

**SUMMER VILLAGE OF SILVER SANDS
AGENDA**

**Friday, April 24th, 2026 at the Fallis Hall (located at 53303 Range Road 52)
Commencing at 9:00 a.m.**

**(As per bylaw 349-2025 Council and/or Council Committee meetings may not be
filmed or voice recorded.)**

1. Call to order

2. Treaty 6 Territory Land Acknowledgement
The Summer Village of Silver Sands acknowledges that we are meeting on Treaty 6 Territory and on the homelands of the Metis Nation. We acknowledge all indigenous peoples who have walked these lands for centuries. We acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with indigenous communities in a spirit of reconciliation and collaboration.

3. Agenda: Friday, April 24th, 2026 Regular Council Meeting

Page 1-6 *(approve agenda as is, or with amendments, additions or deletions)*

4. Minutes: a) Tuesday, March 24th, 2026 Regular Meeting Minutes

Page 7-11 *(approve minutes as is, or with amendments)*

5. Delegations: a) 9:05 a.m. Laura Marcato (or Colton Kerswell), Seniuk & Marcato – to present and review the Summer Village’s Draft 2025 Audited Financial Statements. The draft statements will be emailed to Council as soon as they are received.

(statements will be forwarded once received)

(that the Draft 2025 Audited Financial Statements for the Summer Village of Silver Sands, as presented and reviewed by Auditor Laura Marcato of Seniuk & Marcato, be approved as presented (or amended)

or

(some other direction as given by Council at meeting time)

6. Public Hearings: n/a

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7. Bylaws:

a) Bylaw 359-2026, Tax Rate Bylaw

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As the 2026 Budget was approved at the last meeting, attached is the required 2026 Tax Rates Bylaw which sets the various rates of taxation for the 2026 tax year, to be approved by Council.

(that Bylaw 359-2026, a bylaw to set the various rates of taxation for the 2026 year, be given first reading (as presented or amended))

(that Bylaw 359-2026 be given second reading (as is or as amended))

(that Bylaw 359-2026 be considered for third reading (as is or as amended))

(that Bylaw 359-2026 be given third and final reading (as is or as amended))

b) Bylaw 360-2026, Council Procedural Bylaw, as part of the Municipal Accountability Program review this bylaw was cited as not meeting legislative requirements (see attached). We have added clause 49 on page 9 of this bylaw (in red) and have received confirmation from AB Municipal Affairs that this bylaw now meets legislative requirements. We are asking for all readings of this bylaw.

Page 15-34

(that Bylaw 360-2026, to regulate the procedure and conduct of Council and Council Committee meetings, be given first reading (as presented or amended))

(that Bylaw 360-2026 be given second reading (as is or as amended))

(that Bylaw 360-2026 be considered for third reading (as is or as amended))

(that Bylaw 360-2026 be given third and final reading (as is or as amended))

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8. Business:

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- a) Yellowhead Regional Library (YRL) – proposed municipal levy increase for 2027. Please refer to the attached April 1st, 2026 email and supporting documents. The YRL is proposing an increase to members starting in 2027 of \$0.75 per capita, taking the levy from \$4.85 per capita to \$5.60 per capita. For Silver Sands this would equate to a \$160.50 per year increase (from \$1,037.90 to \$1,198.40).

(that the Summer Village of Silver Sands agrees to an amendment to Schedule C of the Yellowhead Regional Library Master Membership Agreement to allow for a municipal levy increase from \$4.85 per capita to \$5.60 per capita effective January 1st, 2027)

Or

(some other direction as given by Council at meeting time)

- b) ATIA/POPA Information Session. Wildwillow Enterprises Ltd. will be offering information sessions for elected officials regarding the new Privacy Management Program, prior to the bylaws and plans being presented to Councils / Boards for approval. They will be offering two sessions, both hybrid, on May 5 at 10:00 a.m. and 6:30 p.m. Elected Officials may attend at the Wildwillow Administration Office (LSAC County East Fire Hall) or via Zoom. Each session is expected to take 1.5 hours.

This is not required training, but elected officials are encouraged to attend. These sessions are the same, so there is no need to attend both.

(that Council be approved to attend one of the ATIA/POPA Information Session)

Or

(direction as given by Council at meeting time)

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- c) Safety Codes Fee Schedule – please refer to the attached March 31 email from Inspections Group (our safety codes service provider).

Silver Sands' Safety Codes Fee Schedule has not been updated since 2022. As per our Fees and Charges Bylaw 358-2026 our safety code fees are established as per our agreement with Inspections Group Inc. The Inspections Group Inc. has requested that Silver Sands approve the attached Safety Codes Fee Schedule which includes a 10% increase in fees.

(that the Safety Codes Fee Schedule, as provided by the Summer Village of Silver Sands through our Safety Codes Service Provider being The Inspections Group Inc., be approved reflecting a 10% increase to all fees effective May 1, 2026)

Or

(Some other direction as provided by Council.)

- d) Alberta Municipalities Convention

The 2026 Alberta Municipalities Convention will take place at the Edmonton Convention Center from September 23-25, 2026. To ensure that we can book hotel rooms administration is seeking confirmation regarding Convention attendance. Council and the CAO have attended this convention in the past.

(That Council and Administration be approved to attend the 2026 Alberta Municipalities Convention at the Edmonton Convention Center from September 23-25, 2026 and FURTHER that hotels be booked at the Chateau Lacombe if available.)

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- e) Asset Management Policy – as part of the Asset Management Plan that Silver Sands is participating in along with other Summer Village's, Council is requested to review and approve an Asset Management Policy.

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filmed or voice recorded.)**

*(that the Asset Management Policy for the Summer Village
of Silver Sands be approved (as presented or amended))*

f)

g)

h)

9. Financial: a) Income & Expense Statement – as at March 31, 2026

Page 76-91

*(accept income & expense statement report, along with the
related bank statement, for information)*

10. Councillors' Reports:

- a) Mayor
- b) Deputy Mayor
- c) Councillor

(accept Council Reports for information)

11. Administration Reports:

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Page 95-96

- a) Development Officer's Report – tent/tarp structures
- b) Public Works Report
- c) CAO –
 - i. Government of Canada – Dane Lloyd – Parkland – April 7, 2026 – Approved funding for Canada Summer Jobs program.
 - ii. 1 property received pre-tax sale letter
- d)

(accept above items for information)

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12. Information and Correspondence:

Page 97-99

a) Association of Summer Villages of Alberta (ASVA),
Quarterly Update

Page 100-114

b) Lac Ste. Anne Foundation – 2026 Municipal Presentation.

Page 115-116

c) Minister of Municipal Affairs, April 1, 2026 letter
regarding the Assessment Model Review

Page 117-119

d) Municipal Affairs, Assessment Model Review:
Frequently asked questions

Page 120-121

e) Municipal Affairs, Assessment Model Review: Policy
Updates – March 2026

Page 122-124

f) Minister of Municipal Affairs, April 2, 2026 letter
regarding Bill 28 – Municipal Affairs and Housing
Statutes Amendment Act, 2026

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g) Association of Summer Villages of Alberta (ASVA), April
6, 2026 email: ASVA – ABmunis' Police, Justice, and
Emergency Management (PJEM) Committee
Representative

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h) 1st Quarter Safety Codes Report

Page 127-129

i) 26DP06-31 – Construction of a Single Detached
Dwelling – 1 Hazel Avenue.

