



**VILLAGE OF GLENWOOD  
Regular Council Meeting  
Agenda**

**Village Administration Board Room (59 Main Avenue)  
Wednesday, January 14, 2026  
7:00pm**

1. Call to Order – 7:00 pm
2. Resolution to approve Additions to the Agenda:
3. Approval of Agenda
4. Approval of Minutes of the Regular Meeting of December 10, 2025
5. Assistant CAO Jim Brown – report to Council
6. Items for discussion and/or resolution:
  - a) RV Dump and Rest Area proposal from Cardston County – direction to meet with Intermunicipal Development Committee.
  - b) Fortis Poles in Municipal Roadway – CAO to review
  - c) Service Agreement for Management of water lines and wastewater – Cardston County
7. Correspondence:
  - a) ORRSC 2026 Fee Schedule and Supporting Letter
  - b) ORRSC Regional Assessment Review Board Appointees
  - c) ORRSC – provided SDAB Appeal Board Procedural Guidelines – please review for your own information
  - d) Alberta Policing Funding Model and impact on Municipalities
8. Cheque Listing for Council 20250297 to 20260016 - \$41,003.49
9. Councillor Reports:
  - a) Mayor Mark Peterson
  - b) Deputy Mayor Brian Wickhorst
  - c) Councillor Sandy Lybbert
  - d) Councillor John Doney
  - e) Councillor Shane Ford
10. Adjournment

**VILLAGE OF GLENWOOD**  
*Wednesday, December 10, 2025 Minutes*

*The Minutes of the Regular Meeting of Council held at the Village of Glenwood Administration Boardroom on Wednesday, December 10, 2025.*

*In attendance: Mayor Peterson, Deputy Mayor Wickhorst, Councillor Sandy Lybbert, Shane Ford, John Doney*

*Officials: Chief Administrative Officer Vizzutti absent  
Executive Assistant, Janet Edwards present*

<u>1. Call to Order</u>	Mayor Peterson called the regular Council meeting of December 10, 2025 to order at 7:00 p.m.	
<u>2. Agenda Additions</u>	Agenda Items – none added.	
<u>3. Agenda Approval</u> <u>2025.12.10.128</u>	<b>Moved by</b> Councillor Lybbert to approve the agenda.	<b>Carried.</b>
<u>4. Minutes of Regular Meeting – November 19, 2025</u> <u>2025.12.10.129</u>	<b>Moved by</b> Councillor Ford to approve the minutes of the regular meeting of Council held on Wednesday, November 19, 2025.	
<u>5.a) CAO annual review and internal reviews written into individual contract</u>	<b>Moved by</b> Councillor Lybbert that the CAO Vizzutti will present further information at the January 14, 2026 Council meeting.	
<u>5. b) Bulk water rates</u>	No change in rate.	
<u>5. c) Christmas Office Hours</u> <u>2025.12.10.130</u>	<b>Moved by</b> Mayor Peterson that the office be closed December 24 and January 31, 2025.	<b>Carried.</b>
<u>5. d) Turkeys for Staff</u> <u>2025.12.10.131</u>	<b>Moved by</b> Councillor Lybbert that the Village provide a turkey for Village staff, Joe Belanger, Janet Edwards and Cynthia Vizzutti and that the cost of each turkey not exceed \$30.00.	<b>Carried.</b>
<u>5. e) Intermunicipal Development Committee – RV Dump Station – addition bathroom and rest stop</u>	No change in rate.	
<u>5. f) Strategic Plan</u> <u>2025.12.10.132</u>	<b>Moved by</b> Councillor Lybbert to approve the August 20, 2025 Strategic Plan.	<b>Carried.</b>
<u>6. CAO Holidays</u>	No change in rate.	
<u>7. a) Bylaw 235-2025 First Reading</u> <u>2025.12.10.133</u>	<b>Moved by</b> Councillor Lybbert that Bylaw 235-2025, known as the Remuneration and Expense Claim Bylaw be given first reading as amended with Section 3-3.2 to read “Expenses must be claimed within ‘the fiscal year’ of when the cost was incurred. Any extension to said expense claims must be approved by Council.”	<b>Carried.</b>
<u>Second Reading</u> <u>2025.12.10.134</u>	<b>Moved by</b> Councillor Ford to give second reading to Bylaw 235-2025 Remuneration and Expense Claim Bylaw as amended.	<b>Carried.</b>

<u>Give Third Reading</u> <u>2025.12.10.135</u>	<b>Moved by</b> Mayor Peterson that Bylaw 235-2025 Remuneration and Expense Claim Bylaw be given three readings at this meeting. <b>Carried Unanimous.</b>
<u>Third reading</u> <u>2025.12.10.136</u>	<b>Moved by</b> Councillor Ford that Bylaw 235-2025 be given third reading and duly signed by the Mayor and Chief Administrative Officer. <b>Carried.</b>
<u>7. b) Bylaw 133-2025</u> <u>Regional Assessment</u> <u>Review Board</u> <u>2025.12.10.137</u>	<b>Moved by</b> Councillor Ford that Bylaw 133-2025 being a bylaw to establish a regional assessment review board be given first reading. <b>Carried.</b>
<u>Second Reading</u> <u>2025.12.10.138</u>	<b>Moved by</b> Councillor Wickhorst that Bylaw 133-2025 be given second reading. <b>Carried.</b>
<u>2025.12.10.139</u>	<b>Moved by</b> Councillor Lybbert that Bylaw 133-2025 be given three readings at this meeting <b>Carried Unanimous.</b>
<u>2025.12.10.140</u>	<b>Moved by</b> Councillor Doney that Bylaw 133-2025 be given third reading and duly signed by the Mayor and Chief Administrative Officer. <b>Carried.</b>
<u>8. Poles on Municipal Alleyway - Fortis</u>	Information was presented stating the cost (50% of total costs) to the Village for the removal of Fortis poles from the undeveloped municipal roadway located west of the Glenwood Fire Hall.
<u>9. Correspondence</u>	<ul style="list-style-type: none"> <li>a) ABMunis Property Tax Bulletin</li> <li>b) Emerging Trends – Hosted by Browlee LLP</li> <li>c) Oldman Watershed Council – request for funding – no resolution</li> <li>d) Heartland Farms Safety – request for funding.</li> </ul>
<u>2025.12.10.141</u>	<b>Moved by</b> Mayor Peterson to approve a donation to Heartland Farm Safety Centre for the amount of \$250.00 for 2026. <b>Carried.</b>
<u>10. Cheque Listing</u>	Cheque Listing 20250277 to 20250296 – amount 28182.70 – presented as information.
<u>8:55 p.m.</u> <u>8:58 p.m.</u>	Requested recess. Meeting resumed.
<u>11. Council Reports</u>	<ul style="list-style-type: none"> <li>a) Mayor Peterson attended the ORRSC meeting and Mayors and Reeve Meeting. Mayor Peterson made a submission to the Gleanings.</li> <li>b) Deputy Mayor Wickhorst attended the CMSW meeting.</li> <li>c) Councillor Lybbert attended the Chinook Foundation meeting. The board has hired a new CAO.</li> <li>d) Councillor Doney attended the Glenwood Library Board meeting. They approved the 2026 Budget.</li> <li>e) Councillor Ford attended the Alberta South West Meeting. The “waste to fuel” initiative was discussed.</li> <li>f) Members Lybbert and Wickhorst attended the Water commission Meeting. Rates have increased from \$1.35 to \$1.55 cubic metres.</li> </ul>
<u>12. Budget Deliberations</u> <u>2025.12.10.142</u>	<b>Moved by</b> Councillor Lybbert to approve the proposed three year operating and capital budget as per the attached documents. <b>Carried.</b>
<u>13. Closed Session</u> <u>2025.12.10.143</u>	<b>Moved by</b> Mayor Peterson to go in to Closed Session at 9:21pm under Section 19(1) of the Freedom of Information and Protection of Privacy Act – CAO competition, and bylaw review. <b>Carried.</b>

