</b>		<b>10</b>	<b>12</b>	<b>22</b>	<b>14</b>	<b>15</b>	<b>50%</b>	<b>7%</b>	<b>1.2</b>
<b>TOTAL CRIMINAL CODE</b>		<b>57</b>	<b>65</b>	<b>83</b>	<b>89</b>	<b>79</b>	<b>39%</b>	<b>-11%</b>	<b>6.8</b>



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

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

October 7, 2025

CATEGORY	Trend	2021	2022	2023	2024	2025	% Change 2021 - 2025	% Change 2024 - 2025	Avg File +/- per Year
Drug Enforcement - Production		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Possession		2	0	1	1	0	-100%	-100%	-0.3
Drug Enforcement - Trafficking		0	0	3	0	0	N/A	N/A	0.0
Drug Enforcement - Other		0	0	0	0	0	N/A	N/A	0.0
<b>Total Drugs</b>		<b>2</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>-100%</b>	<b>-100%</b>	<b>-0.3</b>
Cannabis Enforcement		1	0	0	1	0	-100%	-100%	-0.1
Federal - General		1	1	1	2	1	0%	-50%	0.1
<b>TOTAL FEDERAL</b>		<b>4</b>	<b>1</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>-75%</b>	<b>-75%</b>	<b>-0.3</b>
Liquor Act		2	3	1	1	1	-50%	0%	-0.4
Cannabis Act		0	0	0	0	0	N/A	N/A	0.0
Mental Health Act		3	3	7	9	5	67%	-44%	1.0
Other Provincial Stats		11	13	13	36	7	-36%	-81%	1.5
<b>Total Provincial Stats</b>		<b>16</b>	<b>19</b>	<b>21</b>	<b>46</b>	<b>13</b>	<b>-19%</b>	<b>-72%</b>	<b>2.1</b>
Municipal By-laws Traffic		0	0	0	0	0	N/A	N/A	0.0
Municipal By-laws		2	1	2	2	1	-50%	-50%	-0.1
<b>Total Municipal</b>		<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>-50%</b>	<b>-50%</b>	<b>-0.1</b>
Fatals		2	2	0	0	1	-50%	N/A	-0.4
Injury MVC		5	3	12	8	1	-80%	-88%	-0.3
Property Damage MVC (Reportable)		56	48	45	30	27	-52%	-10%	-7.6
Property Damage MVC (Non Reportable)		3	3	4	4	2	-33%	-50%	-0.1
<b>TOTAL MVC</b>		<b>66</b>	<b>56</b>	<b>61</b>	<b>42</b>	<b>31</b>	<b>-53%</b>	<b>-26%</b>	<b>-8.4</b>
Roadside Suspension - Alcohol (Prov)		1	0	4	6	2	100%	-67%	0.8
Roadside Suspension - Drugs (Prov)		0	0	0	0	0	N/A	N/A	0.0
<b>Total Provincial Traffic</b>		<b>139</b>	<b>75</b>	<b>301</b>	<b>439</b>	<b>123</b>	<b>-12%</b>	<b>-72%</b>	<b>33.2</b>
<b>Other Traffic</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>N/A</b>	<b>0.0</b>
<b>Criminal Code Traffic</b>		<b>5</b>	<b>9</b>	<b>7</b>	<b>9</b>	<b>14</b>	<b>180%</b>	<b>56%</b>	<b>1.8</b>
<b>Common Police Activities</b>									
False Alarms		3	3	5	6	3	0%	-50%	0.3
False/Abandoned 911 Call and 911 Act		8	5	5	5	9	13%	80%	0.2
Suspicious Person/Vehicle/Property		38	23	18	22	11	-71%	-50%	-5.5
Persons Reported Missing		0	2	3	4	2	N/A	-50%	0.6
Search Warrants		0	0	0	0	0	N/A	N/A	0.0
Spousal Abuse - Survey Code (Reported)		6	4	7	1	6	0%	500%	-0.3
Form 10 (MHA) (Reported)		0	0	1	0	0	N/A	N/A	0.0



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NATIONALE** <sup>TM</sup>

220 LAURIER AVENUE WEST  
8TH FLOOR  
OTTAWA ON K1P 5Z9  
[www.npf-fpn.com](http://www.npf-fpn.com)

November 27, 2025

Mayor Daniel Hiller  
Summer Village of Rochon Sands  
via email: [info@rochonsands.net](mailto:info@rochonsands.net)

Dear Mayor Hiller,

On behalf of the National Police Federation (NPF) and its Members, I want to congratulate you on starting your term as Mayor of The Summer Village of Rochon Sands. We further congratulate your Council members on their successful election or acclimation as well.

As you may know, the NPF is the sole certified bargaining agent representing close to 20,000 Members of the Royal Canadian Mounted Police (RCMP) across Canada and internationally, including over 3,100 serving in Alberta. The NPF's mission is to provide strong, fair, and progressive representation, that promotes and enhances the rights of RCMP Members while advancing public safety outcomes across Canada.

Our Members are proud to deliver policing services through 113 detachments across Alberta, serving more than 1.5 million residents and covering 99% of the province's geography. Given recent developments, we would like to share important updates with you and your councils regarding the state of RCMP policing in Alberta. In July 2025, the RCMP Commissioner reaffirmed to Premier Smith the RCMP's ongoing commitment to serving Albertans now and well into the future. Likewise, in [October 2025](#) the federal Minister of Public Safety confirmed that early negotiations with contracting partners for policing agreements beyond 2032 will begin in the coming months. Provinces such as [British Columbia](#) and [Nova Scotia](#) have already announced their intent to renew and strengthen their RCMP contracts, reinforcing the long-term stability of the RCMP policing model.

Alberta is also seeing positive momentum. The first all-Alberta troop began training at Depot in September 2025, demonstrating strong interest from new recruits who have chosen Alberta as their preferred posting. As of late 2025, the Alberta RCMP's vacancy rate sits at approximately 16%—including 152 hard vacancies (8.6%) and 133 soft vacancies (7.5%)—rates that are comparable to other police services when accounting for medical, parental, and other approved leaves. In addition, the Government of Canada is [hiring 1,000 new RCMP personnel](#) nationally, further underscoring a clear message: the Alberta RCMP is here to stay.

We invite you to consider the attached polling which demonstrates public support for the Alberta RCMP. Five years of polling conducted by Pollara Strategic Insights show Albertans support their RCMP, with 81% agreeing that there are more important priorities for Alberta than changing who polices communities. To this end, 76% of Albertans in RCMP-served areas are satisfied with their policing. These results echo the findings made by many recent municipal police services reviews, which found low public support for wholesale changes in policing, alongside quantifiable cost impacts. We further invite you to consider the findings of recent police service model reviews:

- [Red Deer's \(2020\) review](#): Found transition costs of \$13.5M and 16% higher annual operating costs (~\$7M). Chose to retain the Alberta RCMP.
- [Airdrie's \(2024\) review](#): No change; public safety concerns raised were not unique to the RCMP.

- [Grande Prairie's \(2023\) review](#): Transition approved, despite projected one-time costs of \$19M and \$2-\$4M more in annual operating costs.
  - [As of May 2025](#), an additional \$7m in provincial funding has been granted to Grande Prairie in addition to the previously committed \$9.7m from the GoA, demonstrating the immense increase in financial support required to push the service toward a feasible launch.
- [Beaumont's \(2024\) review](#): Recommended efficiencies to improve the existing RCMP model.
- [Olds' \(2024\) review](#): Found municipal policing cost 57% more in Year 1, increasing to 84% by Year 3; chose to retain the RCMP.
- [Rocky Mountain House \(2025\) review](#): Found increased costs were ineffective and the current contract could be better optimized rather than considering a new regional service, an APPS, or a new municipal service.

Prior to the 2025 Municipal Election, the Government had announced the formation of the Alberta Sheriffs Police Service (ASPS) unilaterally without consultation with communities, Albertans, or organizations such as Alberta Municipalities or the Rural Municipalities of Alberta. Despite there being no costing, plan, or open-door consultation, Government is proceeding with the creation of this service. The only fact we can rely on is that another duplicate service will cost all Albertans more, risking increased property taxes for your community or reduced services for municipalities to fund this experiment. In 2021, the government's own report estimated **\$372 million in start-up costs** and **\$164 million more in annual operating costs** for a provincial police service. Today, there are no updated cost estimates, despite inflation and a major shift in the province's fiscal reality.

These developments require a cohesive approach to effectively address in the best interests of communities. If you would like us to present to your Council on Alberta's public safety landscape, or to further discuss public safety concerns, please contact Maryanne King, Government Relations Advisor, at [mking@npf-fpn.com](mailto:mking@npf-fpn.com).

Once again, we congratulate you and we look forward to connecting with you at your convenience.

Sincerely,



Brian Sauvé  
President and CEO

*Attachments: Polling 2025*

NATIONAL  
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FEDERATION



FÉDÉRATION  
DE LA POLICE  
NATIONALE

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# National Police Federation Alberta

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Wave 8

August 2025

**pollara**  
40 years of strategic insights

# Methodology

<b>Field Window</b>	Wave 8 – August 6 to 20, 2025
<b>Sampling</b>	Online survey of randomly-selected sample of <b>1,200 Adult (18+) Alberta Residents</b>
<b>Reliability</b>	As a guideline, a probability sample of this size carries a margin of error of <b>± 2.8%</b> , 19 times out of 20. The margin of error is larger for sub-segments.
<b>Weighting</b>	Data has been weighted using the most current age, gender & region Census data, to ensure the sample reflects the actual population of adult Albertans.

REGIONAL DISTRIBUTION		
REGION	UNWEIGHTED Counts	Margin of Error
Calgary	200	±6.9%
Edmonton	200	±6.9%
Calgary Suburbs	101	±9.8%
Edmonton Suburbs	104	±9.6%
Rural North	184	±7.2%
Rural Central	204	±6.9%
Rural South	207	±6.8%
<b>TOTAL ALBERTA</b>	<b>1,200</b>	<b>± 2.8%</b>

WAVE	DATES IN FIELD	TOTAL RESPONDENTS
W1	Oct 21 – 28, 2020	1,300
W2	Apr 30 – May 7, 2021	1,228
W3	Oct 21 – Nov 4, 2021	1,221
W4	Jul 6 – 19,, 2022	1,206
W5	Sept 15 – Oct 4, 2023	1,202
W6	Jun 14 – Jun 24, 2024	1,200
W7	April 17 to 28, 2025	1,201
<b>W8</b>	<b>Aug 6 to Aug 20, 2025</b>	<b>1,200</b>

# Leader Impressions & Priorities

# Affordability & Cost-of-Living tops list of priority issues for Albertans

- Policing & Public Safety is top priority issue for 1% of Albertans. It ranks last on a list of seven priorities provided to respondents.

	TOTAL			REGION								GENDER		AGE		
	W8	W7	W6	Cal	Edm	Cal Subs	Edm Subs	Rural North	Rural Cent	Rural South	All Rural	M	F	18-34	35-54	55+
Affordability and Cost-of-Living	43	41	48	43	43	38	47	43	45	43	44	41	45	49	46	36
Health Care	20	27	24	19	22	18	20	19	20	24	21	18	23	8	16	32
Alberta's Economy	19	16	14	22	15	25	17	19	20	12	18	23	15	21	19	17
Education	4	3	3	3	5	3	2	5	3	3	4	2	5	3	5	3
Climate Change & Environment	3	4	4	3	5	1	3	3	3	4	3	3	3	4	3	3
Indigenous Reconciliation	2	1	0	2	1	5	2	2	-	2	2	2	2	3	1	1
Policing and Public Safety	1	2	1	-	2	4	-	2	4	-	2	2	1	2	1	1

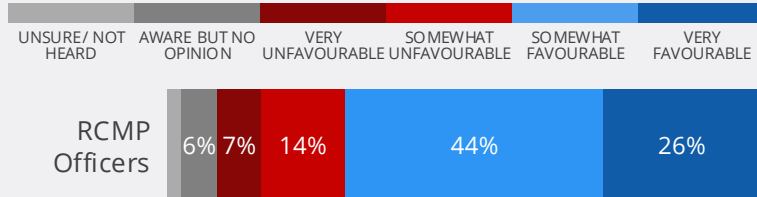


2. When it comes to the following issues facing Alberta today, which is your top priority that you would like the Premier Danielle Smith and the Alberta government address? Base: TOTAL W8 (N=1,200); W7 (N=1,201); W6 (N=1,200). *Some other issue (5%); None of the above (1%); Not sure (2%)*

# Over two-thirds of Albertans have favourable impression of RCMP Officers

- Increase in favourable impressions of RCMP Officers (70%) to higher end of range (65% to 71%) over 8 waves.
- Favourable impressions of RCMP Officers range from 62% to 74% across the regions, with highest level in Edmonton (74%).