(accept correspondence for information)

13. Open Floor Discussion with Gallery: (15-minute time limit)

(accept for information the open floor discussion with the gallery, if applicable)

14. Closed Meeting (if required):

15. Adjournment

Next Council Meetings:

-Friday, June 26th, 2026 Regular Council meeting

-Friday, July 31st, 2026 Regular Council meeting

Other dates to remember:

-Wednesday-Friday, April 29th – May 1st, 2026 SVREMP Mock Training Exercise

SUMMER VILLAGE OF SILVER SANDS
REGULAR COUNCIL MEETING MINUTES
TUESDAY, MARCH 24, 2026
HELD AT FALLIS HALL AND VIA ZOOM

	PRESENT	<p>Mayor: Bernie Poulin Deputy Mayor: Graeme Horne Councillor: Sherry Strong</p> <p>Wendy Wildman, Chief Administrative Officer (CAO) (via Zoom) Sandra Schneider, Administrative Assistant</p> <p>Public Works: Dustin Uhlman, Public Works Supervisor</p> <p>Attendee(s): Tony Sonnleitner, Development Officer (from 9:51 a.m. to 9:57 a.m.)</p> <p>Delegation(s): 10:00 a.m. –Michelle Gallagher, Patriot Law – to discuss Consolidated Lots and Assessment Sub Class Bylaw. This discussion will take place in Closed Session.</p> <p>Public at Large: 3 in-person / 0 via Zoom</p>
1.	CALL TO ORDER	<p>Mayor Poulin called the meeting to order at 9:00 a.m.</p> <p>The Summer Village of Silver Sands acknowledges that we are meeting on Treaty 6 Territory and on the homelands of the Metis Nation. We acknowledge all indigenous peoples who have walked these lands for centuries. We acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with indigenous communities in a spirit of reconciliation and collaboration.</p>
2.	AGENDA 51 -26	<p>MOVED by Deputy Mayor Horne that the March 24, 2026 Agenda be approved with the following additions:</p> <p>Under 7. Business: d) Snow Removal Policy e) RV Storage Lot</p> <p style="text-align: right;">CARRIED</p>
3.	MINUTES 52-26	<p>MOVED by Councillor Strong that the minutes of the February 28, 2026 Regular Council Meeting be approved as presented.</p> <p style="text-align: right;">CARRIED</p>

SUMMER VILLAGE OF SILVER SANDS
REGULAR COUNCIL MEETING MINUTES
TUESDAY, MARCH 24, 2026
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4.	DELEGATIONS	10:00 a.m. –Michelle Gallagher, Patriot Law – will be in attendance to discuss Consolidated Lots and Assessment Sub Class Bylaw. This discussion will take place in Closed Session.
5.	PUBLIC HEARINGS	n/a
6.	BYLAWS	n/a
7.	BUSINESS	<p>53-26 MOVED by Deputy Mayor Horne to accept the thank you and Ally Impact Report from Shock Trauma Air Rescue Service (STARS) Foundation for information and FURTHER THAT Summer Village of Silver Sands donate \$700.00 for 2026. CARRIED</p> <p>54-26 MOVED by Councillor Strong that the February 20, 2026 Alberta Community Partnership Gant Approval letter for the Regional Asset and Land Management Strategy be accepted for information and FURTHER THAT the project proceed with MPE Engineering. CARRIED</p> <p>55-26 MOVED by Deputy Mayor Horne that the Draft 2026 Operating Budget for the Summer Village of Silver Sands be approved as amended at meeting time, that Administration prepare the tax rate bylaw based on this budget as approved today, and that the 2026 Tax Rate Bylaw and minimum amount payable be brought back to the April Council meeting for consideration of all readings. CARRIED</p> <p>56-26 MOVED by Deputy Mayor Horne that Administration draft a policy for snow removal and bring to the next meeting for review. CARRIED</p> <p>57-26 MOVED by Councillor Strong that the discussion concerning the summer village renting RV storage lots be accepted for information AND FURTHER THAT Facebook be used to discern if there would be any interest in same. CARRIED</p>
8.	FINANCIAL	<p>58-26 MOVED by Councillor Strong that Council accept for information the income and expense statements, along with the related bank statement, as at February 28, 2026. CARRIED</p>

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9.	COUNCIL REPORTS	
	59-26	MOVED by Mayor Poulin to authorize Public Works Supervisor Uhlman to attend all Summer Villages Regional Emergency Management Partnership (SVREMP) and Emergency Management meetings, along with the Director of Emergency Management (DEM) and Deputy Director of Emergency Management (DDEM). CARRIED
	60-26	MOVED by Deputy Mayor Horne that the Council reports be accepted for information as presented. CARRIED
10.	ADMINISTRATION & PUBLIC WORKS REPORTS	
	Mr. Sonnleitner	Development Officer Tony Sonnleitner joined the meeting at 9:51 a.m.
	61-26	MOVED by Deputy Mayor Horne to defer the matter of tarp buildings to the next meeting. CARRIED
	62-26	MOVED by Councillor Strong that Council accept for information the Administration and Public Works report as presented. CARRIED
	Ms. Gallagher	Michelle Gallagher joined the meeting at 9:53 a.m. Tony Sonnleitner left the meeting at 9:57 a.m.
11.	OPEN GALLERY	n/a
12.	CLOSED MEETING	
	63-26	MOVED by Deputy Mayor Horne that pursuant to section 197(2) of the Municipal Government Act, Council go into a closed meeting session at 10:15 a.m. to discuss the following: a) Consolidated Lots and Assessment Sub Class Bylaw – Access to Information Act (ATIA) Section 32. CARRIED The closed meeting recessed at 10:16 a.m. to allow the public in attendance at this time to exit the meeting. The closed meeting re-convened at 10:19 a.m. The following individuals were present at the Closed Meeting:

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REGULAR COUNCIL MEETING MINUTES
TUESDAY, MARCH 24, 2026
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	64-26	<p>Bernie Poulin Graeme Horne Sherry Strong Wendy Wildman Sandra Schneider Dustin Uhlman Michelle Gallagher</p> <p>Michelle Gallagher left the meeting at 10:44 a.m.</p> <p>MOVED by Deputy Mayor Horne that Council return to an open meeting at 10:46 a.m.</p> <p style="text-align: right;">CARRIED</p> <p>The meeting recessed at 10:47 a.m. to allow the public to return to the meeting.</p> <p><i>(no public returned to the meeting)</i></p> <p>The meeting reconvened at 10:49 a.m.</p>
13.	<p>CORRESPONDENCE 65-26</p>	<p>MOVED by Councillor Strong that the following correspondence items be accepted for information as presented:</p> <ul style="list-style-type: none"> a) Association of Parkland County, Rod Shaigec, Mayor – February 11, 2026 – Response to request for Mutual Aid Agreement – Regional Emergency Services Collaboration. b) Village of Alberta Beach, CAO Kathy Skwarchuk – February 20, 2026 – Mutual Assistance Agreement – Emergency Services with Westlock County. c) Government of Alberta – February 27, 2026 - 2026 Education Property Tax Requisition Comparison Report. d) Matthewson & Company, Asset Management Planning, Anna Trippel – March 12, 2026 – February monthly progress report. e) 26DP04-31 – Renovation of an Existing Detached Dwelling and Construction of a two storey addition to the Dwelling and two decks – 13 Ash Avenue. f) 26DP05-31 – Operation of a Tourist Home – 9 Bay Drive. <p style="text-align: right;">CARRIED</p>

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14.	NEXT MEETING(S)	The next Regular Council Meeting is scheduled for Friday, April 24, 2026, at 9:00 a.m.
15.	ADJOURNMENT	The meeting adjourned at 10:55 a.m.

Mayor, Bernie Poulin

Chief Administrative Officer, Wendy Wildman

Municipal Government Act RSA 2000 Chapter M-26

Part 10 Division 2 Property Tax

BYLAW OF THE SUMMER VILLAGE OF SILVER SANDS, IN THE PROVINCE OF ALBERTA, TO AUTHORIZE THE SEVERAL RATES OF TAXATION IMPOSED FOR ALL PURPOSES FOR THE YEAR 2026.