14. Closed Session  
2025.12.10.144

**Moved by** Mayor Peterson to come out of Closed Session at 9:30pm.  
**Carried.**

15. Extend Meeting  
2025.12.10.145

**Moved by** Mayor Peterson to extend the meeting past 9:30pm  
**Carried.**

16. CAO Contracts  
2025.12.10.146

**Moved by** Councillor Lybbert to approve the three month employment contract with Jim Brown as Assistant Chief Administrative Officer effective January 1, 2026 to March 31, 2026.  
**Carried.**

2025.12.10.147

**Moved by** Mayor Peterson to approve the employment contract with Jim Brown as Chief Administrative Officer effective April 1, 2026. **Carried.**

2025.12.10.148

**Moved by** Mayor Peterson to set a deadline of December 19, 2026 for acceptance of the employment agreements by Jim Brown. **Carried.**

18. Adjournment  
2025.12.10.149

**Moved by** Councillor Lybbert to adjourn the meeting at 9:50 pm.  
**Carried.**

---

Meeting Chair

---

Chief Administrative Officer

## **Service Agreement Between**

Between

Cardston County  
1050 Main Street (Box 580)  
Cardston, Alberta, T0K 0K0  
"The County"

And

Village of Glenwood  
59 Main Street (Box 1084)  
Glenwood, Alberta, T0K 2R0  
"The Village"

### **1. Purpose**

The purpose of this Agreement is to set out the terms under which Cardston County will provide minor maintenance services to the Village's water lines and assist with wastewater-related concerns.

### **2. Scope of Services**

- a. Cardston County will provide minor repair and maintenance services to municipal water lines when requested by the Village.
- b. Cardston County will provide operational support related to wastewater infrastructure.
- c. All primary repairs will be completed by a qualified third-party contractor, chosen by the Village.
- d. Cardston County staff will oversee and coordinate the work performed by the third-party contractor to ensure regulations under the Alberta Water/wastewater act.

### **3. Responsibilities of the Village**

- a. The Village will be solely responsible for all costs associated with third-party repair work.
- b. The Village is solely responsible for ensuring it follows all regulations from provincial acts.
- c. The Village will compensate Cardston County for all staff time spent providing services under this Agreement.
- d. Cardston County staff time will be billed at the same hourly rate set yearly by the Spring Glen Regional Water Commission for contract services.

### **4. Term and Termination**

This Agreement takes effect on the date of signature by both parties and remains in force until terminated by either party with written notice. Either party may terminate the Agreement for any reason, provided that it gives the other party reasonable notice.

## **5. Communication**

The County and the Village agree to maintain timely communication with each other regarding all work, scheduling, issues, or concerns arising under this Agreement.

## **6. Liability**

The Village agrees to indemnify and hold harmless Cardston County, its councillors, officers, employees, and agents from and against any and all claims, demands, actions, losses, damages, liabilities, or expenses (including reasonable legal fees) arising out of or related to the Village's water or wastewater infrastructure, the work performed under this Agreement, or the actions or omissions of any third-party contractor engaged by the Village.

Cardston County agrees to indemnify and hold harmless the Village, its council, officers, employees, and agents from and against any claims, demands, actions, losses, damages, liabilities, or expenses (including reasonable legal fees) that result directly from the negligence or willful misconduct of Cardston County employees while performing services under this Agreement.

Nothing in this clause limits the parties' rights or obligations under applicable legislation, nor does it require either party to indemnify the other for losses resulting from that other party's own negligence or wrongful acts.

## **7. Signatures**

By signing below, the parties confirm that they have read, understood, and agree to all terms and conditions set out in this Agreement.

Cardston County: \_\_\_\_\_ Date: \_\_\_\_\_  
Reeve Randy Bullock

Cardston County: \_\_\_\_\_ Date: \_\_\_\_\_  
Murray Millward, CAO

Village Hill Spring: \_\_\_\_\_ Date: \_\_\_\_\_  
Mayor Mark Peterson

Village Hill Spring: \_\_\_\_\_ Date: \_\_\_\_\_  
Cynthia Vizzutti, CAO



*OLDMAN RIVER REGIONAL SERVICES COMMISSION*

3105 - 16<sup>th</sup> Avenue North  
Lethbridge, Alberta T1H 5E8

Phone: (403) 329-1344  
Toll-Free: 1-877-329-1387  
E-mail: [admin@orssc.com](mailto:admin@orssc.com)  
Website: [www.orssc.com](http://www.orssc.com)

## **2026 Estimate of Fees – Village of Glenwood**

2026 Planning Membership Annual Fee	\$5,700
2026 GIS Membership Annual Fee	\$2,016
2026 Chinook Intermunicipal Subdivision and Development Appeal Board Annual Fee	\$550
2026 Regional Assessment Review Board Annual Fee	\$500



3105 - 16<sup>th</sup> Avenue North  
Lethbridge, Alberta T1H 5E8

Phone: (403) 329-1344  
Toll-Free: 1-844-279-8760  
E-mail: [admin@orrsc.com](mailto:admin@orrsc.com)  
Website: [www.orrsc.com](http://www.orrsc.com)

December 16, 2025

File:30C-181  
**Sent Via Email**

Chief Administrative Officers & Councils  
All Member Municipalities of ORRSC

Dear Chief Administrative Officer and Council,

**RE: 2026 Membership Fees**

On behalf of the Board of Directors of the Oldman River Regional Services Commission, we wish to inform you that at the Annual Organizational Meeting held on Thursday, December 4, 2025 the Board of Directors approved the 2026 Operating and Capital Budget.

The approved 2026 Operating Budget includes an increase to the rural mill rate by 0.001, an increase to the urban mill rate by 0.005, increasing the Floor to \$5,700 and increasing the Ceiling to \$118,795. In addition there has been an average increase of 12% to GIS Members, and small nominal increases to subdivision fees and annual appeal board fees. We want to assure our Members that the Executive Committee and the Board of Directors have dedicated significant time, discussion, and careful deliberation to considering these increases. We recognize that fee increases are difficult and that all industries, including municipal governments, are experiencing financial pressures. However, an adjustment to the member fees was necessary to ensure the long-term financial stability of the organization. This increase also reflects our commitment to following the three-year financial plan presented to the Board of Directors in December 2024.

Please see the included document which outlines your Municipality's 2025 Membership Fees.

We appreciate the loyalty and support that we have received over ORRSC's 70-year history and want to ensure you know that ORRSC is dedicated to providing exceptional value to our Members. Committed to our promise at last years Annual Organization Meeting, a robust budget presentation was provided by members of the Executive Committee and Administration on the proposed draft Operating Budget on September 4, 2025 and an addition budget presentation outlining the Executives financial plan and the 2026 Operating Budget was presented on December 4, 2025. A copy of this presentation has been included with this correspondence.