## Impression of Organizations



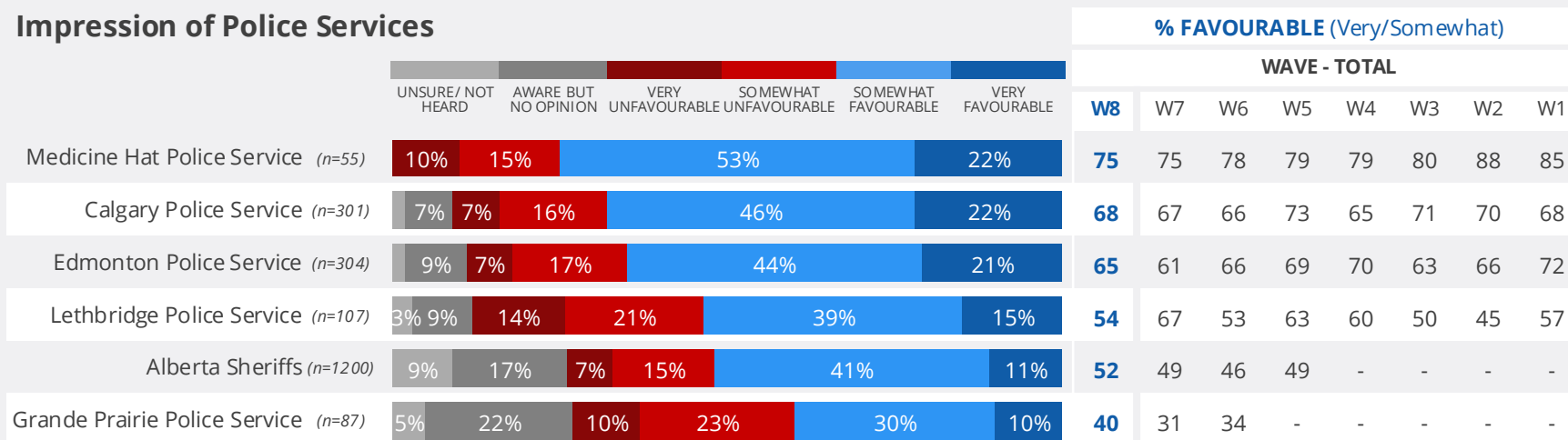
% FAVOURABLE (Very/Somewhat)																
WAVE - TOTAL								REGION						RCMP SERVED		
W8	W7	W6	W5	W4	W3	W2	W1	Cal	Edm	Cal Subs	Edm Subs	Rural North	Rural Cent	Rural South	Yes	No/Unsure
70	66	67	69	66	71	65	70	69	74	62	66	73	69	71	72	69

Q 4. Do you have a favourable or unfavourable impression of the following people or organizations? If you are unaware of any, please click that response option. Base: TOTAL W8 (N=1,200); W7 (N=1,201); W6 (N=1,200); W5 (N=1,202); W4 (N=1,206); W3 (N=1,221); W2 (N=1,228); W1 (N=1,300).

# Police and Sheriff services in Alberta have net-favourable impressions

- Over half (52%) have favourable impression of Alberta Sheriffs compared to 22% with unfavourable impression.
- Two-thirds (68%) of City of Calgary and Calgary suburbs residents have favourable impression of Calgary Police Service; 65% of City of Edmonton and Edmonton suburbs residents have favourable impression of Edmonton Police Service.
- Favourable impressions for smaller police services (note: smaller samples) range from 40%/33% (favourable/unfavourable) for Grande Prairie Police Service to 54%/33% for Lethbridge Police Service, and 75%/25% for Medicine Hat Police Service.

## Impression of Police Services

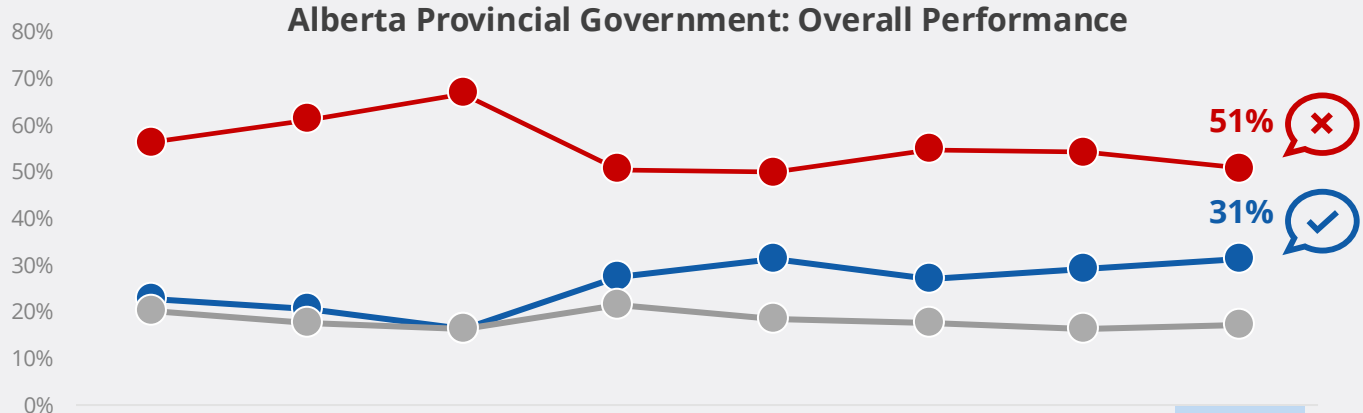


3. Do you have a favourable or unfavourable impression of the following people or organizations? If you are unaware of any, please click that response option.  
Base: TOTAL W8 (N=Varies).

# Alberta Politics and AB NEXT Panel

# Majority of Albertans say provincial government heading off in wrong direction

- Those saying provincial government is on “right track” increased marginally (+4%) since wave 6.



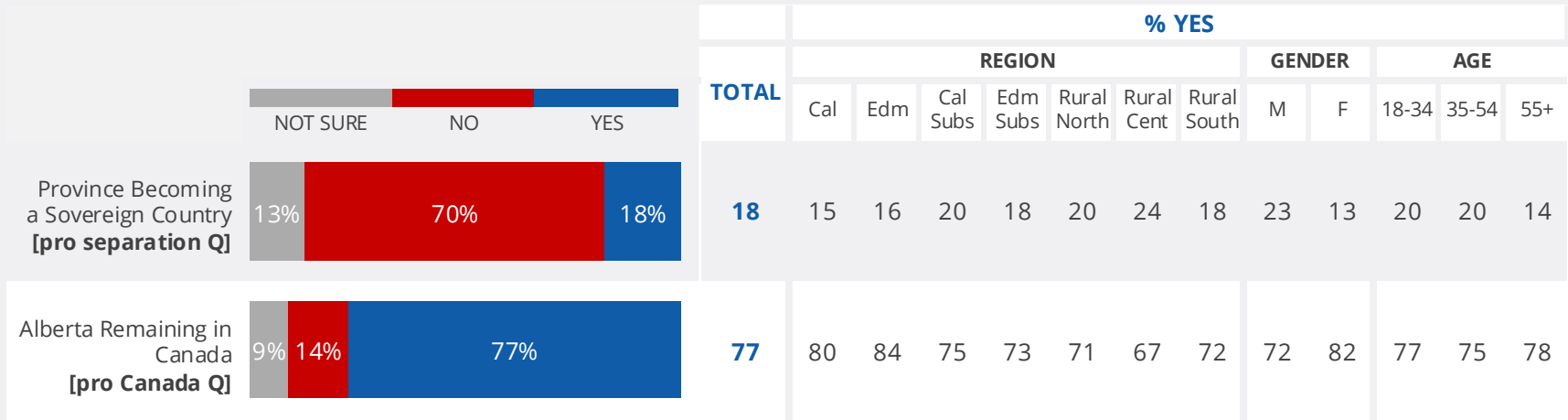
- WRONG DIRECTION
- RIGHT TRACK
- NOT SURE

	W1 Oct'20	W2 Apr'21	W3 Oct'21	W4 Jul'22	W5 Sept'23	W6 Jun'24	W7 Apr'25	W8 Aug'25
WRONG DIRECTION	56%	61%	67%	51%	50%	55%	54%	51%
RIGHT TRACK	23%	21%	16%	28%	31%	27%	29%	31%
NOT SURE	21%	18%	16%	22%	19%	18%	16%	18%

**Q** 1. In Alberta today, do you think the provincial government is on the right track, or do you think it is heading off in the wrong direction?  
 Base: TOTAL W8 (N=1,200); W7 (N=1,201); W6 (N=1,200); W5 (N=1,202); W4 (N=1,206); W3 (N=1,221); W2 (N=1,228); W1 (N=1,300).

# Less than 1-in-5 support separation option in competing questions

- Two questions were asked of respondents, one from 'pro Canada' advocates and one from 'pro Alberta separation' advocates.
- In the pro separation question, 18% said they agreed that "the province shall become a sovereign country and cease to be a province of Canada" while 70% did not agree (13% not sure).
- In the pro Canada question, 14% disagreed that "Alberta should remain in Canada" while 77% agreed ("yes").

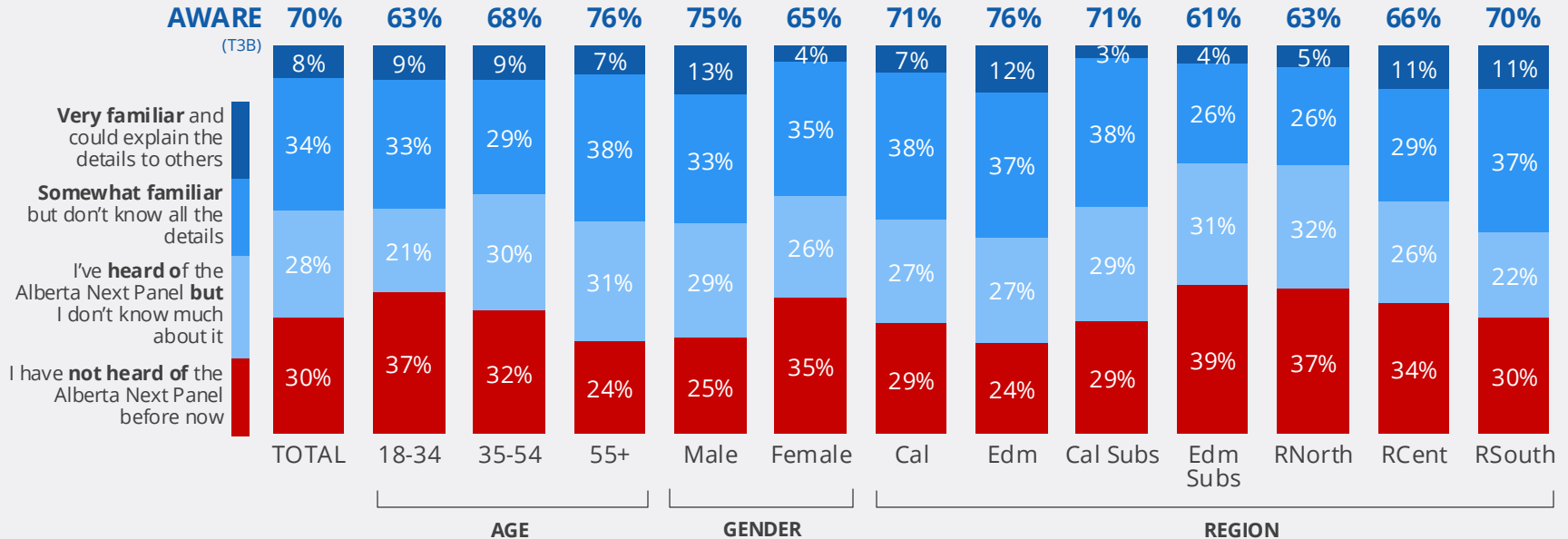


Q Base: TOTAL W8 (N=1,200)  
 3A - Do you agree that the province shall become a sovereign country and cease to be a province of Canada? [pro separation Q]  
 3B - Do you agree that Alberta should remain in Canada? [pro Canada Q]

# Over two-thirds say they are familiar with Alberta Next Panel

- Familiarity ranges from 63% among 18-34 age group to 76% among 55+ age group.
- Men are more likely to say “very familiar” (13%) compared to women (4%).