WHEREAS the total requirements of the Summer Village of Silver Sands in the Province of Alberta as shown in the budget estimates are as follows:

Municipal General	\$ 296,897.49
Minimum Municipal	\$ 157,029.51
Lac Ste. Anne Foundation Requisition	\$ 18,234.15
ASFF School Requisition	\$ 223,836.00
Designated Industrial Property Tax Requisition	\$ 29.49
Provincial Policing	\$ 20,602.00
Total:	\$ 716,628.64

WHEREAS the total taxable assessment of land, buildings and improvements amounts to:

Assessment Description	Total
RESIDENTIAL VACANT	4,361,700
RESIDENTIAL IMPROVED	75,847,000
FARMLAND	4,100
NON-RESIDENTIAL	1,032,100
OTHER NON-RESIDENTIAL (<i>LINEAR</i>)	405,050
EXEMPT (<i>MUNICIPAL</i>)	2,605,700
Total:	84,255,650

WHEREAS, the estimated municipal expenditures and transfers set out in the budget for the Summer Village of Silver Sands for 2026 total \$723,699.00 and

WHEREAS, the estimated municipal revenues and transfers from all sources other than taxation is estimated at \$269,772.00 and \$157,029.51 from "Minimum Municipal Tax" and the balance of \$296,897.49 is to be raised by general municipal taxation; and

WHEREAS the rates hereinafter set out are deemed necessary to provide the amounts required for municipal school and other purposes, after making due allowance for the amount of taxes which may reasonably be expected to remain unpaid;

WHEREAS, the Council is authorized to classify assessed property, and to establish different rates of taxation in respect to each class of property, subject to the *Municipal Government Act* RSA 2000 Chapter M-26 Part 10 Division 2; and

Municipal Government Act RSA 2000 Chapter M-26

Part 10 Division 2 Property Tax

1. The Municipal Administrator is hereby authorized and required to levy the following rates of taxation on the assessed value of all land, buildings and improvements as shown on the assessment and tax roll:

	<u>TAX LEVY</u>	<u>ASSESSMENT</u>	<u>TAX RATE</u>
General Municipal			
Residential/Farmland	286,226.68	80,212,800	3.56834168
Non-residential (Commercial)	3,682.89	1,032,100	3.56834168
Other Non-residential (Linear)	6,987.92	405,050	17.25200000
TOTAL	296,897.49	81,649,950	

	<u>TAX LEVY</u>	<u>ASSESSMENT</u>	<u>TAX RATE</u>
Alberta School Foundation Fund (ASFF)			
Residential/Farmland	217,886.00	80,212,800	2.71634951
Non-residential	5,950.00	1,437,150	4.14013847
TOTAL	223,836.00	81,649,950	

	<u>TAX LEVY</u>	<u>ASSESSMENT</u>	<u>TAX RATE</u>
Lac Ste. Anne Seniors Foundation			
Residential/Farmland	17,913.20	80,212,800	0.22332102
Non-residential	320.95	1,437,150	0.22332102
TOTAL	18,234.15	81,649,950	

	<u>TAX LEVY</u>	<u>ASSESSMENT</u>	<u>TAX RATE</u>
Designated Industrial Property			
Other Non-Residential (Linear)	29.49	405,050	0.0728000
TOTAL	29.49	405,050	

	<u>TAX LEVY</u>	<u>ASSESSMENT</u>	<u>TAX RATE</u>
Provincial Policing			
Residential/Farmland	20,239.38	80,212,800	0.25232104
Non-residential	362.62	1,437,150	0.25232104
TOTAL	20,602.00	81,649,950	

Municipal Government Act RSA 2000 Chapter M-26
Part 10 Division 2 Property Tax

2. The minimum amount payable as property tax for general municipal purposes shall be:

	<u>MINIMUM TAX RATE</u>	<u>TAX LEVY</u>
Residential Vacant	\$ 1,230.00	84,065.96
Residential Improved	\$ 1,230.00	71,356.44
Farm	\$ 1,230.00	1,228.22
Non-Residential (Commercial)	\$ 1,230.00	0.00
Other Non-Residential (Linear)	\$ 1,230.00	<u>378.89</u>
TOTAL		\$157,029.51

3. THAT this BYLAW shall come into force and effective for 2026 taxation on the date of the third and final reading.

Read a first time on this 24th day of April, 2026.

Read a second time on this 24th day of April, 2026.

Unanimous Consent to proceed to third reading on this 24th day of April, 2026.

Read a third and final time on this 24th day of April, 2026.

Signed this 24th day of April, 2026.

Mayor, Bernie Poulin

Chief Administrative Officer, Wendy Wildman

**A BYLAW OF THE SUMMER VILLAGE OF SILVER SANDS IN THE
PROVINCE OF ALBERTA TO REGULATE THE PROCEDURE AND
CONDUCT OF COUNCIL AND COUNCIL COMMITTEE MEETINGS.**

WHEREAS, the Council of the Summer Village of Silver Sands considers it expedient and desirable for effective governance to regulate the procedure and conduct of Council, Councillors and others attending Council and Council committee meetings in the Summer Village of Silver Sands;

AND WHEREAS, the Council of the Summer Village of Silver Sands recognizes the need to promote effective participation in local governance by all stakeholders, including Councillors, administration, formal delegations before council and committees, and the public in generally, and therefore is agreeable to accommodating electronic means of participation herein, in accordance with Section 199 of the Municipal Government Act;

NOW THEREFORE, the Council of the Summer Village of Silver Sands hereby enacts as follows:

Citation

1. This Bylaw may be cited as the "The Procedure Bylaw".

Definitions

2. In this bylaw:
 - a) "CAO" means the Chief Administrative Officer or their delegate, for the Summer Village of Silver Sands.
 - b) "Closed Meeting" means a part of the meeting closed to the public at which no resolution or Bylaw may be passed, except a resolution to revert to a meeting held in public.
 - c) "Council" means the Mayor and Councillors of the Summer Village of Silver Sands for the time being elected pursuant to the provisions of the *Local Authorities Election Act* and the *Municipal Government Act* whose term is unexpired, who have not resigned and who continue to be eligible to hold office under the terms of the related provincial legislation;
 - d) "Delegation" means any person that has permission of Council or the CAO to appear before Council or a committee of Council to provide pertinent information and views about the subject before Council or Council committee.
 - e) "Deputy Mayor" shall mean the member selected by Council to preside at a meeting of Council in the absence of the Mayor.
 - f) "Electronic Means" shall be as defined in the Municipal Government Act, Section 199(1)(a), specifically meaning an electronic or telephonic communication method that enables all persons attending a meeting to hear and communicate with each other during the course of the meeting.

- g) "FOIP" means the Freedom of Information and Protection of Privacy Act of Alberta.
- h) "Mayor" shall mean the member selected by Council at the Organizational meeting to hold that position and to preside at a meeting of Council.
- i) "Member" means a Councillor or person at large appointed by Council to a committee of Council.
- j) "Meetings" means meetings of Council and Council committees and in keeping with the interpretation of Section 199(1)(b) of the Municipal Government Act, shall include hearings.
- k) "Municipality" means the Municipality of the Summer Village of Silver Sands, a municipal corporation of the Province of Alberta and includes the area contained within the boundaries of the Municipality.

Application

- 3. This bylaw applies to all members attending meetings of Council and committees established by Council of the Municipality;

Severability

- 4. If any portion of this bylaw is declared invalid by a court of competent jurisdiction, then the invalid portion must be severed and the remainder of the bylaw is deemed valid;

General

- 5. The General Duties of Council shall adhere to the duties and responsibilities contained within Section 153 of the MGA as set out in Appendix A.
- 6. The General Duties of the Chief Elected Official shall adhere to the duties and responsibilities contained within Section 154 of the MGA as set out in Appendix B.
- 7. No Member of Council shall direct or interfere with the performance of any work for the Municipality and shall seek all information through the office of the Chief Administrative Officer or their designate.
- 8. Members of Council shall subscribe to the Code of Conduct for Members of Council as set out in the Summer Village of Silver Sands' Code of Conduct Bylaw.
- 9. A breach of any Section of this Bylaw by any Member of Council may place the Member of Council in the position of censure by Council.
- 10. Public Hearings held with respect to bylaws, when required or when requested by Council, will be held prior to second reading. Public Hearings required under Part 17 of the Municipal Government Act shall accessible via

electronic means and shall be conducted in accordance with the procedures set out in Appendix C.