We would like to extend an invitation to meet in the New Year to discuss the budget presentation, the membership fee increases, and any other questions or concerns Administration or Council may have. If you would like to have us present to your Council or Administration, please contact Raeanne Keer, Executive Assistant, at 403-329-1344 or by email at [admin@orrsc.com](mailto:admin@orrsc.com) at your convenience who will work with you to coordinate a visit.



3105 - 16<sup>th</sup> Avenue North  
Lethbridge, Alberta T1H 5E8

Phone: (403) 329-1344  
Toll-Free: 1-844-279-8760  
E-mail: admin@orpsc.com  
Website: www.orpsc.com

Should you have any other questions please do not hesitate to reach out to our office at 403-329-1344 or by email at [admin@orpsc.com](mailto:admin@orpsc.com).

Thank you,

Christopher Northcott  
Chair

CN/rk  
LK/rk

Lenze Kuiper  
Chief Administrative Officer

Enclosed:

2026 Membership Fees  
2026 Budget Presentation



December 11, 2025

File No: 90A-30

All ORRSC Regional Assessment Review Board Members  
Chief Administrative Officers

**RE: Confirmation ORRSC Regional Assessment Review Board Appointees**

In accordance with the requirements of the *Municipal Government Act (MGA)* regarding Joint Assessment Reviews Board, please be advised that the following appointees by the Member Municipalities have been appointed to the ORRSC Regional Assessment Review Board to comprise the Regional Local Assessment Review Board and the Regional Composite Assessment Review Board:

<b>Municipality Appointed to:</b>	<b>Board Member(s):</b>
Cardston County	Brad Sabey
Carmangay, Village	Sheila Smidt
Champion, Village	Judy Perkin
Claresholm, Town	Doug Kemery
Coalhurst, Town	Andy Cimolai
Coalhurst, Town	Jesse Potrie
Crowsnest Pass, Municipality	Lynn Keeler
Fort Macleod, Town	Jim Monteith
Forty Mile, County	Karla Mather-Cocks
Glenwood, Village	John Doney
Lethbridge County	John Willms
Magrath, Town	Tavis Tidmarsh
Milk River, Town	Don Cody
Milk River, Town	Jon Hood
Nanton, Town	Victor Czop
Picture Butte	Cynthia Papworth
Pincher Creek, MD	Don Hill
Pincher Creek, Town	Sahra Nodge
Pincher Creek, Town	Don Anderberg
Pincher Creek, Town	Valerie Wynder
Stavely, Town	Michael Varey
Stavely, Town	Gentry Hall
Taber, MD	Tamara Miyanaga



## OLDMAN RIVER REGIONAL SERVICES COMMISSION

3105 - 16<sup>th</sup> Avenue North  
Lethbridge, Alberta T1H 5E8

Phone: (403) 329-1344  
Toll-Free: 1-844-279-8760  
E-mail: [admin@orrsc.com](mailto:admin@orrsc.com)  
Website: [www.orrsc.com](http://www.orrsc.com)

Municipality Appointed to:	Board Member(s):
Vauxhall, Town	Russell Norris
Vulcan County	Jason Schneider
Vulcan County	Christopher Northcott
Vulcan, Town	Lyle Magnuson
Vulcan, Town	Del Fischl
Vulcan, Town	Richard DeBolt
Warner, County	David Cody
Warner, County	Tyler Nelson
Warner, County	Shawn Rodgers
Warner, Village	Dan Court
Willow Creek, MD	Glen Alm

This correspondence is for your records only, and requires no further action.

For any questions regarding this new process please contact Raeanne Keer, Executive Assistant, by email at [admin@orrsc.com](mailto:admin@orrsc.com) or by telephone at 403-329-1344.

Sincerely,

Lenze Kuiper  
Chief Administrative Officer

# Chinook Intermunicipal Subdivision and Development Appeal Board

## PROCEDURAL GUIDELINES



December 2025

# TABLE OF CONTENTS

<b>PART A: THE BOARD AND PANELS.....</b>	<b>1</b>
Interpretation.....	1
General.....	1
Chinook Intermunicipal SDAB Composition.....	2
Bias and Pecuniary Interest.....	2
The Panel.....	2
The Panel Chair .....	3
Roles of the Panel .....	3
Responsibilities of the Panel Before the Hearing .....	4
Panel Responsibilities at the Hearing.....	4
Communications with the Panel .....	5
<b>PART B: APPEAL COORDINATOR .....</b>	<b>5</b>
Role of the Appeal Coordinator .....	5
<b>PART C: CLERKS .....</b>	<b>5</b>
Assembling a Panel to Hear an Appeal .....	5
Responsibilities of the Clerk.....	6
<b>PART D: HEARING PROCEDURES .....</b>	<b>7</b>
Commencing Appeals.....	7
Withdrawing An Appeal .....	7
Scheduling a Hearing.....	8
Preliminary Matters .....	9
Evidence .....	9
The Appeal Exhibit Package .....	10
Requirements for Materials being Submitted by Participants .....	10
Participating in a Hearing.....	11
The Public Nature of the Hearing.....	13
<b>PART E: AFTER THE HEARING .....</b>	<b>13</b>
Decisions of the Panel.....	13
Distribution of Panel Decisions .....	13
Retention of Evidence .....	14
Appeal of Panel Decisions .....	14

## PART A: THE BOARD & PANELS

### 1. Interpretation

- 1.1 In these Procedural Guidelines,
  - (a) "Adjournment" means the postponement of the hearing to a later time or place. It means a temporary delay in the Panel's business until a new date is set.
  - (b) "Advisory Committee" means a subcommittee of Board members.
  - (c) "Appeal Coordinator" means the ORRSC employee assigned to intake appeals and set up file.
  - (d) "Board" means an independent quasi-judicial tribunal. The Board is defined within the mandate of the *Municipal Government Act, RSA 2000, c M-26*, as amended, and the Chinook Intermunicipal Subdivision and Development Appeal Board (CISDAB) Bylaw, as amended.
  - (e) "Board Member" means an individual(s) appointed by a member municipality to the Chinook Intermunicipal Subdivision and Development Appeal Board.
  - (f) "Clerk" means the ORRSC employee assigned to act in the official capacity of administrative assistant to the Board for the hearing and to assist in the organizational and administration functions for the Panel.
  - (g) "Natural justice" means the principles of procedural fairness in administrative and quasi-judicial proceedings, which require an impartial decision-maker and a fair hearing. These principles are based on two core rules: the right to be heard and the rule against bias. To ensure fairness, individuals must be given adequate notice of allegations, the opportunity to present their case, and receive reasons for the decision.
  - (h) Oldman River Regional Services Commission (ORRSC) means the coordinating body of the Chinook Intermunicipal Subdivision and Development Appeal Board (CISDAB).
  - (i) "Panel" means a group of Board members selected to hear an individual appeal.
- 1.2 The Parts (A-E) of these Procedural Guidelines should be read together to be interpreted as a unified whole rather than in isolation.

### 2. General

- 2.1 The Board will operate in accordance with the requirements of the *Municipal Government Act* and *Matters Related to Subdivision and Development Regulation* and in respect of these Procedural Guidelines but controls its own process at all times.
- 2.2 The Board Procedural Guidelines enable the Board to effectively and efficiently decide appeals. The Board may deviate from these Procedural Guidelines when hearing a particular appeal with or without notice to the parties involved.
- 2.3 The Board, in coordination of ORRSC, may establish an Advisory Committee to review these Procedural Guidelines and other matters pertinent to the Board's function.