### Familiarity with the Alberta Next Panel



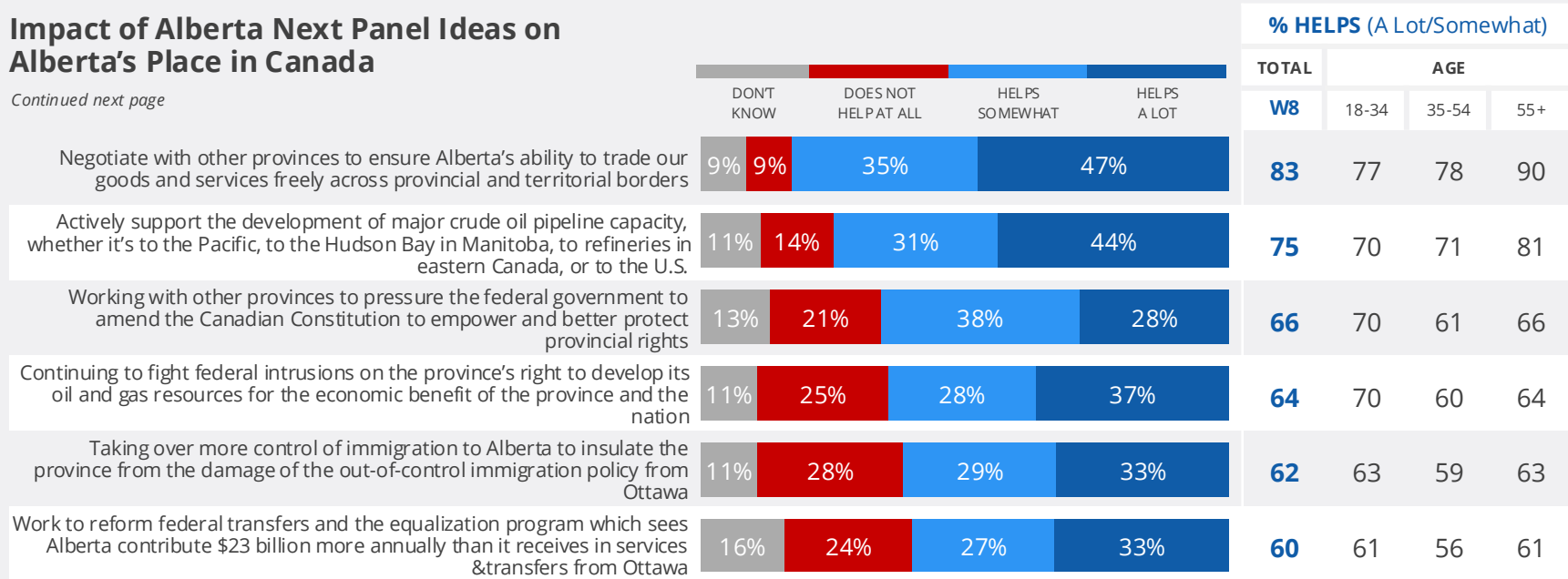
7. Premier Danielle Smith and her government launched the Alberta Next Panel which has been touring the province of Alberta convening community town hall meetings. How familiar are you with the Alberta Next Panel? Base: TOTAL W8 (N=1,200).

# Improving Alberta's place in Canada: economic priorities and provincial rights among Albertans' top priorities in improving place in Canada

- Trading freely across provincial and territorial borders and supporting the development of major crude oil pipeline capacity are top two priorities overall that help improve Alberta's place in Canada.
- Of the 12 items tested, other top 6 priorities include: amend the Constitution to better protect provincial rights, fight federal intrusions on oil and gas, taking more control over immigration, and reforming federal transfers and equalization

## Impact of Alberta Next Panel Ideas on Alberta's Place in Canada

Continued next page



Q 8. The Alberta Next Panel, chaired by Premier Danielle Smith, states that it is exploring ideas and policies to assert Alberta's sovereignty and constitutional rights within a united Canada. To what extent do each of the following ideas help Alberta improve its place in Canada?  
 Base: TOTAL W8 (N=1,200).

# Improving Alberta's place in Canada: majority say ending RCMP contract/ establishing Alberta Provincial Police Service "does not help at all"

- Half (50%) say ending Alberta's contract with the RCMP ... and establishing an Alberta Provincial Police Service "does not help at all" while 31% say it helps (a lot/somewhat).
- Of 12 items tested, ending the RCMP contract/establishing provincial police service ranks 11<sup>th</sup> in terms of helping improve Alberta's place in Canada, at about the same level as "hold a referendum on separation from the rest of Canada" (30%)

## Impact of Alberta Next Panel Ideas on Alberta's Place in Canada

Continued from previous page

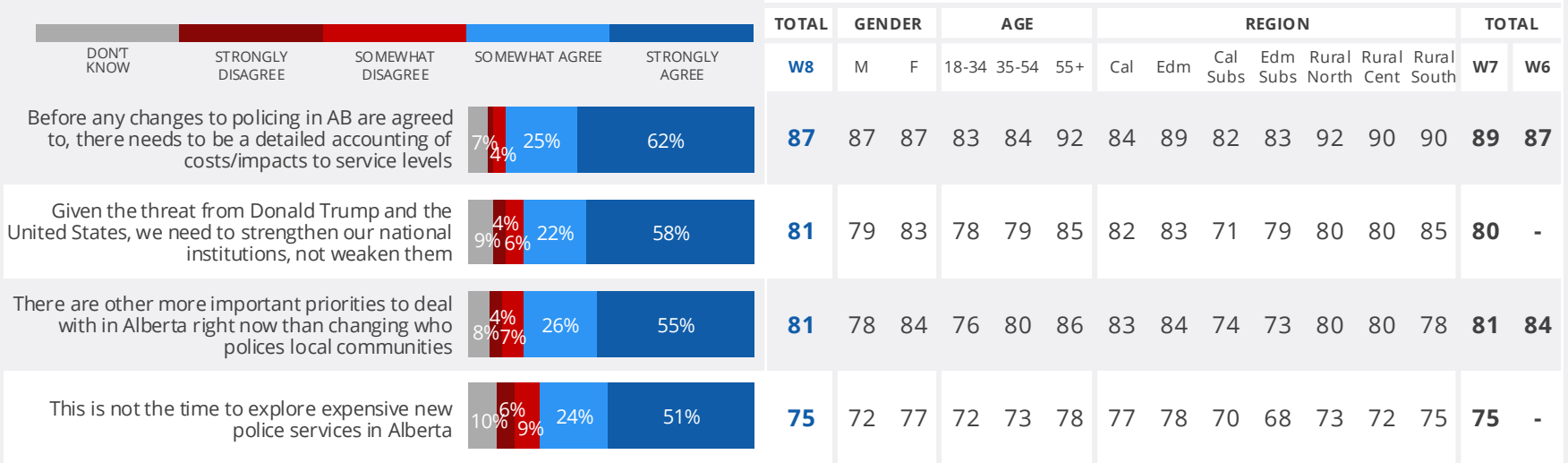
					% HELPS (A Lot/Somewhat)			
	DONT KNOW	DOES NOT HELP AT ALL	HELPS SOMEWHAT	HELPS A LOT	TOTAL	AGE		
	W8	18-34	35-54	55+				
Require provincial entities to obtain prior approval from Alberta's government before entering into, amending, extending/renewing an agreement with federal government	21%	29%	31%	19%	50	53	49	50
Alberta strengthening bilateral trade ties with the United States	14%	36%	32%	18%	50	50	53	48
Withdrawing from the joint tax collection agreement with the Canada Revenue Agency (CRA) and having Albertans instead file their income taxes with the province of Alberta	19%	45%	18%	18%	36	45	40	26
Withdrawing from the Canada Pension Plan (CPP) and establishing a new Alberta Pension Plan where Albertans would save and collect benefits from	17%	50%	18%	15%	33	46	36	21
Ending Alberta's contract with the RCMP for provincial policing in communities and establishing an Alberta Provincial Police Service	19%	50%	20%	11%	31	39	36	22
Hold a referendum on separation from the rest of Canada	12%	58%	14%	15%	30	35	30	26

8. The Alberta Next Panel, chaired by Premier Danielle Smith, states that it is exploring ideas and policies to assert Alberta's sovereignty and constitutional rights within a united Canada. To what extent do each of the following ideas help Alberta improve its place in Canada? Base: TOTAL W8 (N=1,200); W7 (N=1,201); W4 (N=1,206); W3 (N=1,221); W2 (N=1,228); W1 (N=1,300).

# 3-in-4 agree “This is not the time explore expensive new police services in Alberta”

- Majority (56%) agree “if the federal government approves an oil pipeline, the Alberta government should drop its plan to replace RCMP”.
- Almost 9-in-10 (87%) Albertans continue to agree that there needs to be a detailed accounting of costs/impacts to service levels.
- Over 4-in-5 (81%) agree that “given the threat from Donald Trump... we need to strengthen our national institutions, not weaken them”.

## Agreement With Key Statements



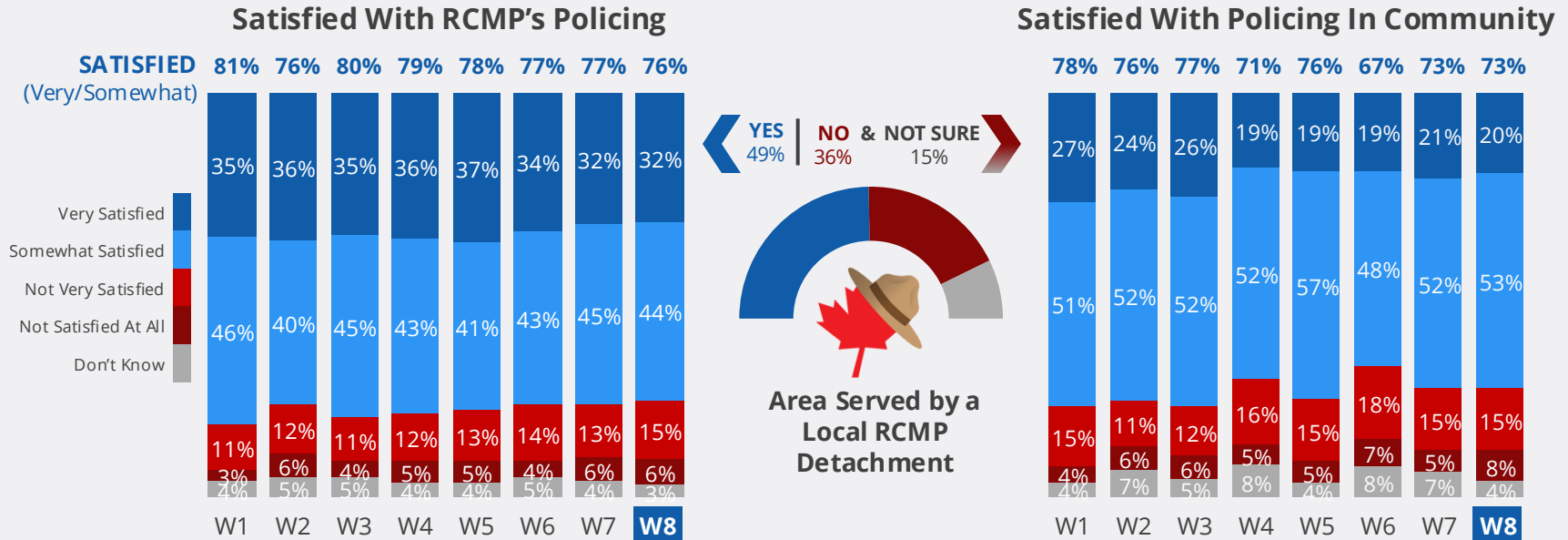
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Q 25. Please indicate to what extent do you agree or disagree with the following statements:  
 Base: TOTAL W8 (N=1,200); W7 (N=1,201)