Meetings

11. The regular meetings of Council shall be established by resolution of Council at its annual organizational meeting.
12. Special meetings of Council shall be established as required by Council according to the provisions of the Municipal Government Act and the public shall be given notice.
13. Council, by resolution, may establish other Council meeting dates.
14. The meetings of Council committees shall be established by resolution of each committee and the public must be given notice or advertised as required by the provisions of the Municipal Government Act.
15. Regular meetings of Council shall begin at 9:00 a.m.
16. The times for the beginning of Council committee meetings shall be set by resolution of each committee.
17. As soon after the hour of which the meeting was called, and a quorum is present, the Mayor shall take the chair and call the meeting to order.
18. In a case where the Mayor is not in attendance within fifteen (15) minutes after the hour of which the meeting was called, and a quorum is present, the Deputy Mayor shall call the meeting to order.
19. If a quorum is not present within thirty (30) minutes after the time fixed for the meeting, the CAO shall record the names of the members present and the meeting shall stand adjourned until the next meeting;
20. No person, persons or entity other than the Summer Village of Silver Sands may record in whole or in part any meeting of Council or Council Committee using audio, video or any other recording means.
21. Should the Summer Village of Silver Sands deem it appropriate to record a Council or Council Committee meeting, all parties present at the meeting must be verbally notified immediately prior to the start of the recording.

Conduct of Meetings

22. Each member or delegate, as the case may be, shall address the chair but shall not speak until recognized by the chair.
23. The presiding officer with the approval by resolution of the members, may authorize a person in the public gallery to address members only on the topic being discussed at that time and within the time limits specified by the presiding officer.
24. A resolution does not require a seconder.
25. A resolution may be withdrawn at any time before voting subject to no objection from any member, as the case may be.
26. The following resolutions are not debatable by members:
 - a) adjournment
 - b) to take a recess
 - c) question of privilege
 - d) point of order
 - e) to limit debate on a matter before members
 - f) on division of a question
 - g) postpone the matter to a certain time
 - h) to table the matter
27. The Mayor or presiding officer may enter into any debate and make resolutions in the same manner as any member without relinquishing the chair.
28. Where an item has been brought before Council, the same item cannot be tabled more than three times.
29. Where a matter or issue has been brought before Council, the same matter or issue cannot be heard more than three times unless there is new information be presented about the issue or matter.
30. Where a question under consideration contains distinct propositions, the vote upon each proposition shall be taken separately when any member so requests or when the presiding chair so directs.
31. Whenever the presiding officer is of the opinion that a motion is contrary to the rules and privileges of Council, he/she shall inform the member thereof immediately, before putting the question, and shall cite his reasons applicable to the case without argument or comment.
32. The Mayor or presiding officer shall preserve order and decorum and shall decide questions of order, subject to an appeal to the Council by resolution. Decisions of the presiding officer shall be final unless reversed or altered by a

majority vote of members present.

33. In all cases not provided for in the proceedings of the Council, a two-thirds majority of Council shall determine to uphold the ruling of the presiding officer or not as the case may be.
34. When a motion has been made and is being considered by Council no other motion may be made and accepted, except:
 - a) a motion to refer the main question to some other person or group for consideration
 - b) a motion to amend the main question
 - c) a motion to table the main question
 - d) a motion to postpone the main question to some future time
 - e) a motion to adjourn the meeting, provided that a motion to table shall not be debated except as to the time when the matter will again be considered.
35. After any question is finally put by the Mayor or other presiding officer no member shall speak to the question, nor shall any other motion be made until after the result of the vote has been declared. The decision of the Mayor or the presiding officer as to whether the question has been finally put shall be conclusive.
36. Any member of the Council can call for a recorded vote, the names of those who vote for and those who vote against the motion shall be entered in the minutes. A request for a recorded vote must precede the voting on a motion.
37. Voting on all matters shall be done by raising of the hand in such a clear manner that they may be easily counted by the presiding officer. In the case of a meeting by electronic means voting may be done verbally.
38. Council may adjourn from time to time to a fixed future date any regular or special meeting of Council that has been duly convened but not terminated. The object of adjourning is to finish the business that the meeting was called to transact in the first place but which has not been completed;
39. As per section 197 of the Municipal Government Act, a formal motion will be made to go to a "Closed Meeting" session, identifying the relevant section(s) of the Freedom of Information and Privacy Act or any act that may replace the Freedom of Information and Privacy Act. When a meeting is closed to the public, no resolution or bylaw may be passed at the meeting, except a resolution to revert to an open meeting of a council or council committee held in public. No minutes, notes, or recordings of the discussions will take place in Closed Meeting session and any printed reports provided to Council will be retrieved by the CAO. After the closed meeting discussions are completed, any members of the public who are present outside the meeting room must be notified that the meeting is now open to the public, and a reasonable amount of time must be given for

those members of the public to return to the meeting before it continues. Where a council or council committee closes all or part of a meeting to the public, the council or council committee may allow one or more other persons to attend, as it considers appropriate, and the minutes of the meeting must record the names of those persons in attendance and, if applicable, the reason for their attendance.

Delegations

40. A person or a representative of any delegation or group of persons who wish to bring any matter to the attention of Council, or who wish to have any matter considered by Council shall address a letter or other written communication to the Council outlining the subject to be discussed. The letter shall be signed by the correct name of the writer; the address of the writer, the phone number of the writer and, if available, the email address of the writer and delivered or mailed to the CAO. The letter must arrive by 1:00 p.m. on a business day at least five (5) days immediately preceding the meeting at which it is to be presented. If the person wishes to appear before Council on the matter it shall be stated in the letter.
41. Delegates shall be granted a maximum of fifteen (15) minutes to present the matter outlined in the letter. Where the presiding officer determines that additional time shall be granted to a delegation the length of the extension shall be specified and the presiding officer may limit the time. The number of times that a member or delegate may speak on the same question or resolution is three (3) times, having due regard to the importance of the matter.
42. Delegations that have not submitted a letter in accordance with section 40 may be granted a brief opportunity to outline the matter they wish to present to Council, and following that outline, the presiding officer and members shall determine if the delegation is to be granted time under section 41 to present the matter outlined.
43. Members of the public who constitute the gallery in the Council Chambers during a Council meeting may not address Council without permission of the Council, shall maintain order and quiet, and shall not applaud or otherwise interrupt any speech or action of members of Council. Should the behaviour of a member or members of the gallery become unruly, they shall be required to leave the meeting immediately.
44. Council shall hear all delegations that have brought their items of business onto the agenda in the order in which they are placed on the agenda or the order as may be changed by a majority vote of members present. All rules of Council in this Bylaw shall apply to each and every member of the delegation. Delegations shall have fifteen (15) minutes for presentation;

Provision for Attendance and Participation by Electronic Means

45. In accordance with the provisions of Section 199(2) of the Municipal Government Act, Council herein provides that meetings of council, including committee meetings and public hearings, may be conducted by Electronic Means, when deemed necessary to do so for the effective and expedient governance of the municipality and engagement with the public, at the discretion of Council. Further, in accordance with Section 199(2.1) of the Municipal Government Act, all public hearings required under Part 17 of the Act shall be conducted to include Electronic Means. Public Hearings, other than those required by Part 17 of the Act, may be conducted via Electronic Means.

- a) In exercising its discretion, Council may provide for the following meetings inclusive of Electronic Means:
 - A full virtual meeting, by which all parties that are, or may wish to be, participating in the meeting shall have a common point of access to the virtual meeting through approved electronic means; or,
 - A hybrid virtual meeting, at which some of the participants may be authorized to participate through approved electronic means. The availability of a hybrid virtual meeting does not create an obligation, nor does it restrict the ability, to provide virtual access to the general public as in the hybrid model the council chamber remains an effective point of access for the general public.
- b) In exercising its discretion, Council shall prioritize the use of hybrid, rather than full, virtual meetings such that where possible the use of electronic means is limited to use by those active parties in the meeting, including councillors, administration and formal delegations who cannot be in physical attendance.
- c) Except as required by Section 199(2.1) of the Municipal Government Act, Electronic Means shall be used only when and where the location of remote access is able to support its use. The ability to access remotely is not a guarantee that access will be assured or that business will be detained for input by those with an intermittent connection.
- d) A Councillor shall be deemed present for the meeting for the duration of the meeting, in all or in portions, for which their connection is active.
- e) The Presiding Officer shall, on the Call to Order of the meeting, declare to the meeting that there is, or may be, participation by Electronic Means, and shall ask the recording secretary to confirm any virtual attendees by seeking confirmation of:
 - Those voting members or councillors present;

- Those administration present;
- Those delegations that may be present; and
- The general count of those public present.