### **3. Chinook Intermunicipal SDAB Composition**

- 3.1 The Board shall be comprised of appointed persons from the participating municipalities.
- 3.2 In accordance with the CISDAB Bylaw, appointments to the Board shall be made by resolution of the Councils of the participating municipalities. All resolutions shall be submitted to the Oldman River Regional Services Commission (ORRSC).
- 3.3 If a participating municipality does not appoint their own individual member(s) to the Board, the municipality may still access the Board Members to assemble a Panel for a hearing.
- 3.4 If a vacancy occurs, the Board will continue to operate with the remaining appointed Board members until such time as a new person is appointed to the Board by the individual municipality.

### **4. Bias and Pecuniary Interest**

- 4.1 Each Board member must consider perceived influence or bias and conduct themselves in an impartial manner based on the principles of natural justice.
- 4.2 In circumstances where a Board member is of the opinion there is an inference made regarding an apprehension of bias toward them and the Board member's presence may affect the deliberations on the appeal or affect the outcome in any way, the member should consider making a declaration and excluding themselves from further discussion. This declaration shall be noted for the record by the Clerk.
- 4.3 A Board member with a pecuniary interest or conflict of interest in the appeal shall declare the interest and may exclude him or herself from the hearing. The pecuniary interest and conflict of interest rules under sections 172 and 172.1 of the *Municipal Government Act* shall be used as a guideline for a Board Member.
- 4.4 If a Board member is challenged prior to or at a hearing, the Panel will consider the information in closed session and will make a determination regarding the Board member's ability to participate in the hearing and the reason for or against shall be noted for the record by the Clerk.

### **5. The Panel**

- 5.1 The Board hears appeals in groups called Panels.
- 5.2 Before participating in any hearing as a Board member of the Panel, the member must complete a training program set or approved by the Minister and every 3 years following that member's appointment, successfully complete a refresher program set or approved by the Minister if they are to continue to participate as a Board member.
- 5.3 The minimum number of panel members hearing an appeal is called the "quorum". The adopted CISDAB bylaw defines quorum for each municipality.
- 5.4 More than one Panel may be convened at any one time and Board Members may participate as a member of more than one Panel at the same time.
- 5.5 A Panel, in consultation with the Appeal Coordinator and/or Clerk, will determine the date for the hearing.

- 5.5 Any concern about the makeup of a Panel for a particular appeal must be raised as soon as possible or at the beginning of the hearing as a preliminary matter.
- 5.6 No more than one elected official may sit on a Panel to hear an appeal.
- 5.7 If for any reason a member of the Panel cannot continue to participate in a hearing, the hearing may proceed without that member but only if enough other members are present to still achieve quorum. If not, the hearing will be adjourned and may be re-heard by a new Panel once a replacement Board Member is selected.
- 5.8 If a postponement of an appeal is granted, the Panel, in consultation with the Appeal Clerk, will set the subsequent date for the hearing to continue and may provide procedural directions for all Parties. Once a Panel starts hearing the merits of an appeal, that Panel will remain the same throughout the hearing procedures.
- 5.9 The deliberation by a Panel regarding the decision shall be held in closed session.

## **6. The Panel Chair**

- 6.1 The Panel members shall elect one of themselves as Panel Chair for the purpose of a hearing.
- 6.2 The Panel Chair shall be responsible to ensure the Panel carries out the responsibilities in accordance with the provision of the *Municipal Government Act* and the CISDAB Bylaw.
- 6.3 The Panel Chair has the authority to conduct a hearing as they determine suitable, but shall act on the principles of unbiasedness, impartiality, and natural justice.
- 6.4 The Panel Chair may call a recess at any time during the hearing for reasons including but not limited to, allowing members to read materials, resting after a long series of presentations, take time for meals or personal needs of the Panel, or to restore order to the hearing after a contentious presentation or if someone must be removed from the hearing.
- 6.5 The Panel Chair, in consultation with the Panel members, has the authority to postpone an appeal to a future date in accordance with these Procedural Guidelines.
- 6.6 Prior to closing the hearing, the Panel Chair should ensure that the other members of the Panel have adequate facts to develop the reasons for their decisions and to formulate the decision.
- 6.7 The Panel Chair is responsible for signing the decision of the Panel.

## **7. Roles of the Panel**

- 7.1 The role of any Panel member is to participate in the hearing process and ensure that decisions are made in a fair and impartial manner.
- 7.2 All Panel members need to be aware of their potential for or perception of conflict of interest and bias. If the impression is created that the member might benefit directly or indirectly from the ruling of the Board or that there has been a previous association with a party to the appeal, at the discretion of the Panel member, the member should not participate in the hearing.
- 7.3 The Panel should not see itself as solving people's problems. It is not an advocate or mediator and should not be perceived as such. This restriction also applies to providing any advice that may relate

to the issues of the case. Any advisory function should be handled by informed professionals, which may include the municipal staff.

## **8. Responsibilities of the Panel Before the Hearing**

- 8.1 Before the hearing, Panel members **must be**:
  - a) informed about their legislative and quasi-judicial responsibilities;
  - b) familiar with the relevant provincial legislation and policy including but not limited to the *Alberta Land Stewardship Act, South Saskatchewan Regional Plan, Municipal Government Act* and the *Matters Related to Subdivision and Development Regulation*;
  - c) familiar with the applicable municipal plans, policies and bylaws including but not limited to any applicable intermunicipal development plan, municipal development plan, area structure plan, area redevelopment plan, land use bylaw and the CISDAB bylaw; and
  - d) familiar with the Exhibit Package and the circumstances of the appeal.
- 8.2 Before the hearing, Panel members **must not**:
  - a) speak with the Appellant, Applicant, municipal staff or any other parties prior to the appeal. The Board member may only advise people to contact the Clerk and to attend the hearing in order to make their views known;
  - b) discuss the item being appealed with anyone, including other Board members, outside the hearing;
  - c) conduct independent research including site visits; or
  - d) form a conclusion prior to attending the hearing.

## **9. Panel Responsibilities at the Hearing**

- 9.1 Panel members must be respectful and yield the operation of the hearing to the Panel Chair and may ask questions during the hearing only with the permission of the Panel Chair.
- 9.2 At the hearing, Panel members should:
  - a) follow fair procedure and act in accordance with the rules of natural justice;
  - b) take notes to ensure that issues or evidence provided in the hearing is addressed in findings of fact or the reasons for the decision; and
  - c) hear from all parties in a hearing in a fair, open, and objective manner.
- 9.3 Panel members are expected to listen attentively to each individual case and to understand the perspective presented.
- 9.4 The Panel shall attempt to create an atmosphere where all parties are dealt with in a considerate and respectful manner.
- 9.5 The Panel members must be present for the entire hearing to participate in the decision deliberations of the appeal. Members cannot be substituted for other members during the hearing. Members should ensure that they do not leave the hearing room during the hearing as any member who leaves during the hearing may not return and participate in the hearing or decision in any way, if the hearing has continued without the member.
- 9.6 The Panel members participating in an appeal decision will try to reach a decision by consensus, and in the case where consensus cannot be reached, a decision shall be made in favor of the majority of the Panel. If a decision comes down to a vote, the Panel shall not record the vote.