# RCMP Satisfaction

# Over three-quarters satisfied with RCMP's policing

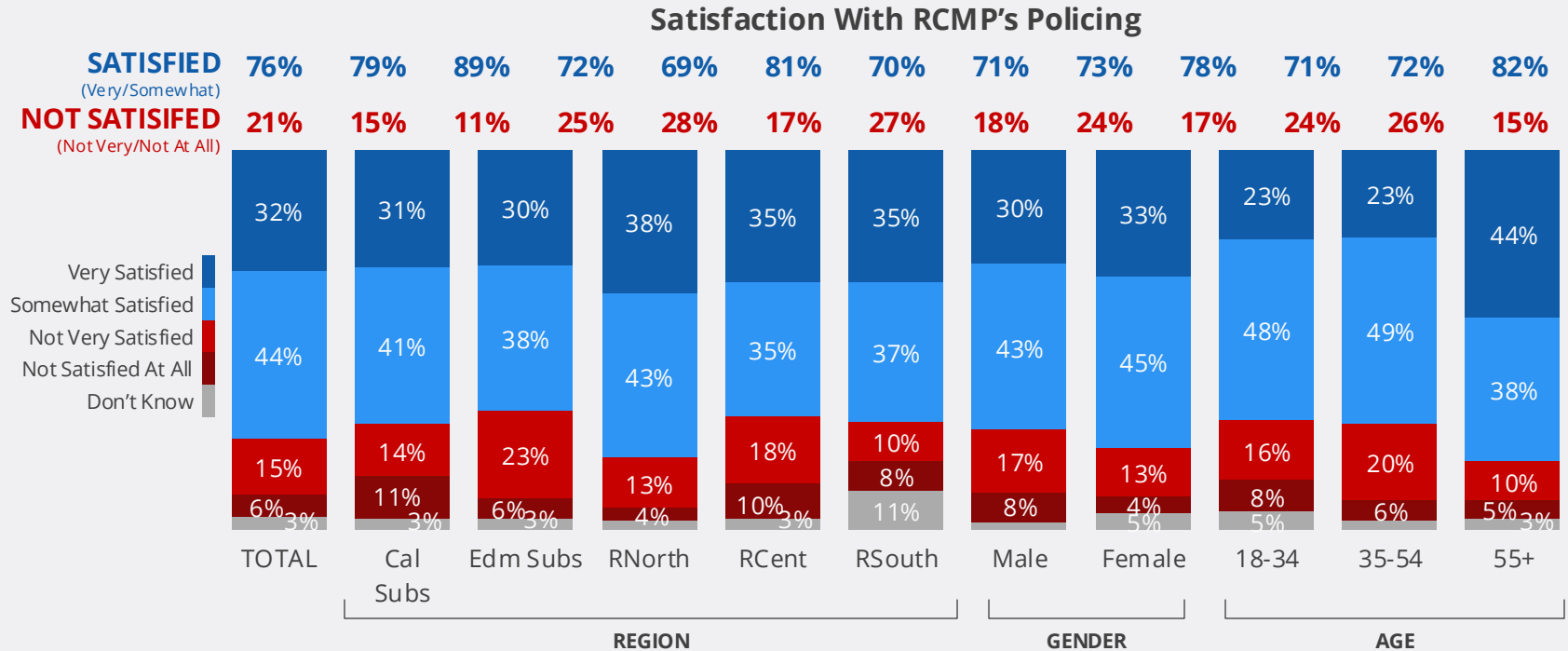
- Satisfaction with RCMP's policing of their community (76%).
- Almost three-in-four satisfied with policing in non-RCMP served communities (73%).



Q Now, here are some questions about policing in Alberta. | 9. Is your municipality or local area served by a local RCMP detachment? Base: TOTAL. W8 (N=1,200); W7 (N=1,201) | 10. How satisfied are you with the RCMP's policing of your community? Base: Yes, at Q4: W8 (N=729); W7 (N=718); W6 (N=678); W5 (N=699); W4 (N=696); W3 (N=727); W2 (N=733); W1 (N=809) | 11. How satisfied are you with the policing in your community? Base: No or Not Sure at Q4: W8 (N=471); W7 (N=483); W6 (N=522); W5 (N=503); W4 (N=510); W3 (N=494); W2 (N=495); W1 (N=491).

# Satisfaction with RCMP's policing:

- Regionally, satisfaction ranges from 70% in Rural Central to 84% in Calgary suburbs.
- Women more likely to be satisfied with RCMP's policing (82%); 55+ age group most satisfied with RCMP's policing (83%).



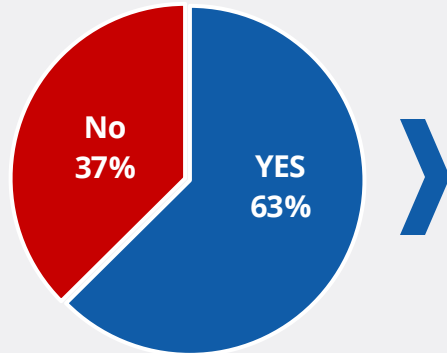
Q 10. How satisfied are you with the RCMP's policing of your community?  
 Base: Local Area Served by RCMP: W8 (N=729).

# Alberta Provincial Police Service [APPS]

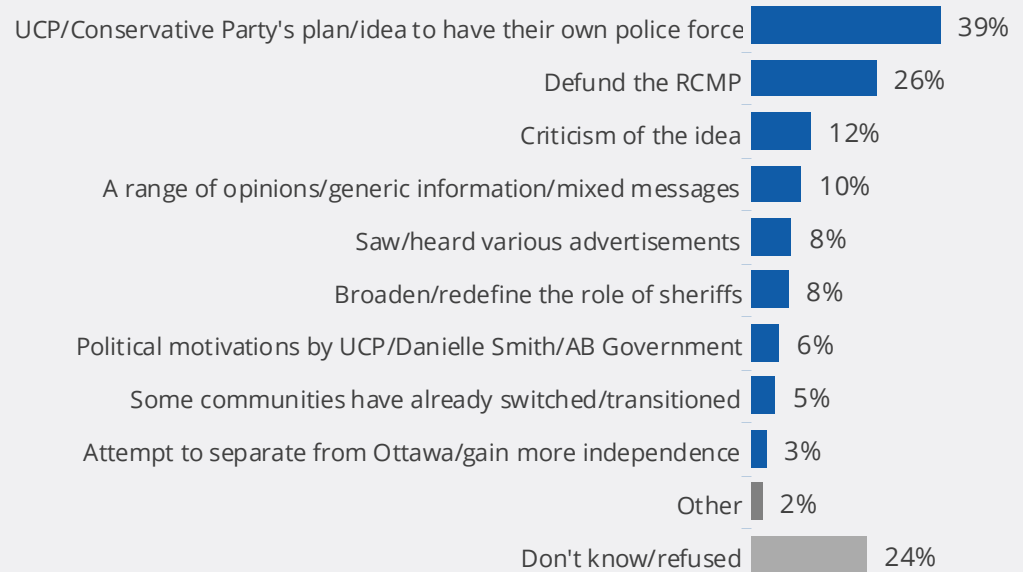
# Majority aware of Alberta's plan to replace RCMP with Alberta Provincial Police Service

- Read, seen, heard comments about Alberta Provincial Police Service (APPS) include government plan to have own police force, defunding the RCMP, criticism of government, broadening role of sheriffs, and comments related to Alberta separation.

## Awareness of Alberta's Plan to Replace RCMP with Alberta Provincial Police Service



## Read, Seen or Heard

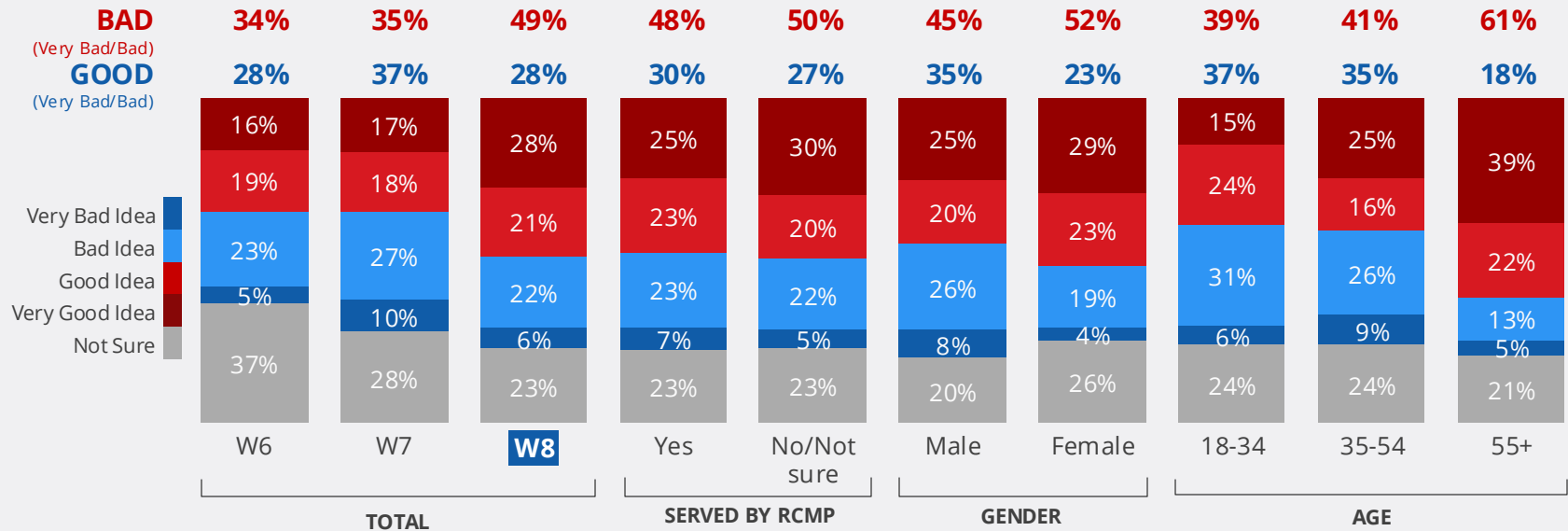


13. Before responding to this survey, had you read, seen, or heard anything the Alberta government's plan to replace the RCMP with a new Alberta Provincial Police Service? Base: TOTAL W8 (N=1,200) | 14. And what have you read, seen or heard? BASE: Yes, at Q13 (N=804).

# Almost half say replacing RCMP with Alberta Provincial Police Service is a “bad idea”

- Those saying APPS is a bad idea (49%) includes majority of women (52%), 55+ age group (61%).
- Those saying APPS is a good idea (28%) is higher among men (35%), 18-34 age group (37%).

Perception of Replacing RCMP with Alberta Provincial Police Service – Pre Test

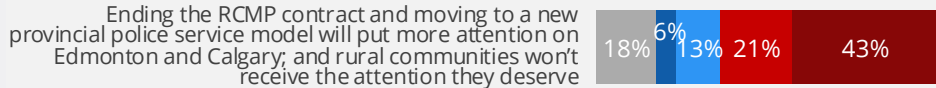
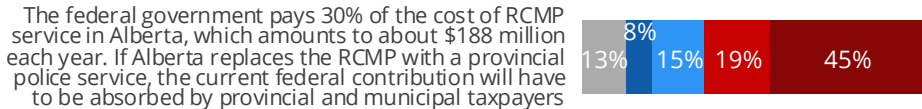
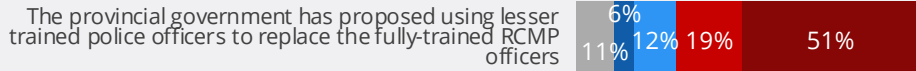


Q 15. Based on what you have read, seen, or heard, do you think replacing the RCMP with a new Alberta Provincial Police Service is a good idea or a bad idea? Note: The name of the agency has changed from IAPS to APPS. Base: TOTAL W8 (N=1,200); W7 (N=1,201).