46. In providing for Electronic Means, the Council authorizes the following electronic means for virtual participation in meetings:
- a) Telephone participation, both traditional landline and cellular mobile participation;
 - b) Personal or Work Computer or Tablet, via virtual participation applications or programs initiated by the municipality;
 - c) Other means as may become commonly accepted and deemed safe by the municipality as technology advances.
 - d) The access codes or numbers for participating electronically shall be distributed along with the agenda of the meeting in the same manner by which the agenda is circulated (email, website, and/or contained on the physical copy of the agenda).
47. In participating by Electronic Means, a Councillor shall be required to make their presence known in accordance with the following:
- a) On initially joining the meeting, shall declare their full name to the acknowledgement of the Chair of the meeting, and if possible confirm their participation by live video display.
 - b) When participating making a motion, or participating in debate, the virtually attending member shall verbally request the floor from the Chair, and may be assisted in garnering the attention of the Chair by the moderator or recoding secretary or other administrative officer present in the meeting.
 - c) When speaking, and when voting on matters, the virtually attending member should, when feasible pending service connection, turn their live display video on.
 - d) In voting on a matter, the virtually attending party, or parties, shall be called on by the Chair to give their vote verbally, one at a time, following the call of the question and voting by those parties that may be attending the meeting physically.
 - e) If the matter being voted on is a question requiring a secret ballot, the virtually attending party, or parties, shall be permitted to either email or text message their ballot to the Chief Administrative Officer, or Designated Officer or Clerk, and have it received and counted as in the normal fashion. In exercising this option, virtually attending members

shall be permitted not more than 5 minutes from the time voting is declared "open" by the Chair to submit their vote; late receipts will not be accepted and shall be deemed an absent vote.

- f) When a council member or other participant is included in a Closed Session meeting and participating by Electronic Means, the virtually attending member shall be asked to verbally confirm to the Chief Administrative Officer, or designate, that they are attending the Closed Session alone.

48. When making access by Electronic Means available to the general public:

- a) The access codes and numbers for the approved Electronic Means shall be contained within the meeting notice and agenda for the meeting and/or shall be posted on the Summer Village Website and distributed by the same means used to circulate the notice of meeting and agenda.
- b) Except where public participation is expressly allowed, such as a public hearing, public participants shall be muted and may be disconnected from the meeting by the moderate of the meeting for disruptions due to noise, unauthorized comment or any disruptions which hampers the effective conduct of the meeting, at the discretion of the Chair.
- c) Where public participation does involve receiving comment from the public, such as in a public hearing or open gallery provision, comments will be received verbally in a manner of order determined by the Chief Administrative Officer based first on requests to speak received before the meeting, concurrently during the meeting (for example in the "chat box" of the electronic means platform, and then finally any last comments arising from the floor. The conduct of these comments shall be respectful and follow the same decorum and process as if made in physical attendance.

49. When making submissions for a Regular or Special Council Meeting, or Public Hearing:

- a) Regular or Special Council Meeting: members of the public may make submissions by forwarding same via email or mail to the administration office, or by dropping off at the administration office, as per the timelines outlined in this bylaw, or to the Chair or administration at the time of the meeting if deemed acceptable as per the Chair of the meeting.
- b) Public Hearing: members of the public may make submissions by forwarding same via email or mail to the administration office, or by dropping off at the administration office, prior to the public hearing, or by handing to the Chair or administration at the time of the public hearing.

Motion to Recess

50. The Chair, without a Motion, may Recess the meeting for a specific period of no more than ten (10) minutes.
51. Any Councillor may move that Council Recess for a specific period.
52. After the Recess, business will be resumed at the point where it was interrupted.
53. A Recess will follow a motion to go into closed session and a Recess will precede a motion to come out of closed session;

Rules of Order

54. Any matter of meeting conduct which is not herein provided for shall be determined in accordance with "Roberts Rules of Order Revised";

Agenda and Order of Business

55. Prior to each meeting, the CAO shall prepare a statement of the order of business to be known as the "Agenda" of all matters to be brought before Council. To enable the CAO to do so, all documents and notice of delegation, intended to be submitted to the Council, shall be received by the CAO not later than 1:00 p.m. on a business day at least five (5) days before the meeting.
56. The CAO shall place at the disposal of each member a copy of the agenda and all supporting materials not later than 4:30 p.m. two (2) days before the meeting.
57. Where the deadlines in section 54 and 55 are not met, the agenda and support materials shall be deemed to be acceptable when the agenda is adopted at the meeting.
58. The business intended to be dealt with shall be stated in the agenda in the following order where applicable:
 1. Call to Order
 2. Treaty 6 Territory Land Acknowledgment
 3. Agenda Adoption
 4. Minutes Adoption
 5. Delegations
 6. Public Hearings
 7. Bylaws
 8. Business
 9. Financial
 10. Council Reports

11. Administration Reports
12. Information & Correspondence
13. Open Floor Discussion with Gallery – Total time provision of 15 minutes
14. Closed Meeting
15. Adjournment

59. The order of business established in section 54 shall apply unless altered by the presiding officer with no objection from members, or otherwise determined by a majority vote of the members present, and the vote upon a matter of priority of business shall be decided without debate.
60. Standing Committees of Council shall be established and governed by policy or bylaw approved by Council. Where appropriate authority is delegated to a Standing Committee, such committee and its mandate shall be established by bylaw;

Recording of the Minutes

61. The CAO may delegate any duties to a recording secretary but shall accept all responsibilities of the duties.
62. If a member of Council arrives late, leaves before the meeting is adjourned, or is temporarily absent from the meeting, it shall be so recorded in the minutes.
63. After each meeting, the CAO shall prepare a statement of what was done at the meeting which will be known as the "Minutes" of the meeting. The minutes will be the written record of the proceedings of the meeting and will be a record of what was done at the meeting, and not what was said at the meeting;

Bylaws

64. Where a bylaw is presented to Council for enactment, the CAO shall cause the number and the short title of the bylaw to appear on the Agenda in the appropriate place.
65. Every bylaw shall have three separate and distinct readings.
66. After a member has made the motion for the second reading of the bylaw Council may:
 - a) debate the substance of the bylaw; and
 - b) propose and consider amendments to the bylaw.
67. A proposed amendment shall be put to a vote and if carried shall be considered as having been read a first time and incorporated in the bylaw.

68. Unless the members present at a meeting unanimously agree that a bylaw may be presented to Council for a third reading at the same meeting at which it has received two readings, the bylaw shall not be given more than two readings at one meeting.
69. Where required by provincial statute, a bylaw shall be advertised or submitted to the electorate for voting as set out in the relevant statutes.
70. Bylaws shall not be repealed, amended or suspended, except so far as the terms thereof themselves permit, unless it is repealed, amended or suspended by:
- a) a Bylaw unanimously passed at a regular or special meeting of the Council at which all members thereof are present; or
 - b) a Bylaw passed at a regular meeting of Council, pursuant to a notice in writing given and openly announced at the preceding meeting of the Council and setting out the terms of the substantial effect of the proposed Bylaw.

Website

71. The Regular Council Meeting agenda and links to join the meeting via Electronic Means, as applicable, will be posted on the Summer Village website prior to the Council meeting after it is prepared and distributed to Council.
72. Special Council Meeting agendas will be posted on the Summer Village website prior to the special Council meeting after it is prepared and distributed to Council.
73. Unapproved meeting minutes are to be posted on the Summer Village website within 7 business days of the meeting.
74. Approved minutes are to be posted on the Summer Village website within 3 business days of the meeting in which they were approved.
75. Other items will be posted on the Summer Village website as directed by the CAO or designate.