9.7 The decision by the majority of the Panel members present at a hearing shall be deemed to be the decision of the whole Panel.

## **10. Communications with the Panel**

10.1 Only the Clerk shall contact Panel members as necessary before, during and after a hearing.

10.2 Panel members must not discuss an appeal outside of the hearing. All inquiries before or after the hearing shall be directed to the Clerk and any response provided by the Clerk is informational only, is not a decision of the Panel, and is not legal or other advice.

10.3 After the hearing closes, the Panel shall not accept any further submissions.

10.4 All post hearing communication with the Panel shall be directed to the municipality for response.

## **PART B: APPEAL COORDINATOR**

### **1. Role of the Appeal Coordinator**

1.1 ORRSC will assign an Appeal Coordinator to the Board to handle administrative duties of the Board.

1.2 The Appeal Coordinator shall assign a Clerk(s) to a specific appeal.

1.3 The Appeal Coordinator shall keep a master list of all qualified Board members, their contact information and training status.

1.4 The Appeal Coordinator shall maintain a database recording the activity of the Board.

1.5 The Appeal Coordinator may be assigned any duty listed under Part C or D.

1.6 The Appeal Coordinator shall monitor the [appeals@orrsc.com](mailto:appeals@orrsc.com) email.

1.7 The Appeal Coordinator shall review the municipality's submittals for the appeal package by reviewing the submitted NOTICE OF APPEAL TO ORRSC FORM AND CHECKLIST.

## **PART C: CLERKS**

### **1. Assembling a Panel to Hear an Appeal**

1.1 The authority to assemble a Panel to hear a particular appeal is designated to the Clerk assigned to a particular appeal.

1.2 To create a Panel, the Clerk is to choose duly appointed and trained members from the Board master list with the following guidelines:

- if there is a Board member(s) from the municipality in which the appeal originates, the Clerk shall contact and confirm their availability to participate in the hearing. If they are unavailable, subsection 1.2(b) applies;
- the Clerk shall contact Board members who live in closest physical proximity to the municipality in which the appeal originates, expanding the distance until the Panel is filled; or

- c) fill the Panel with members as available.
- 1.3 Each participating municipality through their CISDAB bylaw will have determined the number of Board members that constitutes a Panel and its quorum.

## **2. Responsibilities of the Clerk**

- 2.1 Before being appointed as a Clerk of the Board, the person must complete a training program set or approved by the Minister and every 3 years following that Clerk's appointment, successfully complete a refresher program set or approved by the Minister if they are to continue to participate as a Clerk.
- 2.2 The Clerk is responsible to report any changes in Board member contact information to the Appeal Coordinator.
- 2.3 The duties of the Clerk before the hearing include:
  - a) ensuring that the appeal has been properly filed;
  - b) coordinating the date, time and venue of the hearing;
  - c) contacting members to ensure quorum;
  - d) contacting or notifying the affected parties to inform them of the appeal hearing;
  - e) preparing a notice of hearing and ensure that the appropriate people are informed of appeal (including the Appellant, affected persons, and anyone else identified in the Land Use Bylaw and the *Matters Related to Subdivision and Development Regulation*) at least 5 days prior to hearing; (Note: refer to Part D: Hearing Procedures, Scheduling a Hearing, subsection 5 for further Clerk Notification duties)
  - f) receiving Exhibits in advance of the hearing;
  - g) organizing and preparing an Exhibit Package;
  - h) ensuring that all relevant documents and materials are available for public inspection;
  - i) receive and advise the Panel members of requests for postponements;
  - j) answering any questions of the Applicant, Appellant, Panel, municipality or public; and
  - k) setting up any equipment/materials needed in the hearing room.
- 2.4 The duties of the Clerk at the hearing include:
  - a) circulating a sign in sheet among the gallery;
  - b) providing administrative assistance to the Panel;
  - c) assisting the Panel in the organization and function of the hearing;
  - d) ensuring quorum of the Panel for the hearing;
  - e) outlining the appeal matter at the commencement of the hearing;
  - f) recording names of speakers;
  - g) organizing and marking submitted exhibits;
  - h) taking notes of the appeal and presentations;
  - i) recording the attendance and absences of Panel members; and
  - j) any other duties necessary for the execution of the appeal as directed by the Panel.
- 2.5 The duties of the Clerk after the hearing include:
  - a) preparing a written draft of the Panel's decision for review, finalization of the decision, and acquiring the Panel Chair signature;

- b) circulating the decision in accordance with the notice of hearing and ensure that the appropriate people are informed of the decision (including the Appellant, affected persons, municipality, referral agencies, those that spoke at the hearing etc.); and
- c) preparing and sign a record of proceedings for the appeal file.

2.6 The Clerk is responsible for keeping track of all expenses related to the appeal and submitting an invoice to the municipality in which the appeal originates.

2.7 The Clerk is responsible for preparing an archived appeal file for the municipality. The archived appeal file shall include a copy of the appeal letter/form, the notice(s), the complete Exhibit Package, the decision and the record of proceedings.

## PART D: HEARING PROCEDURES

### **1. Commencing an Appeal**

- 1.1 An appeal is commenced by filing a Notice of Appeal form or letter with reasons to the municipality and paying the applicable filing fee of the municipality in which the appeal originates.
- 1.2 There are strict timelines for launching an appeal. Appeals must be submitted within 21 days in accordance with the *Municipal Government Act*, for stop orders, and subdivision or development appeals .
- 1.3 A person can file an appeal on their own behalf or can authorize an agent, lawyer or other representative to do so on their behalf.
- 1.4 If a person is filing an appeal on behalf of someone else, this must be stated in the Notice of Appeal form or letter. The “Appellant” is the person who has the right to appeal, and the “agent” is the person filing on the Appellant’s behalf.
- 1.5 If a person is representing someone else, they may be asked to provide written authorization from the person they represent. This applies to any person acting as a representative of an individual, company, society, community association or any other organization.
- 1.6 The municipality shall date stamp the Notice of Appeal form or letter as being received on the date it is received and send it to the Appeal Coordinator in accordance with Part D, Section 3.1 of this Procedural Guideline.
- 1.7 Appeals received by the municipality will then be processed in accordance with Part B and C of this Procedural Guideline.

### **2. Withdrawing an Appeal**

- 2.1 An Appellant or their agent may withdraw an appeal at any time before the Panel issues its decision. A withdrawal of an appeal must be in writing and be explicit and unconditional. An Appellant may withdraw an appeal verbally at the hearing.
- 2.2 If an appeal is withdrawn before the hearing begins, any refunds of the municipal appeal fee shall be at the discretion of the municipality in which the appeal originates.