# Using lesser trained police officers to replace fully-trained RCMP officers is top among messages driving opposition to replacing RCMP with APPS

- Over 7-in-10 (71%) are more opposed to replacing RCMP with APPS based on using lesser trained officers to replace fully-trained RCMP officers, including over half (51%) that are much more opposed.
- A range of 63-64% are more opposed to replacing RCMP with APPS based on increased costs and potential impact on rural areas.

## Support/Opposition For APPS\*



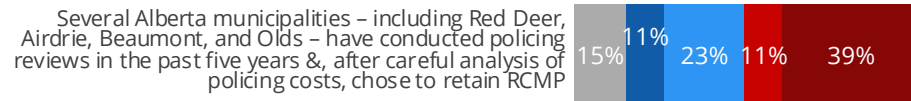
% OPPOSED (Much More/Somewhat More)													
TOTAL	GENDER		AGE			REGION						TOTAL	
W8	M	F	18-34	35-54	55+	Cal	Edm	Cal Subs	Edm Subs	Rural North	Rural Cent	Rural South	W7*
71	67	74	64	66	79	68	72	66	67	77	74	74	59
64	60	67	54	61	73	65	62	54	61	67	67	67	65
63	58	69	55	58	74	62	60	63	64	67	70	68	61
63	59	66	51	60	73	64	63	57	59	63	65	64	59

16. Here are some general statements about policing in Alberta. Please indicate whether they make you more supportive or more opposed to replacing the RCMP with a new Alberta Provincial Police Service (APPS). Base: TOTAL W8 (N=1,200); TOTAL Sample Split W7 (600-601). Note: The name of the agency has changed from IAPS to APPS.

# Majority more opposed to replacing RCMP with APPS based on local government concerns

- Majority (58%) more opposed to replacing RCMP with APPS based on local governments voicing concerns regarding increased costs, including 61% of women, 66% of 55+ age group and 66% of Rural Central.
- “Ending the contract with the RCMP will give Albertans more control over policing...” made 37% more supportive of plan to replace RCMP with APPS.

## Support/Opposition For APPS\*

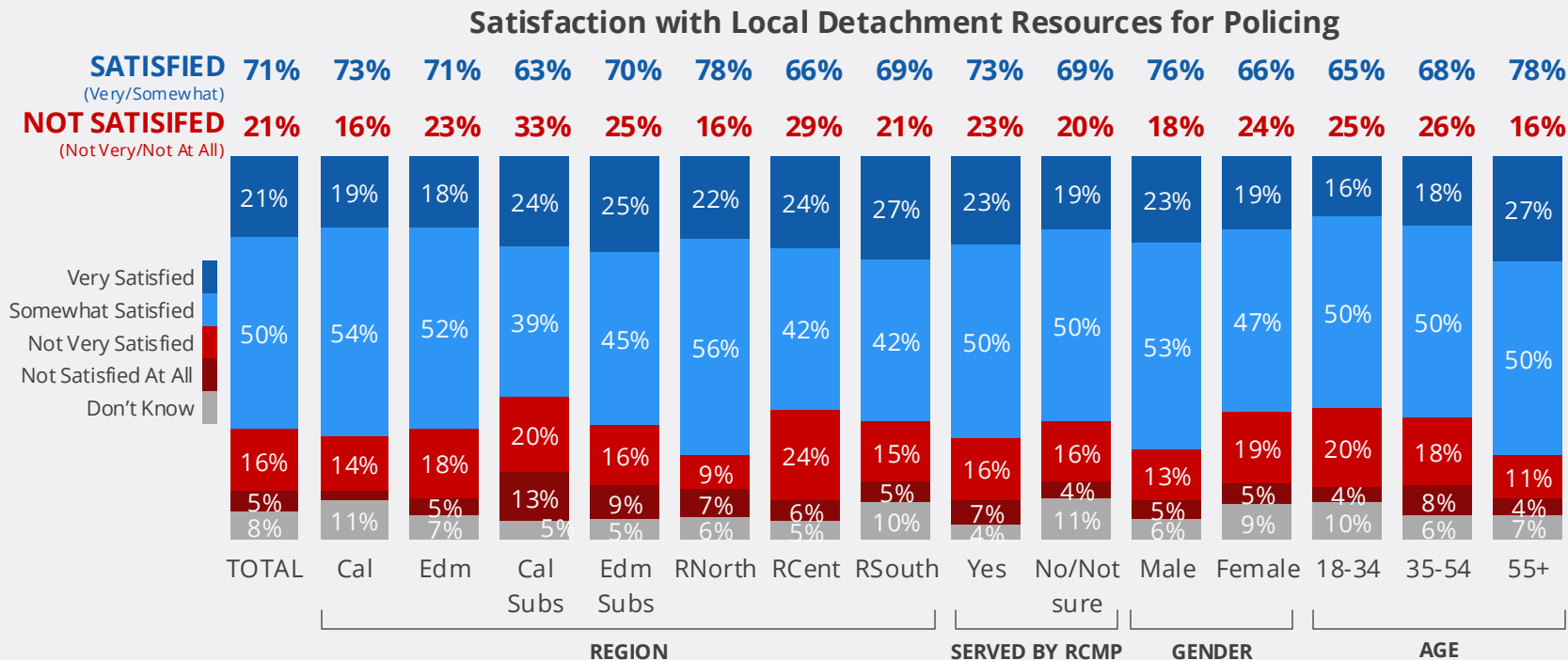


% OPPOSED (Much More/Somewhat More)														
TOTAL	GENDER		AGE			REGION						TOTAL		
W8	M	F	18-34	35-54	55+	Cal	Edm	Cal Subs	Edm Subs	Rural North	Rural Cent	Rural South	W7*	W6*
58	54	61	52	53	66	55	60	57	52	58	66	62	57	63
51	49	52	48	46	56	47	52	46	46	53	56	60	51	-

16. Here are some general statements about policing in Alberta. Please indicate whether they make you more supportive or more opposed to replacing the RCMP with a new Alberta Provincial Police Service (APPS). Base: TOTAL W8 (N=1,200); TOTAL Sample Split W7 (600-601). Note: comparing APPS (W8) to previously proposed IAPS (W6/W7)

# Over 7-in-10 satisfied that their local detachment has adequate resources to police their community

- Across rural areas, satisfaction ranges from 66% in Rural Central to 69% in Rural South and 78% in Rural North.

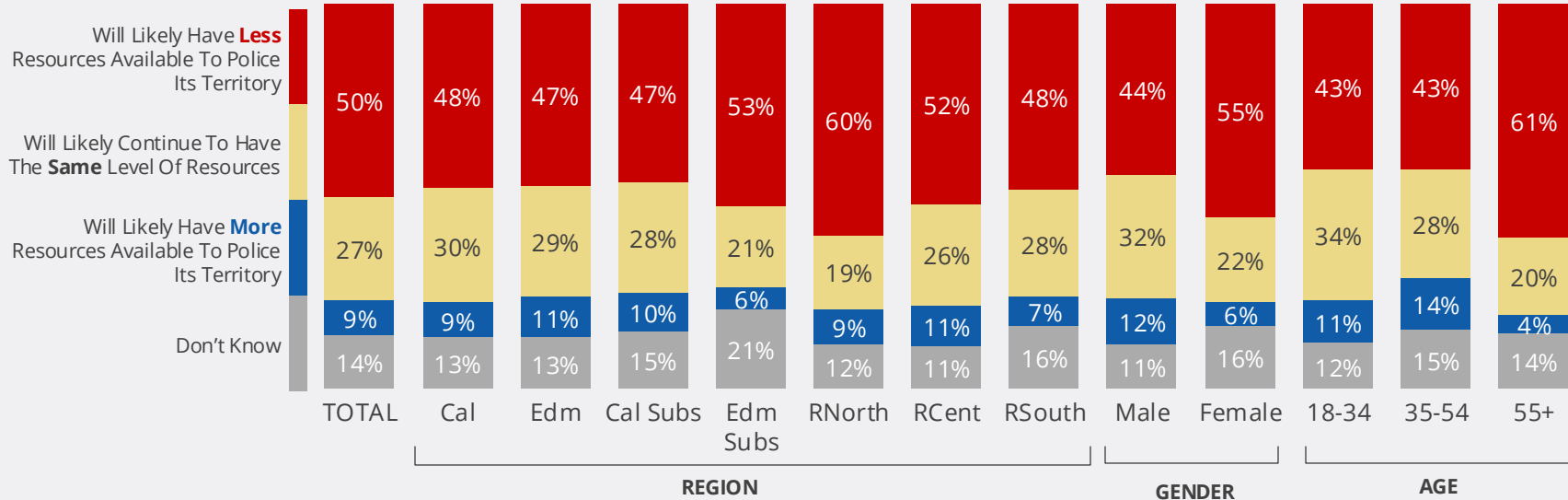


Q 17. Thinking about policing in your community, how satisfied are you with your local detachment having adequate resources to police your community?  
 Base: TOTAL W8 (N=1,200).

# Majority say their community's police service will have less resources available to police its territory if RCMP replaced with APPS

- While half (50%) say their community will likely have less resources for policing, 9% said it is likely there would be more resources available, and 27% said it is likely their community will have the same level of resources for policing.

**Expected Resource Levels if RCMP is Replaced with Alberta Provincial Police Service**

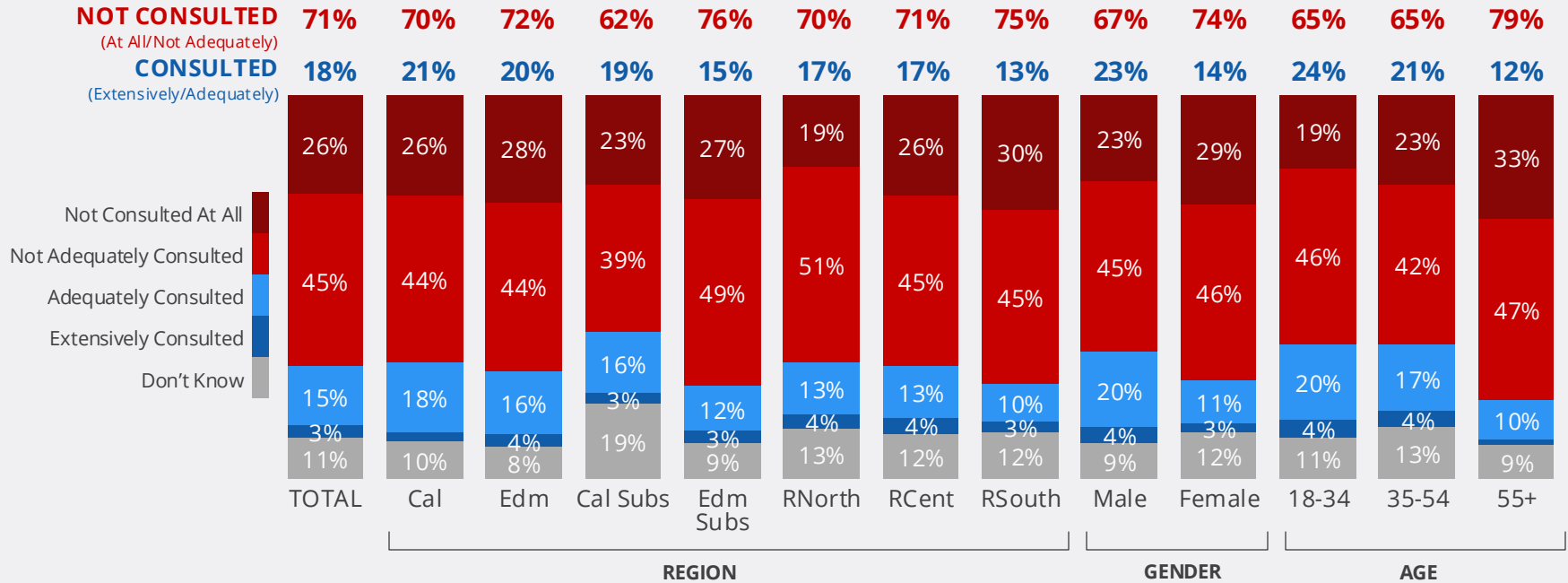


18. The community police service in each municipality in Alberta is funded by the local government. RCMP-served communities receive additional funding from the federal government. If Alberta replaces the RCMP with a new Alberta Provincial Police Service, the current federal contribution would have to be absorbed by provincial and municipal taxpayers. Thinking about this, do you feel that your community's police service will have more, less, or the same level of resources available to police its territory? Base: TOTAL W8 (N=1,200).