This Bylaw repeals Bylaw #349-2025 and comes into full force and effect upon third and final reading.

READ a first time this 25TH day of APRIL, 2025.

READ a second time this 25TH day of APRIL, 2025.

UNANIMOUS CONSENT to proceed to third reading this 25TH day of APRIL, 2025.

READ a third and final time this this 25TH day of APRIL, 2025.

SIGNED this this 25TH day of APRIL, 2025.

Mayor, Bernie Poulin

Chief Administrative Officer, Wendy Wildman

SUMMER VILLAGE OF SILVER SANDS
APPENDIX A

Municipal Government Act Division 3
Duties, Titles and Oaths of Councillors

General duties of Councillors
153

Councillors have the following duties:

- (a) to consider the welfare and interests of the municipality as a whole and to bring to council's attention anything that would promote the welfare or interests of the municipality;
- (a.1) to promote an integrated and strategic approach to intermunicipal land use planning and service delivery with neighbouring municipalities;
- (b) to participate generally in developing and evaluating the policies and programs of the municipality;
- (c) to participate in council meetings and council committee meetings and meetings of other bodies to which they are appointed by the council;
- (d) to obtain information about the operation or administration of the municipality from the chief administrative officer or a person designated by the chief administrative officer;
- (e) to keep in confidence matters discussed in private at a council or council committee meeting until discussed at a meeting held in public;
- (e.1) to adhere to the code of conduct established by the council under section 146.1(1);
- (f) to perform any other duty or function imposed on Councillors by this or any other enactment or by the council.

SA 2000 cM-26 s153;2015 c8 s17;2016 c24 s15

SUMMER VILLAGE OF SILVER SANDS
APPENDIX B

Municipal Government Act Division 3
Duties, Titles and Oaths of Councillors

General duties of chief elected official
154

- (1) A chief elected official, in addition to performing the duties of a Councillor, must
 - (a) preside when in attendance at a Council meeting unless a bylaw provides that another Councillor or other person is to preside, and
 - (b) perform any other duty imposed on a chief elected official by this or any other enactment or bylaw.
- (2) The chief elected official is a member of all Council committees and all bodies to which Council has the right to appoint members under this Act, unless the Council provides otherwise.
- (3) Despite subsection (2), the chief elected official may be a member of a board, commission, subdivision authority or development authority established under Part 17 only if the chief elected official is appointed in the chief elected official's personal name.

1994 cM-26.1 s154;1995 c24 s21

SUMMER VILLAGE OF SILVER SANDS

APPENDIX C

Public Hearing Procedure

Policy

Council may adopt a procedure for statutory public hearings.

Council shall abide by the underlying principles for statutory public hearings. The process will adhere as closely to the procedures outlined as possible although Council may adjust the process in order to accommodate a smooth flow of the proceedings provided that there is adherence to the underlying principles.

Council may follow this process for those non-statutory public hearings on issues that Council determines would benefit from public input.

Public Hearing Principles

These principles shall apply only to the process for bylaws or resolutions that require a public hearing or that Council determines would benefit from a public hearing, and not to other bylaws or resolutions.

1. Council shall hear any person, group of persons, or persons representing them, who claims to be affected by a proposed bylaw or resolution and who has complied with the procedures outlined by Council.
2. Council, by majority vote, may decide to hear from any person other than those outlined in principle number 1.
3. The public hearing shall be held at a regular or special meeting of Council.
4. The public hearing shall be held before second reading of a bylaw or before Council votes on a resolution.
5. After the public hearing, Council may pass the bylaw or resolution, or make any amendments that it considers necessary.
6. If Council determines that the amendments to a bylaw or resolution that requires a statutory public hearing have changed the intent of the bylaw, Council shall re-advertise the public hearing, and commence with first reading of the bylaw again.

Public Hearing Procedures

Definitions

1. "Chair" refers to the Presiding Officer officiating the Public Hearing
2. "Secretary" refers to the CAO or his/her designate

SUMMER VILLAGE OF SILVER SANDS PUBLIC HEARING

Date Time

Bylaw #***

INTRODUCTION & PROCEDURES

1 (Chair) "The following Public Hearing is held pursuant to the Municipal Government Act"

2 (Chair) "The following rules of conduct will be followed during the Public Hearing:"

Presentation should be brief and to the point

The order of presentation shall be

- o Entry of written submission(s)
- o Comments from those physically in attendance in support of the bylaw
- o Comments from those attending virtually in support of the bylaw,
- o Comments from those physically in attendance opposing the bylaw,
- o Comments from those attending virtually opposing the bylaw

The Public Hearing purpose is "to receive comments from any interested parties on the proposed Bylaws"

"I hereby declare the Public Hearing relating to Bylaw **** open"

3 (Secretary) "The purpose of Bylaw **** is to amend ***,

First Reading was given to Bylaw **** on (insert date) •

Notice of this Public Hearing was advertised on the website, on the (insert various method of advertising) in the week of (insert date)

The following written comments have been received to (insert date)

4 (Chair) "Are there any late written submissions relating to the

Bylaw?"

(Note: If there are any, the secretary to read letter into record) "Comments from the **** Department"

"Is there anyone who supports the Bylaw and wishes to speak?" "Is there anyone who opposes the Bylaw and wishes to speak?"

"Is there anyone deemed to be affected by the Bylaw and wishes to speak?"

5 (Chair) "Are there any further comments from the **** Dept."

6 (Chair) "Do the Councilors have any further questions"

7 (Chair) "If not, I hereby declare this Public Hearing relating to Bylaw **** be closed and will adjourn this Public Hearing.



Summer Village of Silver Sands

Box 8,
ALBERTA BEACH, AB. T0E 0A0
Phone: 587-873-5765 Fax: 780-967-0431
Email: administration@wildwillowenterprises.com

April 10, 2026

Alberta Municipal Affairs
Municipal Accountability Program
17th Floor, Commerce Place
10155-102 Street
Edmonton, AB. T5J 4L4
Att: Priscilla Sorochan
MAP@gov.ab.ca

Dear Priscilla:

Re: Municipal Accountability Program – response plan

In reference to the above noted and your January 21st, 2026 letter and April 8th, 2026 follow-up email, please be advised your January 21st, 2026 letter and program report in its entirety was presented to the Council of the Summer Village of Silver Sands at their January 29th, 2026 regular Council meeting. This meeting agenda package, including these documents, can be found on the Summer Village's website.

Further be advised administration will prepare a new procedural bylaw with amendments as noted on page 7 of the report for Council consideration. This draft bylaw will be presented to Council at their April 24th, 2026 regular meeting.

We will advise you at the conclusion of this meeting if Council did in fact pass the bylaw.

Yours truly,

Wendy Wildman
Chief Administrative Officer
Summer Village of Silver Sands

/ww

Section 3: Municipal Accountability Program Findings

3.2.6. Meetings by Electronic Means

Legislative requirements: MGA 199

1. Does the municipality have a bylaw providing for council meetings or council committee meetings by electronic means?
 - a. Does the electronic or telephonic method enable all persons attending to hear and communicate with each other?
 - b. Does the municipality have a bylaw providing for public hearings under Part 17 of the *MGA* to be conducted by electronic means?
2. Does the bylaw:
 - a. specify the type or types of electronic means by which meetings are authorized to be held;
 - b. require the identity of each councillor attending the meeting to be confirmed by a method authorized by the bylaw; and
 - c. except in the case of a meeting that is closed to the public in accordance with Section 197 of the *MGA*, specify:
 - i. a method by which members of the public may access the meeting and make submissions;
 - ii. where information is required to be made publicly available, a method for making the information available before and during the meeting; and
 - iii. a method for giving the public notice of the meeting, of the method by which the public may access the meeting, and the method by which the public may access information required to be made public?