### **3. Scheduling a Hearing**

- 3.1 The municipality in which the appeal originates is responsible to contact the Appeal Coordinator within two working days of when an appeal is received in their municipality.
- 3.2 Once an appeal has been received by the Appeal Coordinator, the assigned Clerk will schedule the hearing to begin within 30 days of the receipt date. The Clerk shall consult with the municipality regarding dates, times and location for the hearing. Once the details are determined, the Clerk will convene a Panel in accordance with Part C: Clerks.
- 3.3 The Clerk is responsible for requesting and receiving pertinent information from the municipality in which the appeal originates which includes, but is not limited to:
  - a) the decision or order under appeal or notice of decision;
  - b) the appeal form or letter of appeal as submitted by the Appellant;
  - c) confirming if the appeal fee was paid to the municipality;
  - d) a list of persons and agencies/departments notified of the application or order and decision;
  - e) the original application, diagrams, drawings and all other information which was submitted in support of the application which was used to render the decision;
  - f) any correspondence from government departments, utility companies, required referrals, affected or adjacent landowners;
  - g) any correspondence between the municipality/Development Officer and the Applicant;
  - h) relevant information from agenda packages and minutes of the meeting (approved or unapproved);
  - i) relevant excerpts from applicable municipal plans and the Land Use Bylaw; and
  - k) any relevant plans, studies, or drawings that are considered by the municipality to be relevant to the matter.
- 3.4 The Clerk shall prepare and issue a Notice of Appeal Hearing with the location, date and time of the hearing.
- 3.5 The notification of hearing shall be carried out by the Clerk on behalf of the Panel. The Clerk shall notify:
  - a) all those persons who were originally notified by the municipality on a development permit application, subdivision application or order;
  - b) all adjacent landowners in the case of a deemed refusal or a stop order where no decision was rendered;
  - c) any persons, provincial department or agency required to be notified under the municipality's Land Use Bylaw, the *Matters Related to Subdivision and Development Regulation*, or other provincial legislation that may not have been notified originally at the development permit or subdivision stage; and
  - d) any other person or agency that the Panel determines is affected and should be notified, which may be requested by a Panel prior to or at the hearing, and in which circumstances, the hearing will be recessed, and the Clerk will carry out the Panel's instructions on the additional notification requirements. In such situations, the Procedural Guidelines for recessing and reconvening a hearing shall be followed.

#### **4. Preliminary Matters:**

4.1 If there are any preliminary matters to be raised, Parties are encouraged to send written notice to the Clerk and to the other parties to an appeal prior to the hearing of what the matter concerns, such as but not limited to:

- a) requests for procedural directions;
- b) notice of jurisdictional matters; or
- c) request for adjournments (with suggested dates for reconvening).

This should be done as soon as possible, so that the Panel can be made aware of preliminary matters that require attention prior to the hearing.

4.2 The Panel may dedicate a time at the beginning of the hearing to determine preliminary matters. Alternatively, the Panel may convene a preliminary matters hearing separate from the merit hearing.

4.3 In respect of Part D, section 8.19, where an Appellant makes a request, and the Panel agrees in advance to a preliminary matters appeal hearing held separate from the merit hearing, the Panel may use its discretion and allow remote attendance by video or conference calling. This is at the sole discretion of the Panel.

##### **Adjournments**

4.4 Adjournments are at the discretion of the Panel and therefore all parties should be prepared to proceed on the date of the scheduled hearing. The Panel will not typically adjourn or reschedule a hearing unless in the opinion of the Panel members they determine there are valid reasons to do so. The Panel must balance the rights of the parties to a fair hearing with the efficiency in processing an appeal.

4.5 If a party is requesting an adjournment, that request must be made at the earliest opportunity and reasons must be provided in writing and submitted to the Clerk in advance of the hearing. If the request is made at the hearing, it may be done verbally.

4.6 When considering whether to grant an adjournment request, the Panel shall consider the reason for the request, the impact an adjournment might have on any of the parties involved in the appeal, and any other related factors.

4.7 If a party is opposing an adjournment request, reasons must be provided.

##### **Jurisdictional Issues**

4.8 The Panel shall consider whether it has the authority to hear an appeal ("jurisdictional issues"). Examples of jurisdictional issues include:

- a) whether the appeal was filed in time;
- b) whether the person who filed the appeal was entitled to do so; and
- c) whether the appeal was filed with the correct appeal board (i.e., at the local level or with the provincial Land and Property Rights Tribunal).

#### **5. Evidence**

5.1 There are rules of evidence which typically apply to court processes. The Panel is not bound by these rules of evidence. During the appeal proceedings or deliberations, the Panel will determine what it considers as relevant evidence.

- 5.2 The Panel does not advocate for any party to an appeal. The Panel relies on the evidence submitted by all parties. Each party is responsible for assembling and presenting evidence to support that party's case.
- 5.3 Despite the preceding clause, the Panel may request that parties submit relevant or additional documents and materials respecting the appeal.

## **6. The Appeal Exhibit Package**

- 6.1 All materials submitted to the Panel will be included in a document called the Exhibit Package and will include:
  - a) the appeal form and /or letter,
  - b) the order, decision or development permit subject to the appeal,
  - c) the application where applicable,
  - d) the Notice of Appeal including a location diagram, and
  - e) other exhibits as received.
- 6.2. The Exhibit Package will be forwarded by the Clerk to the Applicant, Appellant, members of the Panel, municipal officials, and a counter copy for the municipality prior to the hearing.
- 6.3 At the Clerk's discretion and where deemed warranted, copies of the Exhibit Package may also be sent by electronic means or posted on a website as specified in the Notice of Appeal.
- 6.4 Additional submissions received after the distribution of the Exhibit Package will be made available during the hearing.
- 6.5 The Appeal Coordinator or Clerk will redact personal email or phone numbers included in any submitted materials for the Exhibit Package.
- 6.6 Unless otherwise stipulated in the Notice of Appeal, the written submission deadline is at noon a minimum of three business days prior to the hearing date.

## **7. Requirements for Materials being Submitted by Participants**

- 7.1 Parties are encouraged to submit their materials electronically. Electronic submissions must be in a printable format that is compatible with the Clerk's computer systems.
- 7.2 Materials filed with the Panel, whether in hard copy or electronic format, should be sequentially page numbered. Hard copy materials should be tabbed where appropriate. In the case of materials submitted electronically, sections of materials may be separated by a page containing a tab letter or number in large font where appropriate instead of tabs or as accepted by the Clerk.
- 7.3 Documents that contain multiple parts, such as legal briefs and expert reports with appendices or schedules, should also be bound if they are being submitted in hard copy format and provided in a quantity as specified in the Notice of Appeal.
- 7.4 All materials filed for the hearing should be clearly printed and legible. Parties are encouraged to highlight relevant passages or sections.
- 7.5 The Panel may request that larger copies of plans be submitted for the purposes of legibility and/or scale.

- 7.6 Parties should be aware when submitting material that the Exhibit Package is typically printed in colour.
- 7.7 At the discretion of the Clerk, it can be requested that appeal parties who provide any large volume document submissions do so in printed form. In such circumstances, a minimum of 12 print copies of materials will be required to be provided, unless otherwise stated in the notice. The appeal party submitting such large documents must organize and correlate the material with dividers or tabs for ease of reference.
- 7.8 A minimum of 12 print copies of all materials are required to be provided at the hearing to be distributed to the Panel and other participants. Materials may include, but are not limited to, written presentations, photographs, PowerPoint and other slide presentations, and any materials placed on an overhead projector or otherwise presented during the hearing.
- 7.9 The Panel may require additional copies of materials (beyond the 12 discussed above) to be provided, at the party's expense.