# Over 7-in-10 say public has not been adequately consulted on idea of replacing the RCMP with a new Alberta Provincial Police Service

- Over 1-in-4 (26%) say the public has “not been consulted at all” including 33% of 55+ age group.

**Perceived Public Consultation on Replacing RCMP with Alberta Provincial Police Service**

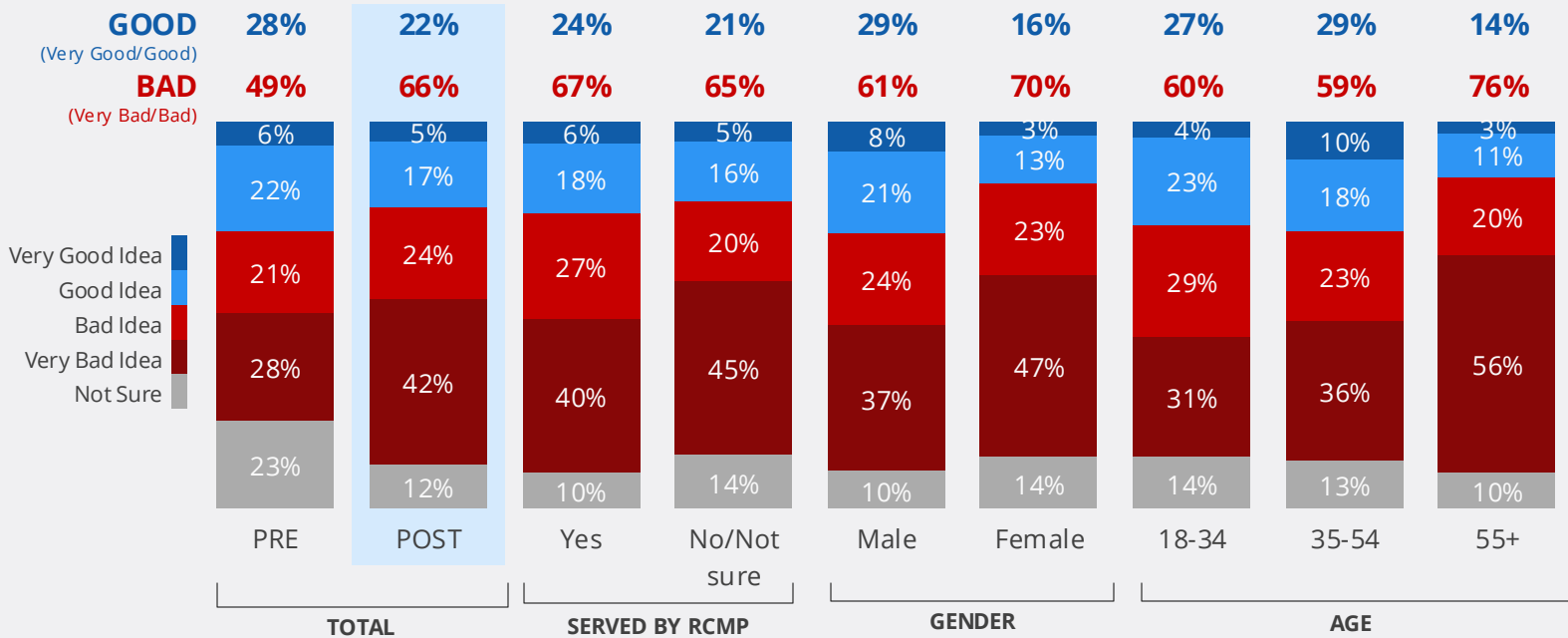


Q 19. To what extent do you think the public has been consulted about the idea of replacing the RCMP with a new Alberta Provincial Police Service?  
 Base: TOTAL W8 (N=1,200).

# Post-test: Those saying replacing RCMP with Alberta Provincial Police is a bad idea increases significantly

- Those saying replacing the RCMP with APPS is a bad idea moves from 49% (pre-test) to 66% (post-test), including an increase among those saying it's a "very bad idea" from 28% to 42%.

Replacing RCMP with Alberta Provincial Police Service – Post Test

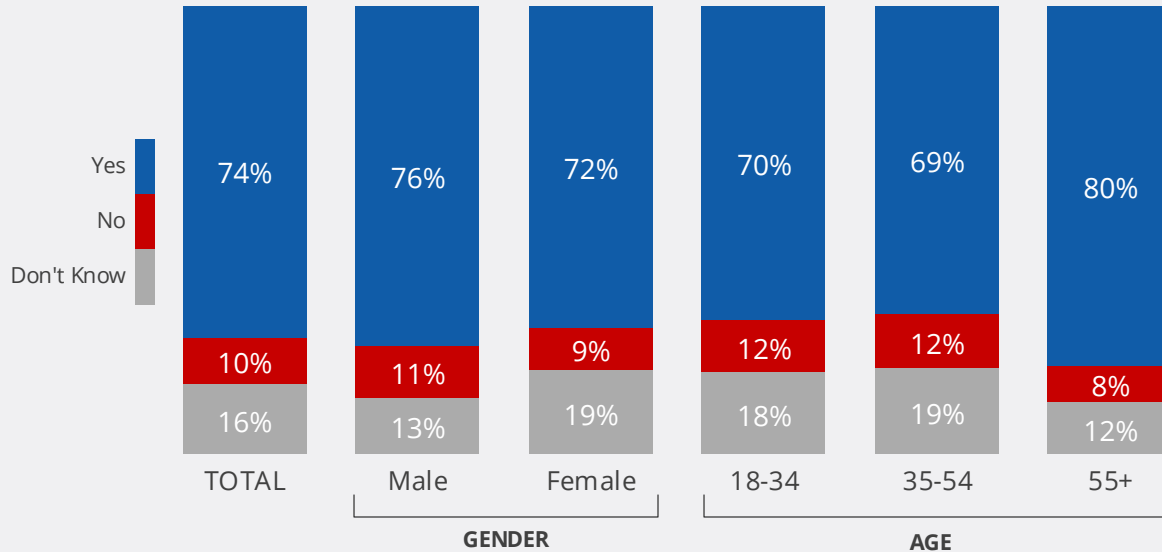


Q 20. Now that you reviewed additional information, do you think replacing the RCMP with a new Alberta Provincial Police Service is a good idea or a bad idea?  
 PRE: 15. Based on what you have read, seen, or heard, do you think replacing the RCMP with a new Alberta Provincial Police Service is a good idea or a bad idea?  
 Note: The name of the agency has changed. Base: TOTAL W8 (N=1,200).

# About 3-in-4 say a decision to replace the RCMP with a new Alberta Provincial Police Service should require approval by referendum

- If provincial government moves to replace the RCMP with a new APPS, those saying it should require approval by referendum, and broad support among gender and age groups.

### Approval by Referendum for Replacing RCMP with Alberta Provincial Police Service

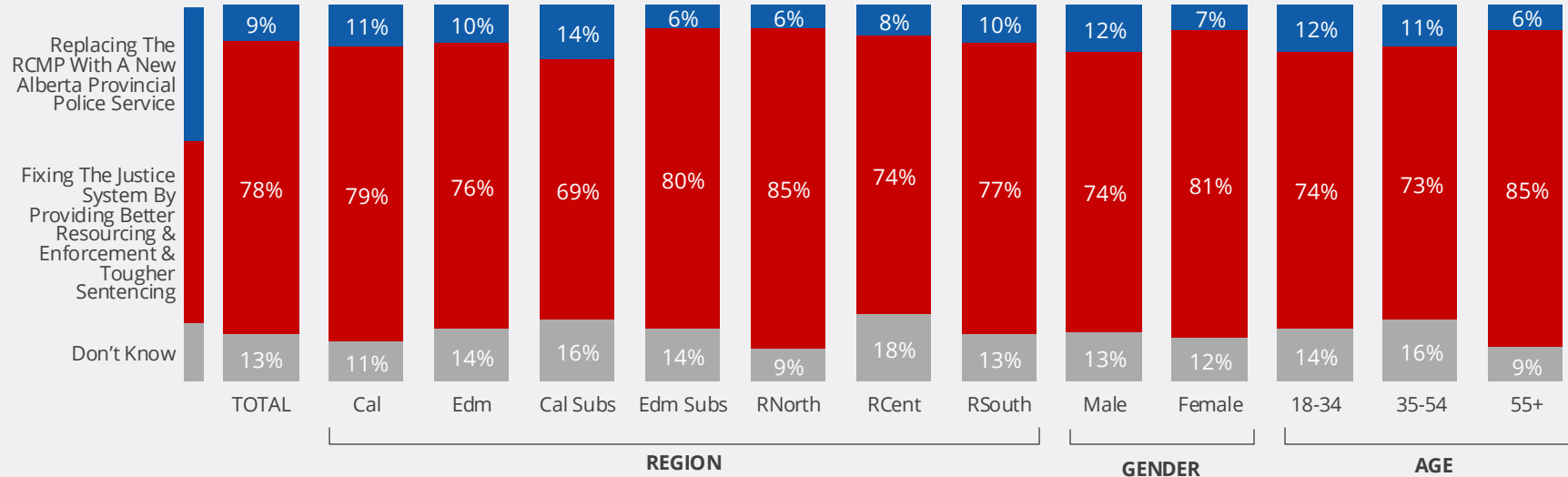


22. The provincial government recently held a province-wide referendum on equalization measures. If a decision is made by the provincial government to replace the RCMP with a new Alberta Provincial Police Service, should that decision also require approval by referendum? Base: TOTAL W8 (N=1,200).

# Vast majority want government's focus on fixing the justice system rather than replacing the RCMP with a new Alberta Provincial Police Service

- Almost 4-in-5 (78%) prefer “fixing the justice system by providing better resourcing and enforcement, and tougher sentencing” over “replacing the RCMP with a new Alberta Provincial Police Service” (9%).

**Premier Danielle Smith and Government's Focus on Public Safety in Alberta**

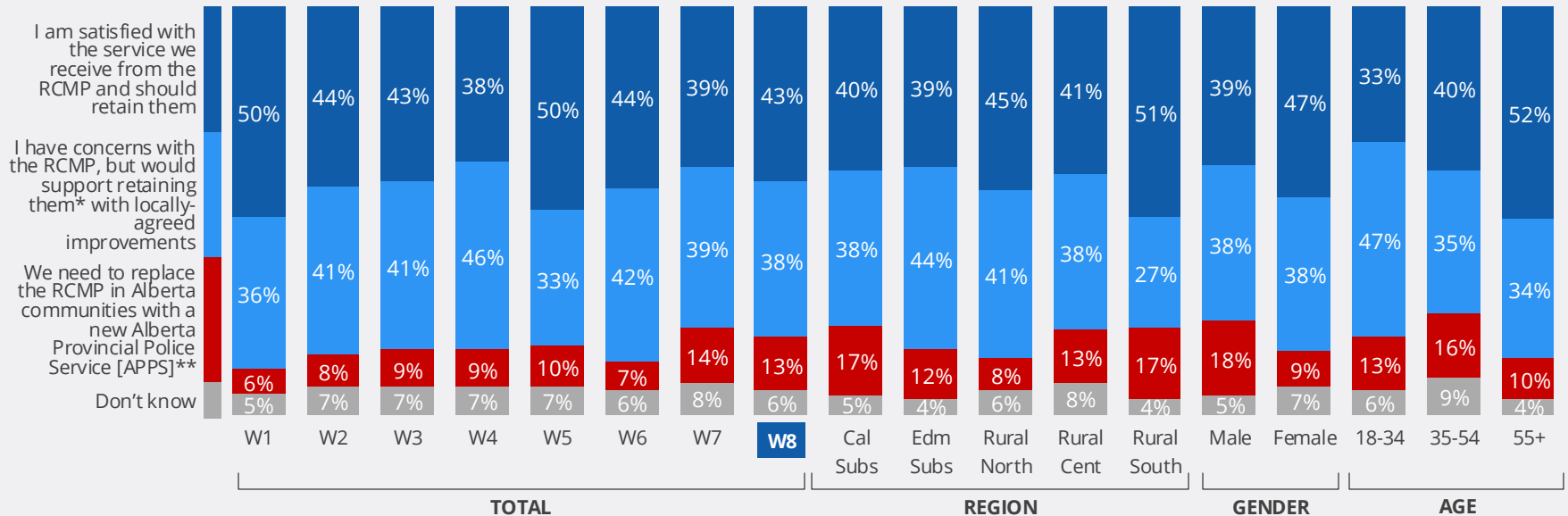


Q 23. When it comes to public safety in Alberta, do you think Premier Danielle Smith and the UCP government's focus should be on...  
Base: TOTAL W8 (N=1,200).