Comments/Observations: Council approved bylaw 349-2025 on April 25, 2025, which provides for members of council to attend meetings through electronic communications. The bylaw identifies the types of electronic means permitted (video and teleconference) and includes a method for confirming the identity of councillors attending electronically; however, there is no method by which members of the public are able to make submissions as required by Section 199(3)(c)(i) of the *MGA*.

Meets Legislative Requirements: No

Recommendations/Action Items: The bylaw must be amended or repealed and replaced to include a method by which members of the public are to make their submissions to meet legislative requirements.

Resources: Municipal Affairs advisors are available to provide general support by calling toll-free 310-0000 and then 780-427-2225.

Municipal Response: Response to the findings, or comments, status, or action to be taken including key milestones and deadlines. Where resolutions of council are required please provide the date of approval and resolutions of council and/or bylaw numbers.

Fw: YRL Municipal Levy Increase: Council Motion Needed

From: Laurie Haak <LHaak@yrl.ab.ca>

Sent: Wednesday, April 1, 2026 1:43 PM

To: Summer Village Office <administration@wildwillowenterprises.com>; Sherry Strong <sherry@summervillageofsiversands.com>

Cc: YRL Chair <chair@yrl.ab.ca>; Karla Palichuk <KPalichuk@yrl.ab.ca>; Jocie Wilson <JWilson@yrl.ab.ca>

Subject: YRL Municipal Levy Increase: Council Motion Needed

Hello Wendy and Sherry,

Please find attached five documents relating to the proposed municipal levy increase as recommended by the YRL Board of Trustees at their meeting on March 9, 2026.

- Levy Increase Letter and Sample Notifications
- The Case for Investment – Enabling Sustainable YRL Funding
- Business Case for Proposed Increase to Municipal Levy
- 2026 Actual and 2027 Proposed Municipal Levies
- 2025 YRL Annual Report

As noted in the letter, please **notify us of your Council's decision by July 30, 2026.**

Thank you!

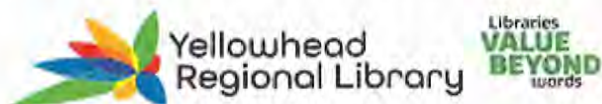
Laurie Haak

SHE/HER

Executive Assistant

P: 780-962-2003 EXT 221

yrl.ab.ca | Box 4270, Spruce Grove, AB T7X 3B4



April 1, 2026

Dear Municipal Administrators,

Thank you for being a member of the Yellowhead Regional Library (YRL). This consortium delivers resources, training and support to local libraries, leverages our collective buying power, and helps ensure equitable access to materials in a range of formats.

We greatly value the collaboration we have with you, and together we can grow stronger in our services to residents in our region.

From time to time, adjustments are needed to the municipal levy amount (also known as the membership fee) to sustain our operations, and to meet growing public demand for services. YRL last sought, and received, an increase to the municipal levy amount in 2008. And, while we have been able to manage with modest inflationary increases over the past six years, it is no longer sustainable.

At the YRL Board of Trustees meeting on March 9, 2026, the Board voted to recommend an increase to the municipal levy to the members.

The proposal calls for the municipal levy to increase by \$0.75 per capita in 2027, from \$4.85 to \$5.60 per capita.

Member Councils will decide if this increase goes ahead. To pass, it requires written notification from two-thirds of the Parties to the [YRL Master Membership Agreement](#), representing two-thirds of the member population. If the double-majority is achieved, then the levy rate increase will apply to all member municipalities.

To support this request, the following information is attached:

- *The Case for Investment – Enabling Sustainable YRL Funding* summarizes the need for the increase
- *Business Case for Proposed Increase to Municipal Levy* fully explains the rationale for the increase
- *2026 Actual and 2027 Proposed Municipal Levies* outlining the current and proposed levy rates, and the difference between the two
- *2025 YRL Annual Report*

Libraries
**VALUE
BEYOND**
words

Members are asked to notify YRL **by July 30, 2026**, of their decision, by providing a written copy of the resolution (sample notifications below); YRL will tabulate the results and provide written notice back to the municipal members on the outcome.

YRL Board representatives and Administration are available to meet with CAOs and Councils to answer any questions; please contact Laurie Haak at lhaak@yrl.ab.ca to arrange a meeting or presentation.

Thank you for your time and attention to this matter.

Yours truly,



Tara Elwood, Board Chair
Yellowhead Regional Library



Karla Palichuk, Director
Yellowhead Regional Library

SAMPLE NOTIFICATION IN FAVOUR

Be it resolved, that in accordance with resolution # _____, passed on [Date], the [City, County, Town, Village, Summer Village] of _____ agrees to an amendment to Schedule C of the Yellowhead Regional Library Master Membership Agreement to allow for a municipal levy increase from \$4.85 per capita to \$5.60 per capita, effective January 1, 2027.

Date: _____

Mayor Name: _____

Mayor Signature: _____

SAMPLE NOTIFICATION OPPOSED

Be it resolved, that in accordance with resolution # _____, passed on [Date], the [City, County, Town, Village, Summer Village] of _____ opposes an amendment to Schedule C of the Yellowhead Regional Library Master Membership Agreement to allow for a municipal levy increase from \$4.85 per capita to \$5.60 per capita, effective January 1, 2027.

Date: _____

Mayor Name: _____

Mayor Signature: _____



The Case for Investment Enabling Sustainable Yellowhead Regional Library Funding

Overview



54
Municipalities



301,000
Residents



86
Public and School
Libraries

YRL delivers comprehensive services across 54 municipalities and three school divisions. YRL serves approximately 301,000 residents through 44 public libraries and 42 school libraries. The services offered represent a significant investment by member municipalities and school divisions, and deliver measurable and meaningful community impact.

A Decade of Deferred Increases

However, for 11 years—from 2008 through 2019—YRL’s board made a choice to freeze municipal library funding. While costs climbed and demands grew, the local appropriation rate stood still. The modest 2% annual increases since 2019, though helpful, have merely slowed the bleeding. They haven’t healed the wound.

Implications of the Status Quo

For Member Libraries

- ▶ Receiving contractually obligated services at below actual costs
- ▶ Creating unsustainable dependency on provincial funds for core operations
- ▶ Benefiting from reserve depletion which cannot continue
- ▶ Risk of service disruption when reserves can no longer subsidize operations
- ▶ Misalignment between Master Membership Agreement obligations and actual municipal contribution

For Regional System Development

- ▶ Delays in implementing shared technology or other shared initiatives
- ▶ Postponed investments in staff training
- ▶ Deferred initiatives that would benefit all member libraries
- ▶ Slower rollout of support and infrastructure
- ▶ Reduced capacity to provide expertise and support

For YRL

- ▶ \$300,000 annually is being diverted from regional system development to subsidize municipal service obligations
- ▶ Reduced capacity to invest in digital services
- ▶ Limited ability to support member libraries with training, expertise and provincial initiatives
- ▶ Delayed implementation of system-wide improvements and modernization projects
- ▶ Vulnerability if provincial funding formulas change
- ▶ Inability to fully leverage provincial partnership opportunities
- ▶ Cannot continue with deficit operations. The responsible drawdown of excess reserves has eliminated the buffer that previously masked this problem

For the Province

- ▶ Creates accountability concerns around fund use and reporting

Here's what most Councillors and residents don't see:



Nearly one in five provincial dollars, meant for innovation, new resources, and expanded services, is instead being quietly diverted to “keep the lights on.”

Provincial funds designated for enhancing your library’s YRL experience—for digital resources, interlibrary cooperation, and strategic growth—are instead subsidizing basic operations that municipalities agreed to fund.

This isn’t sustainable as it takes away from YRL’s operational capabilities to pay for today’s artificially suppressed costs.

What Could Be Accomplished with Properly Allocated Provincial Funds?