## **8. Participating in a Hearing**

- 8.1 Any concerns about the Panel's hearing processes should be drawn to the Panel's attention as soon as possible. The Panel shall make the determination on the merit of the request.
- 8.2 All persons participating in the Panel's processes are required to conduct themselves with courtesy and respect. Disruptive, disrespectful or threatening behaviour will not be tolerated.
- 8.3 The Panel Chair has the authority over the hearing proceedings and at any time may interject or suspend proceedings to remind participants or individuals of the process and protocols or provide direction to them on the hearing procedures.
- 8.4 The Panel Chair may direct that a person be removed from the hearing if they display disruptive, disrespectful or threatening behaviour.
- 8.5 If the person(s) refuses to leave, the Panel Chair may call a recess and call for the proper authorities to remove the person(s) from the hearing venue.
- 8.6 Only one person shall speak at a time during the Panel's hearing. The Panel Chair will provide directions about the order of the speakers or presenters.
- 8.7 The Panel may decide jurisdictional issues at any time during the appeal.
- 8.8 The Panel Chair may give directions to parties presenting during the hearing to facilitate the hearing process. These directions may include advising parties that their submissions or arguments are outside of the scope of the things the Panel can consider in the appeal.
- 8.9 The usual order of proceedings and presentation in a hearing when a development or subdivision decision is being appealed is:
  - a) Introduction by the Panel Chair,
  - b) Preliminary matters (if any),
  - c) Presentation by the Development Authority or Subdivision Authority, municipal representatives and/or Planner,
  - d) Presentation by the Appellant/Applicant (if the same) and/or their agent,
  - e) Presentation by the Applicant and/or their agent (if not the Appellant),

- f) Presentation by Government agencies,
- g) Presentations from the public gallery,
- h) Rebuttal or closing remarks by the Development Authority or Subdivision Authority, municipal representatives and/or Planner,  
and
- i) Rebuttal or closing remarks by the Appellant, Applicant and other parties.

8.10 The usual order of proceedings and presentation in a hearing when an enforcement order is being appealed is:

- a) Introduction by the Panel Chair,
- b) Preliminary matters (if any),
- j) Presentation by the Development Authority or Subdivision Authority, municipal representatives and/or Planner,
- c) Presentation by the Appellant,
- d) Presentations in favour of the enforcement order (against the appeal),
- e) Presentations in favour of the appeal (against the enforcement order),
- f) Rebuttal or closing remarks by the Development Authority or Subdivision Authority, municipal representatives and/or Planner,  
and
- g) Rebuttal or closing remarks by the Appellant and other parties.

8.11 The Panel Chair has complete control over the usual order of proceedings and presentation of the hearing and may decide to outline a different order of presentations at their sole discretion.

8.12 A rebuttal is the opportunity to respond to new issues which came up during the hearing and which could not have been reasonably anticipated. It is not an opportunity to raise new issues or repeat evidence and arguments that have already been made.

8.13 Through the Panel Chair, Panel members may ask questions of the parties at any time during the hearing.

8.14 Only those parties who made written or verbal submissions to the Panel before or during the hearing will be allowed to present a rebuttal.

8.15 Participants who present at the hearing are not permitted to directly cross examine other presenters or participants. All questions shall be directed to the Panel Chair who will redirect to a person as they determine appropriate.

8.16 There are limits on who is entitled to participate in a Panel hearing. Persons who want to participate in an appeal on the basis that they are affected by its outcome must be prepared to explain to the Panel how they are affected, including providing their addresses and legal land locations.

8.17 Appeals to the Panel are hearings *de novo* (anew). This means that the Panel can consider new evidence and arguments the Development Authority or Subdivision Authority did not consider in reaching its decision.

8.18 Parties are encouraged to be prepared to speak to all aspects of the proposed development or subdivision or other matter before the Panel, not just those aspects identified in the Notice of Appeal.

8.19 The Panel's hearings are public and conducted in-person typically in the municipality in which the appeal originates. Appellants, Applicants and other persons wishing to present to the Panel shall do

so in-person. Participating remotely by video or conference calling shall only be permitted at the discretion of the Panel predicated on two criteria: Firstly, they agree unique circumstances are present which makes in-person presentation difficult. Secondly, the technology of the hearing venue can support the request.

8.20 The Panel's hearings are conducted in English. The Panel does not provide interpreters. Parties may provide their own interpreters at their own expense.

8.21 If a person fails to attend a scheduled hearing, the Panel may decide the appeal in that person's absence.

## **9. The Public Nature of the Hearing**

9.1 The Panel's hearings are open to the public but are not a forum for public debate.

9.2 All submissions made to the Panel by the parties are presented in an open public forum.

9.3 The Panel's hearings are summarized in a record of proceedings and are not recorded or transcribed.

9.4 No one is permitted to record, videotape, photograph or otherwise record the Panel's hearing or the Panel's hearing room without the prior permission of the Panel Chair. The Panel's hearing is not livestreamed or publicly recorded and/or broadcast.

9.5 At any time during the hearing, the Panel may meet in closed session to discuss the appeal. The Panel's discussions or deliberations regarding the outcome of the appeal are held in closed session.

# **PART E: AFTER THE HEARING**

## **1. Decisions of the Panel**

1.1 Each appeal is decided based on its own merits and on the evidence, arguments, and circumstances of the case.

1.2 The Panel's decision shall be in writing together with reasons within the required 15 days as per Section 687(2)(3) the *Municipal Government Act*.

1.3 The Panel's decision is final when it is in writing, signed by the Panel Chair, and issued. Once this has happened, the Panel has no more jurisdiction or authority over the subject matter of the appeal.

1.4 The Panel does not have the jurisdiction or authority to award pecuniary or monetary awards or costs to any person, entity or organization involved in an appeal.

## **2. Distribution of Panel Decisions**

2.1 Upon the written issuance of the Panel's decision, the Clerk shall notify the Appellant, the Applicant, the Development or Subdivision Authority, parties originally notified of the hearing and participants in the hearing who have requested notification with a copy of the decision.

2.2 At the Clerk's discretion, copies of the decision may be sent by electronic means.

### **3. Retention of Evidence**

- 3.1 The Appeal Coordinator or Clerk retains all documents and electronic submissions for a particular hearing on file at ORRSC and a complete copy is provided to the municipality.
- 3.2 The Panel retains physical evidence such as samples and models for at least 30 days after the decision is issued, or longer if the Panel's decision is appealed to the Alberta Court of Appeal. These materials will not be returned unless a request is made at the time they are submitted.

### **4. Appeal of Panel Decisions**

- 4.1 The Panel's decision may be appealed to the Alberta Court of Appeal on a question of law or jurisdiction in accordance with the *Municipal Government Act*.
- 4.2 The municipality where the appeal originated shall be responsible for responding to an appeal filed to the Alberta Court of Appeal and any associated costs, and individual Panel Members are not required to participate or be involved in the process.

**From:** PSES Alberta Police Funding Model <ABPFM@gov.ab.ca>  
**Sent:** Monday, December 22, 2025 3:29 PM  
**To:** CAO  
**Subject:** RE: Police Funding Model Changes – Preliminary Estimation Process

Attention: Chief Administrative Officers

Further to the [Government of Alberta's announcement](#) on December 18, 2025, and the Minister's correspondence to Chief Elected Officials of that date, I am writing with additional details and next steps with respect to the changes to the Police Funding Model that will take effect on April 1, 2026.

The department is finalizing preliminary five-year cost estimates for each municipality under the renewed Police Funding Model. While figures will change as updated information becomes available, these estimates are intended to demonstrate how the renewed formula will be applied and to support municipal budget planning. For example:

- The five-year cost estimate calculations will utilize 2024–25 PPSA frontline policing actuals, assuming an 8% annual increase to policing costs and a five-year phase-in.
- The five-year cost estimate calculations will utilize 2024–25 population, equalized assessment, preliminary occurrence data, and vacancy data.