# Post-test among RCMP Communities: Tracking across 8 waves

- Among those in RCMP-served communities, 81% would retain RCMP which is within the range (78% to 86) over 8 waves.
- Those saying the RCMP needs to be replaced is at 13%, marginally lower than wave 7, but higher than levels in waves 1-6.

### Viewpoint of RCMP Served Communities On Key Issues

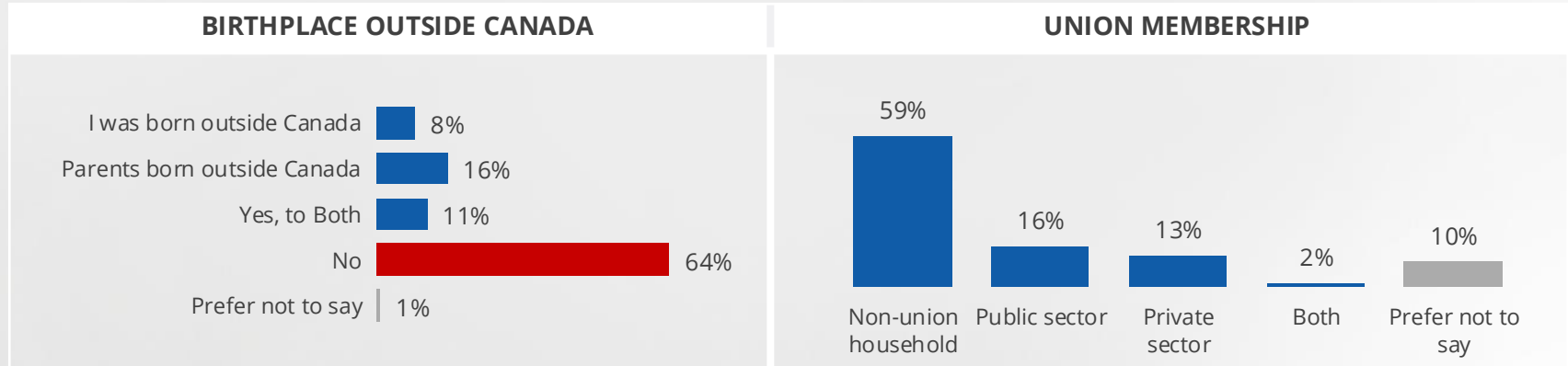


26. Which of the following statements best reflects your viewpoint? Base: Rural / RCMP Communities: W8 (N=729); W7 (N=718); W6 (N=678); W5 (N=699); W4 (N=695); W3 (N=727); W2 (N=733); W1 (N=809). \*W1 Read: "...if there were significant improvements". \*\*Note: The name of the agency has changed from IAPS to APPS..

# DEMOGRAPHICS



# Demographics



NATIONAL  
POLICE  
FEDERATION



FÉDÉRATION  
DE LA POLICE  
NATIONALE

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# National Police Federation Alberta

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Wave 8

August 2025

**pollara**  
40 years of strategic insights

## Communication to SVRS from ABMunis

### Alberta Municipalities – *Property Taxes Reimagined: Fair Funding for Strong Communities*

In early October, Alberta Municipalities released our new information project called [Property Taxes Reimagined: Fair Funding for Strong Communities](#). The initial response has been highly positive with hundreds of local leaders and Albertans engaging with us on social media and reviewing the carefully researched content on [ABmunis.ca](#).

With the municipal elections completed, we want to make sure you and your new council are aware of the Property Taxes Reimagined project and how you can help it succeed. It is when we advocate together that we gain real ground, and community funding is an advocacy priority for ABmunis' members.

#### How can you support the Property Taxes Reimagined information project?

We have packaged some materials to help you share this information. Attached here you will find:

- Suggested wording you can **add to your website to help residents** better understand the challenges you face and links to ABmunis' website content
- **Key messages your councillors can use** when meeting with your local MLA or provincial ministers to help explain the financial challenges you face
- **Sample wording for social media** posts to help drive awareness

Finally, we suggest you follow Alberta Municipalities on Facebook and LinkedIn so you can see what we are posting and reshare the information with your local residents.

#### What are the objectives of Property Taxes Reimagined?

Please [read our full explanation](#) of the project's objectives, how the information is structured, and what we plan to add in the near future. You will also find some ideas about how you can help this project succeed.

As you are in the middle of budget season with your new council, you will find that the materials we have created may be helpful to inform new council members about the broader [trends in funding](#) and the realities of inflation and requirements to [balance their budget](#).

We are always keen to hear from our members. If you have comments or feedback on the project, please [email us](#).

Thank you for helping us start this important conversation about the future of Alberta's communities and the future of property taxes.

Dana Mackie MBA | Chief Executive Officer



## Property Taxes Reimagined: Understanding the Growing Pressures on Municipal Budgets

Alberta Municipalities (ABMunis) has developed the *Property Taxes Reimagined* information project to help Albertans understand the increasing financial pressures facing local governments and the reasons behind rising municipal property taxes. All municipalities—rural and urban, large and small—are experiencing similar challenges as they work to maintain essential services, infrastructure, and community well-being.

Municipalities operate within a unique legislative framework: unlike the federal and provincial governments, local governments cannot run deficits, cannot create new tax types, and can borrow only within strict limits. As a result, municipalities rely primarily on property taxes, user fees, and service charges to fund operations. This limited revenue model places increasing strain on councils as costs continue to rise.

Across Alberta, several compounding factors are driving significant pressure on municipal budgets:

- **Inflation on municipal goods and services:**

Capital construction, equipment, materials, and labour costs have escalated sharply. Examples include fire trucks costing over \$1 million more than in 2020, RCMP wage increases of 24% between 2017 and 2022, and rising construction costs forcing many municipalities to delay infrastructure renewal.

- **Decisions by other orders of government:**

Provincial regulatory changes, downloaded responsibilities (including policing), and increased service requirements for water and wastewater infrastructure continue to add new expenses for municipalities. Election rule changes have also increased municipal administrative costs.

- **Reduced provincial funding:**

Over the past 15 years, provincial transfers to municipalities have been cut by approximately half. After adjusting for inflation, municipal funding decreased from about \$635 per capita in 2009 to \$327 per capita in 2023. This decline has forced municipalities to rely more heavily on local property taxes to maintain core services.

- **Rising provincial property taxes:**

Although municipalities collect the education property tax on behalf of the Province, councils have no control over this portion of the tax bill. Alberta has increased the provincial education levy by 14% for 2025, with a further 10% increase planned for 2026. This provincial decision contributes directly to higher tax bills for property owners.

- **Growing community needs and expectations:**

Population growth, social pressures, and gaps in provincial service delivery have prompted many municipalities to invest in areas such as doctor recruitment, social supports, and affordable housing—services traditionally within provincial responsibility.

Together, these factors affect all Alberta municipalities, regardless of size or location. The cumulative impact leaves councils with increasingly limited options: either reduce service levels or raise municipal property taxes and user fees to meet legislative requirements for a balanced budget.

ABMunis encourages elected officials, residents, and provincial leaders to consider how Alberta's current property tax framework can evolve to support long-term municipal sustainability. The organization provides research, information papers, and explanatory videos to help communities understand where tax dollars go, why municipal budgets are under pressure, and why property taxes continue to rise.



## Property Taxes Reimagined

### Fair Funding for Strong Communities

Alberta's local governments are increasingly under pressure to reduce their property taxes. There are many things affecting municipal budgets and your council's ability to pay for the services, equipment, and infrastructure to have a thriving community.

Inflation, cutbacks in provincial funding, and downloaded costs from higher levels of government are all combining to create a snowballing burden on your local government.

Alberta Municipalities, as the voice of summer villages, villages, towns, cities, and specialized municipalities in which 85% of Albertans live, has conducted extensive research into the challenges facing communities across the province. Our analysis raises questions about how Alberta's approach to property taxes might be reimagined to enable our communities to be sustainable as they grow.

We encourage you to click on and review the sections below and engage with the supporting information to become fully informed on the challenges facing Alberta's municipal governments.

Where do your various taxes go?

In Canada, there are three levels of government:

- Local government or municipal government
- Provincial government
- Federal government

Each level of government has its own means of raising the money it needs to pay for the services for residents.

For example, the Government of Canada uses income taxes, GST, and other taxes to raise the money it needs to provide the many services Canadians need to build a strong and safe national society. The federal government can go into as much debt as it needs to pay for services. They can also plan for a budget deficit, that is, it can spend more than it earns in a year.

The Government of Alberta uses income taxes, property taxes, royalties on oil and gas, and other taxes to raise the funds it needs to pay for services like healthcare, education, and social supports. Like the federal government, the Alberta government can create new taxes, go into as much debt as it can afford, and can plan for a budget deficit.

**DID YOU KNOW?** ...on average, Albertans pay about 13.5% of their household spending on federal income taxes, 6.5% on provincial income and property taxes, and 1.4% on municipal property taxes.

[Find out more about the taxes paid by an average Alberta household in comparison to other costs.](#)

Local municipal governments are different from the federal and provincial governments because they can generally only collect money through:

- Property taxes
- Fees for services to homes and businesses, like water, garbage pickup, and recycling
- User fees, like paying to use the swimming pool, arena, or to join a program

Provincial laws also restrict municipal governments so they:

- Can't create new taxes
- Can't borrow money beyond a set limit
- Have to pass a balanced budget






























Because of these provincial laws, municipal tax rates must always be set high enough to cover all their costs for the year.

[Learn more about the tough choices municipalities make to balance their budgets.](#)

What do your taxes pay for?

Each level of government is responsible for different public services but there is overlap in some services.

For example, the Government of Canada provides transfers to the province for health services and key infrastructure and both the federal and provincial governments will provide transfers to municipalities for community infrastructure and some programs.

Local Government	Provincial Government	Federal Government
 Roads, sidewalks, transit	 Highways	 Airports
 Water, sewer, wastewater	 Hospitals, ambulances	 Foreign affairs
 Waste collection	 Schools	 Immigration
 Parks, trails, playgrounds	 Universities and colleges	 Borders and passports
 Recreation facilities	 Courts, prisons, justice	 Criminal law
 Local policing	 Sheriffs & provincial police	 Military and national RCMP
 Fire services	 Homelessness	 Banking
 Bylaw enforcement	 Social services, childcare	 Child benefits
 Land, building permits	 Affordable housing	 Employment insurance
		 Postal service
		 Telecommunications
<p>Local policing in smaller communities</p> <p>Social support services</p> <p>Libraries</p>		

How do municipal governments raise money to pay for public services?

Municipal property taxes are the main tool that municipalities have to raise the money they need to pay for local public services used by residents. While you pay income taxes based on how much money you make in a year, property taxes are based on how much your home or land is worth. The system is based on the same principle: if someone owns a more valuable home or land, it is assumed they can afford to pay more in property taxes.