It is important to note that each year updated data for each formula factor will be used to determine final amounts payable under the model.

If your municipality would like to receive this estimate and related information, please provide the following by return email to [abpfm@gov.ab.ca](mailto:abpfm@gov.ab.ca): Insert the following in the **Subject line: “Request for PFM Preliminary Estimate.”**

- Designated municipal contact name and title (an alternate if applicable)
- Direct phone number
- Email address

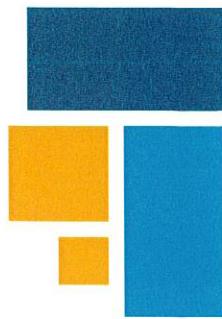
[The updated Police Funding Regulation](#) is available on the Alberta King's Printer site.

You can access [the Renewed Police Funding Model Fact Sheet here](#).

I look forward to working with your municipality to transition to the Renewed Police Funding Model.

Sincerely,

C.M. (Curtis) Zablocki, O.O.M.  
Assistant Deputy Minister  
Director of Law Enforcement



## NEWS RELEASE

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

December 19, 2025

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

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

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

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

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

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

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

---

**Media contact:**

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

**300, 8616 - 51 Avenue NW ▪ Edmonton, AB, T6E 6E6 ▪ abmunis.ca ▪ hello@abmunis.ca  
T 780.433.4431 ▪ F 780.433.4454 ▪ AB Toll Free 310.MUNI**

**From:** PSES Minister <PSES.Minister@gov.ab.ca>  
**Sent:** Thursday, December 18, 2025 7:31 AM  
**Subject:** Update on Changes to Alberta's Police Funding Model

Dear colleagues,

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

### **Background**

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

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

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

.../2

### **Key Changes to the Funding Model**

#### **Phased Cost Sharing Implementation**

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

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

### **Modernized Funding Formula**

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

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

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

### **Revised Modifiers and Subsidies**

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

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

### **Enhanced Transparency and Accountability**

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

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

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

### **Next Steps**

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

Should you have questions or require additional information, please contact my ministry at [abpfm@gov.ab.ca](mailto:abpfm@gov.ab.ca).

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

Sincerely,

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

# VILLAGE OF GLENWOOD

Page 1 of 1

## Cheque Listing For Council

2026-Jan-7  
3:51:49PM

Cheque				Invoice	Cheque	
Cheque #	Date	Vendor Name	Invoice #	Invoice Description	Amount	Amount
20250297	2025-12-09	ATB FINANCIAL MASTERCARD	OCT 11-NOV 13	ABMUNIS POSTAGE AND ST SIG	2,959.89	2,959.89
20250298	2025-12-09	BECK'S EXCAVATING & TRUCKING LTD	3399/3431/3432	WATER LINE REPAIR PLAYGROL	3,984.75	3,984.75
20250299	2025-12-09	BENCHMARK ASSESSMENT CONSULTANTS INC	DEC-FEB 2025	ASSESSMENT FEES	2,550.71	2,550.71
20250300	2025-12-09	CARDSTON COUNTY	26324	REGIONAL DEM CONTRACT	66.70	66.70
20250301	2025-12-09	CHARGEPOINT CANADA INC	19337	EV POINT SYSTEM	1,176.00	1,176.00
20250302	2025-12-09	CITY OF LETHBRIDGE-FIRE ADMINISTRATION	84536	Q4 DISPATCH FEES	319.71	319.71
20250303	2025-12-09	CLARESHOLM CASTING	210662	BRONZE PLAQUES FOR CENOT/	1,732.50	1,732.50
20250304	2025-12-09	EDWARDS, JANET	DEC RENT	RENT	500.00	500.00
20250305	2025-12-09	GEO H. HEWITT CO. LTD	2504550	2026 DOG TAGS	219.45	219.45
20250306	2025-12-09	JOHN DEERE FINANCIAL	1816328/404	PARTS FOR EQUIPMENT REPAIR	669.65	669.65
20250307	2025-12-09	KUTSCH, KANSIS	NOV CONTRAC	COMMUNITY HALL CONTRACT	215.00	215.00
20250308	2025-12-09	OLDMAN RIVER REGIONAL SERVICES COMM.	15210	OWNERSHIP MAPS	72.00	72.00
20250309	2025-12-09	PINCHER CREEK CO-OP	408-2160-	NITRILE GLOVES	46.18	46.18
20250310	2025-12-09	SHAWN COOK PROFESSIONAL CORPORATION	0-39958	2024 AUDIT	13,387.50	13,387.50
20250311	2025-12-09	VAN DULKEN, CHRIS	IT DEC 4	IT FOR WEBSITE	25.00	25.00
20250312	2025-12-09	WICKHORST, BRIAN	SEPT-NOV EXP	COUNCIL EXPENSES	327.78	327.78
20250313	2025-12-16	DONEY, JOHN	OCT-DEC	OCT-DEC MILEAGE	50.40	50.40
20250314	2025-12-16	FORD, SHANE	NOV-DEC	NOV-DEC MILEAGE	141.12	141.12
20250315	2025-12-16	VIZZUTTI, CYNTHIA	DEC MILEAGE	MILEAGE FOR DECEMBER	320.76	320.76
20260001	2026-01-07	AMSC INSURANCE SERVICES LTD	1832-2025-12	BENEFITS	1,606.05	1,606.05
20260002	2026-01-07	CARDSTON COUNTY	26490/26512	COUNCIL TRAINING/DEM CONTF	2,585.85	2,585.85
20260003	2026-01-07	EDWARDS, JANET	Dec3mileage	DEC MILEAGE	8.28	8.28
20260004	2026-01-07	GOVERNMENT OF ALBERTA KINGS PRINTER	W111473	OH&S MANUALS	92.30	92.30
20260005	2026-01-07	JADCO SALES LTD	18075	CAUTION TAPE/SUPPLIES	88.60	88.60
20260006	2026-01-07	JOHN DEERE FINANCIAL	1816859/780379	SKIDSTEER REPAIRS	2,126.93	2,126.93
20260007	2026-01-07	KUTSCH, KANSIS	109	COMMUNITY HALL CARETAKING	210.00	210.00
20260008	2026-01-07	LYBBERT, SANDY	Nov Expenses	TURKEYS & SUPPER FOR COUN	177.00	177.00
20260009	2026-01-07	NAPA CHINOOK EQUIPMENT	628-562355	GEAR OIL FOR GRADER	491.27	491.27
20260010	2026-01-07	PETERSON, MARK	Dec mileage	DECEMBER MILEAGE	261.12	261.12
20260011	2026-01-07	PINCHER CREEK CO-OP	1050 011	DRYWALL COMPOUND	54.55	54.55
20260012	2026-01-07	SKOEN PROFESSIONAL CORPORATION	1274	ACCOUNTING SERVICES	3,748.50	3,748.50
20260013	2026-01-07	TELUS COMMUNICATIONS	Nov172025	NOVEMBER BILLING	273.96	273.96
20260014	2026-01-07	TELUS MOBILITY	Dec24/2025	CELL PHONES FOR 2 MONTHS	430.51	430.51
20260015	2026-01-07	TOWN OF RAYMOND	202504495	PAYROLL CHARGEWS	33.47	33.47
20260016	2026-01-07	VAN DULKEN, CHRIS	Dec.17.2025IT	IT SERVICES	50.00	50.00

**Total 41,003.49**

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