Municipal governments use a mix of municipal property taxes and user fees to collect money to pay for local services. You pay a user fee for services like having clean water piped to your home and wastewater, garbage and recycling taken away, or a fee to use the swimming pool, arena, or other program.

Each council can decide what rate they set for their municipal property taxes or user fees as long as they balance their budget.

When comparing your property taxes with another community, you should also consider if the other community has:

- higher or lower user fees
- different types of services or quality of services
- more or fewer businesses that help share the cost of local services

Often, the money from municipal property taxes and fees are not enough for a municipality to save up for the high cost to repave roads, replace old water pipes, or update recreation centres. If your community is growing, its needs even more money to expand roads and sewage treatment systems or add a fire hall, library, or recreation centre.

**Learn about the challenges faced by one of Alberta's towns when property taxes can't keep up with community needs. [Read their story here.](#)**

But municipal governments can't create new taxes and are restricted in how much money they can borrow, so they often need to ask the provincial or federal government to help pay some of the costs for local services. The funds provided by the higher levels of government are often called 'grants' or 'transfers'.

**When transfers are not available or not enough, municipalities must make hard decisions about what services they are able to provide to their residents. Over the last 15 years, the Alberta government has cut the money it gives to municipal governments by half.**

[Learn more about the decline in transfers to municipalities and how this is increasing municipal property taxes.](#)

What is driving up costs for municipal governments?

Ask any mayor or councillor and they will tell you that rising costs is one of their biggest challenges in serving their community. Many factors have combined to drive up costs for municipalities:

- Inflation on the things municipalities need to buy
- Decisions by other levels of government
- New needs of a community

### 1. Inflation

While Albertans have seen the effects of inflation on their household budgets, municipal governments have also seen their costs go up. But, instead of buying weekly groceries, your municipal government needs to:

- Buy equipment, trucks, pipes, concrete, and road materials
- Cover energy costs to heat and cool buildings and keep streetlights on
- Pay local contractors, workers, & employees

Some of these costs have skyrocketed for municipalities in recent years. For example:

- A fire truck now costs over \$1 million more than it did in 2020, that's a 73 per cent increase
- RCMP wages went up by 24 per cent between 2017 and 2022
- Construction costs are so expensive that councils are delaying repaving roads or they are changing their plans to replace community buildings, like libraries and recreation centres.

[Learn more about how inflation is increasing your property taxes.](#)

### Remote video URL

Video: Inflation Affects Local Government Budgets & Your Property Taxes

### 2. Decisions by Other Levels of Government

In 2024, the Alberta government changed election rules which makes it more expensive to hold local elections and in 2020, the Alberta government started charging small communities for part of their RCMP costs.

As scientists learn more about the environment, new rules have been made for how municipal governments must take care of clean water and sewage. These rules are good because they help protect people and nature. But sometimes, they mean municipalities have to spend a lot of money to upgrade their sewage lagoons or treatment systems.

### 3. New Community Needs

Our society is constantly changing, and councils need to respond to the needs of their residents. Despite stagnant funding from the Alberta government, municipal governments have seen the need to significantly increase their spending on Family and Community Support Services programs to help families in need.

The Alberta government is responsible for many services in communities, like healthcare and affordable housing. Sometimes residents expect a better quality of service and so some councils are choosing to spend money to recruit doctors to their community or build facilities or programs to help the homeless.

Alberta's population has been growing at an incredible pace, and some cities and towns are now facing big costs like the need to expand high-traffic roads, and add new fire halls, libraries, and recreation centres to serve their growing population.

**Alberta has a law that forbids your municipal government from planning to spend more money than it will raise in taxes and other revenue. So, when the costs for your municipal government go up, your council has only two choices:**

1. **Spend less money, which might mean cutting services for your community, or**
2. **Raise more money, usually by raising municipal property taxes or fees.**

#### **Remote video URL**

Video: Provincial Funding & Your Municipality's Budget

Why are my property taxes increasing?

#### **Rising Provincial Property Taxes**

It might seem like property tax is only a local tax because your municipal government sends you the bill, but part of your property tax bill is a tax by the Alberta government. **The provincial property tax is often called the education property tax** because it helps to cover some of the Alberta government's costs to run kindergarten to Grade 12 (K-12) schools.

Your municipal government and council has no control over the provincial property tax. In 2025, the Alberta government increased its tax on homes and property by 14 per cent. Another 10 per cent increase is planned for 2026. The increase is part of the Alberta government's new plan for provincial property taxes to cover one-third of the cost to run Alberta's K-12 schools.

[Read more about the province's portion of your property tax bill and how it is going to continue increasing.](#)

#### **Cuts in Provincial Funding**

Another reason your property taxes are increasing is that over the last 15 years, the Alberta government has cut by half the money it gives to municipal governments. In 2009, municipalities got about \$635 per person from the Alberta government. By 2023, that amount went down to \$327 per person after adjusting for inflation.

[You can learn more about the provincial government's cuts to funding for local governments.](#)

#### **New Costs and Inflation**

As we mentioned in the section above, on top of all this, municipal councils are managing:

- Higher costs due to decisions by the federal and provincial governments (e.g. policing and environmental requirements)
- The province's restriction of certain revenue tools (photo radar and traffic fine sharing - the province takes almost half of all traffic fine revenues) which previously helped pay for policing
- Expectations from residents to supplement provincial services (e.g. doctor recruitment, affordable housing, and social services) to improve the quality of life in their community.

The reality is every municipal government has to balance their budget, so when a municipality gets less money from the provincial or federal government or has to take on new costs AND deal with inflation, **your council has two choices:**

1. **Cut back on services like fixing roads or running programs, or**
2. **Find money somewhere else, usually by raising municipal property taxes.**

[Learn more about the tough choices municipalities make to balance their budgets.](#)

#### **Remote video URL**

## Video: Cumulative Effects Impacting Municipal Budgets

How do you reimagine property taxes?

Your property taxes have likely been going up for years and they will probably keep going up. Why? Because of all the reasons we've explained in the sections above.

The reasons for your property tax increases include:

- rising provincial property tax,
- less money from the Alberta government for municipal governments,
- new responsibilities for municipal governments, and
- inflation driving up costs.

### Remote video URL

Video: Municipal budget restrictions, cost savings, & your property taxes

If you rent your home, you might not see the property tax bill, but you are still paying property tax through your monthly rent payment. If the property tax goes up, your landlord may feel the need to raise your rent.

As you think about your money and the future of your community, Albertans may want to ask:

- Should the Alberta government keep shifting more taxes onto property owners and renters?
- Should councils still be the ones collecting the province's property tax?
- If things stay the same, what will your community look like in 10 to 20 years? Will your life be better or worse?

If you have ideas, contact your [local MLA](#) or your local council and share your thoughts on how we can reimagine property taxes to strengthen the future of Alberta's communities.

List of supporting materials

### Information Papers

- [Stacking Up the Bills: The Snowballing Burden on Property Taxes](#)
- [Provincial Property Tax: The Misunderstood Tax](#)
- [Handing the Bill to Local Governments](#)
- [Inflation: The Hidden Cost Driving Up Property Taxes](#)
- [To Cut or Tax: The Fight to Balance the Budget](#)
- [Where You Pay Your Taxes](#)
- [Property Tax Bill Stuffer - Rising Provincial Property Tax](#)

### Videos

- [Cumulative Effects Impacting Municipal Budgets](#)
- [Provincial Funding & Your Municipality's Budget](#)
- [Municipal budget restrictions, cost savings, & your property taxes](#)
- [Inflation Affects Local Government Budgets & Your Property Taxes](#)



Summer Village of Rochon Sands  
Municipal Office  
#1 Hall Street,  
Rochon Sands, AB T0C 3B0

**Date:** November 22, 2025

**To:** Honourable Todd Loewen, Minister of Forestry and Parks

**CC:** Honourable Rebecca Schulz, Minister of Environment and Protected Areas  
Honourable R.J. Sigurdson, Minister of Agriculture & Irrigation  
Honourable Nate Horner, President of Treasury Board and Minister of Finance, MLA for  
Drumheller–Stettler

**Subject:** Request for Provincial Action – Restoration of Rochon Sands Provincial Park Boat Launch

Dear Minister Loewen,

On behalf of the Council of the Summer Village of Rochon Sands, I am writing to request Alberta Forestry and Parks' consideration of restoration work to the Rochon Sands Provincial Park boat launch.

The existing Provincial Park boat launch has become unusable due to gradual silt deposition in the area. When the breakwater was constructed many years ago to protect the launch, it inadvertently altered water flow and sediment patterns. Over time, silt and lakebed material have accumulated around the breakwater, effectively filling in the approach to the launch ramp and rendering it inaccessible for boaters.

At present, the boat launch is no longer functional. With Buffalo Lake at a historically low level, there is a rare opportunity to access and remove the accumulated sediment from shore rather than through costly in-water work. Completing this restoration now would allow the Province to excavate the silt under dry conditions, avoiding the complex and expensive dredging typically required when lake levels return to normal. Contractor estimates indicate that completing the work at current levels would be three to four times more cost-effective than future in-water dredging.

This work could conveniently coincide with the Province's upcoming mitigation project in Rochon Sands Bay, involving the removal of the legacy Streit/Zender rockpile identified in the 1997 Parlbay Creek–Buffalo Lake Water Management Project Mitigation Report. (Carlin Soehn, *Operations Infrastructure Manager – Central Operations, Drainage Council Government Secretariat, Water Infrastructure Operations Branch, Alberta Agriculture & Irrigation*, is the provincial lead for this project.)

The Summer Village is also exploring the opportunity to take advantage of this contractor mobilization. The Contractor has provided the Village with a quote of approximately \$ [REDACTED] to excavate an area in the Bay (Rochon Sands Marina) roughly equivalent in size to that of the Provincial Park boat launch. This estimate demonstrates that meaningful restoration work can be completed now at a relatively modest cost—costs that will increase substantially once lake levels return to normal and dredging becomes the only viable option. This underscores how timely and cost-effective it would be for the Province to restore its own launch while equipment, expertise, and permitting pathways are already in place. (*Under the*

The quote is not available to the public until a formal agreement has been signed between the Summer Village and the Contractor.

*terms of the current Provincial Park Lease, the Summer Village is responsible for operating and maintaining park land and the boat launch infrastructure located on that land. However, all lands covered by the waters of Buffalo Lake remain under provincial jurisdiction.)*

Undertaking the Park launch restoration in conjunction with the Province's mitigation work would make full use of the contractor already on site, significantly reduce total project costs, and take advantage of a rare period where lake conditions enable excavation instead of much more costly dredging.

Council respectfully requests that Alberta Forestry and Parks:

1. Assess the current condition of the Rochon Sands Provincial Park boat launch; and
2. Consider coordinating its restoration with the ongoing provincial mitigation work in Rochon Sands Bay.

This initiative would restore safe and reliable public access at the Park launch, enhance recreational opportunities, and leverage the Province's existing mobilization and permitting effort already underway.

Thank you for your consideration of this request. Council appreciates your ongoing support for projects that enhance public safety and recreation on Buffalo Lake.

Sincerely,



**Mayor Dan Hiller**

on behalf of the Summer Village of Rochon Sands Council

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Honourable Todd Loewen, Minister of Forestry and Parks — [fp.minister@gov.ab.ca](mailto:fp.minister@gov.ab.ca)

Honourable Rebecca Schulz, Minister of Environment and Protected Areas — [epa.minister@gov.ab.ca](mailto:epa.minister@gov.ab.ca)

Honourable R.J. Sigurdson, Minister of Agriculture & Irrigation — [AGRIC.Minister@gov.ab.ca](mailto:AGRIC.Minister@gov.ab.ca)

Honourable Nate Horner, President of Treasury Board & Minister of Finance, [tbf.minister@gov.ab.ca](mailto:tbf.minister@gov.ab.ca)

MLA for Drumheller–Stettler — [Drumheller.Stettler@assembly.ab.ca](mailto:Drumheller.Stettler@assembly.ab.ca)