If the \$300,000 annual provincial diversion was restored to the administrative budget, YRL could redirect the funds to benefit member libraries and their communities

Immediate Priorities:

Enhanced Materials Funding

- ▶ Increase the per-capita book allotment to member libraries by \$0.25 per capita, allowing them to:
 - Expand collections to meet growing community demand
 - Acquire additional print high-demand titles
 - Develop special collections to respond to local interest
 - Keep pace with rising book and media costs

Expand E-Resource Content

- ▶ Review and enhance the digital resources available; expanding the collection and aligning the content to the best vendor.
- ▶ Provide access to additional online learning platforms

Technology Infrastructure

- ▶ Accelerate region-wide technology upgrades currently delayed due to funding constraints
- ▶ Invest in digital infrastructure supporting new technologies
- ▶ Upgrade YRL infrastructure

Capacity

- ▶ Expand staff training and professional development
- ▶ Improve shared service platforms to create efficiencies

Currently, these are either proceeding at a slower pace, have work-arounds or have been deferred entirely because provincial funds are used to cover the municipal allocation gap.

The Path Forward

To deal with these pressures, YRL administration is asking the Board to consider an increase of \$0.75 per capita—raising the rate from \$4.85 to \$5.60. For the average household, this new rate represents the cost of two coffees per year.

This adjustment will:

➔ Restore accountability:

Municipalities will fund what they agreed to fund under the Master Membership Agreement

➔ Align funding with purpose:

Provincial enhancement dollars will return to their intended purpose

➔ Rebuild capacity:

After years of making do with less, our library system can again plan and deliver services strategically, rather than reactively

This isn't about expanding services or pursuing ambitious new programs. But we do need to ensure funding reflects current costs, and the responsibilities outlined in the Master Membership Agreement.

While we recognize the requested increase may be a burden for some municipalities, we are open to an option that includes a payment schedule with annual 5% increases until we reach \$5.60 per capita by 2029.

The Bottom Line



The proposed increase represents the cost of services municipalities are already receiving under the Master Membership Agreement. This is not a request to fund enhanced services or new programs. This is a correction to align municipal contributions with actual service delivery costs as contractually committed. This discussion has been ongoing since 2010, and it is time to take action before the gap grows even wider.

Current Service Delivery

YRL delivers comprehensive services across 54 municipalities and three school divisions, serving approximately 301,000 residents through 44 public libraries and 42 school libraries. The services offered represent a significant investment by member municipalities and school divisions and deliver measurable and meaningful community impact. The core services are defined by Clause 9 of the MMA.

Core Services and Community Impact

Collection Services

YRL provides: A shared collection of 1,852 physical items including professional development materials and 134 kits. A shared collection of 83,149 digital items including eBooks, eAudio, video, comics, magazines, newspapers and 25 additional specialized databases with materials such as employment resources, study skills, grant databases and consumer information.

YRL provides: A per-capital book allotment for each library and school division and this amount comes from the levy to YRL. For library boards without library locations, YRL receives a rural services grant from Municipal Affairs Public Libraries Services Branch. The respective boards allocate funds from this grant to the library locations used by their residents. YRL transfers 100% of the funding to the designated library. Note: other regions do hold back a portion of the rural services grant.

Why YRL offers this: Access to information and recreational reading is fundamental to an informed, literate community. Shared collections provide economies of scale that individual municipalities could not achieve independently.

Why YRL offers this: Provision of a book allotment from the municipal levy paid to YRL is part of the MMA. This amount supports the provision of new material coming into communities and provides additional supports to local boards and their budgets. The amount of the book allotment is not in the MMA.

Related activities

- Selection and acquisition of materials based on community need.
- Cataloging and processing of 47,047 of added items annually (2025).
- Interlibrary loan services facilitating 4,988 items moved between YRL and locations outside of TRAC.
- Collection maintenance including weeding and inventory management.
- Delivery service traveling 166,250 kilometres per year to member libraries weekly to ensure materials reach communities in a timely manner.
- Working with vendors to negotiate pricing on materials and other services, with standard discounts on brand new popular fiction of 40% off list prices.

Digital Resources and Technology Access

YRL provides: 24/7 access to 27 databases, eBooks, audiobooks, streaming media, online learning platforms, and research tools. Public access computers and WiFi at all locations. YRL also provides and supports the websites for public library locations, network and file infrastructure and management services, and cybersecurity.

Why YRL offers this: Digital equity is essential in modern society. Many residents lack high-speed Internet access at home or updated devices. This can create barriers to employment, education, healthcare and accessing government services.

Why YRL offers this: Many libraries do not have access to consistent, dedicated, affordable technical services support, or the staff to monitor and manage the services.

Why YRL offers this: The provision of the online catalogue for residents to find resources is in the MMA.

Related activities

- Licensing and maintaining core business applications, including but not limited to Microsoft Office and websites.

- Tools to educate library staff on cybersecurity.
- Supporting 245 staff machines in libraries.
- Supporting 268 public access computers.
- Technical support for 2,816 assistance requests annually.
- Hot swap of equipment.
- Upgrades to network infrastructure.
- Digital literacy training and one-on-one technical help.
- Website platform, development and maintenance serving 562,255 annual sessions.
- Online catalogue access serving 2,139,316 annual visits.
- WiFi infrastructure supporting 1,220,914 connections annually.

Annual impact: 500,261 digital resource uses, more than 100,000 computer sessions, 1.2 million WiFi sessions, and 112 library staff trained in digital skills.

Children's and Family Services

YRL provides: Regional support for children's services including staff training, issues support, early literacy resources, summer reading program coordination, and specialized expertise to help member libraries deliver quality children's programming and services.

YRL provides: Support for library staff when supporting parents and families in selecting material for home use.

Why YRL offers this: Early literacy is a strong predictor of school success. Regional coordination and expertise help all member libraries, regardless of size, offer evidence-based early literacy programs and developmentally appropriate collections to meet the needs of their individual communities.

Why YRL offers this: Support for programming and collection development is in the MMA.

Related activities

- Training and professional development for library staff.
- Coordination of national summer reading program.
- Early literacy resource distribution.
- Development and maintenance of storytime and other programming kits.
- Consultation support on collection development, programs and policies.
- Support for 30 on-reserve/on-settlement programs or initiatives facilitated by member libraries.
- Specialized expertise in child development and literacy best practices.
- Evaluation and assessment tools for children's services, including Young Reader's Choice Awards, collection assessments and purchase recommendations supporting programs and community need.

Annual impact: Member libraries collectively used 45 kits curated for early literacy support in their programs.

Adult and Teen Programming

YRL provides: YRL provides support infrastructure, training, resources and expertise to enable member libraries to offer quality programming. Member libraries develop and deliver programming based on their individual community needs. YRL does not provide direct public programming.

Why YRL offers this: Regional support allows member libraries to access resources and supports most could not afford individually. The regional system provides resources that may be of interest to a library and community but may not be able to justify the expenditure. YRL provides kits, infrastructure, training, resources and expertise to enable member libraries to offer innovative and quality programming.

Related activities

- Training and professional development for library staff on program development and delivery.
- Access to programming resources and materials.
- Consultation and expertise on program design and community engagement.
- Support for program promotion and registration (website).

- Evaluation tools and best practices sharing across member libraries.

Annual impact: YRL launched Brainfuse in 2025 which supports adults and teens with live tutoring and job seekers with live interview preparation. This resource supported over 3,000 visits in the first three months of usage in 2025.

Information and Reference Services

YRL provides: Research assistance, readers' advisory, community information and data, statistical analysis and specialized support. Policy and procedure review and development. Support for boards on governance issues.

Why YRL offers this: YRL consultants and staff help library managers and boards navigate complex needs from readers' advisory to community data, governance and policy impacts. YRL licenses specialized statistical resources out of reach of most library boards.

Related activities

- Learn with Novelist (2025) provides 42 courses to support readers' advisory skill development.
- Provide in-depth support for community development and statistical interpretation through Environics.
- Support for library staff learning through Niche Academy and LinkedIn Learning, including the Librarian's Guide to Homelessness Academy.

Annual impact: 113 library staff trained in readers' advisory, over 10 libraries supported with plan of service development in the past three years, supporting informed, balanced decision-making across communities.

Social and Cultural Supports

YRL provides: Regional support for communities on a local interest level supporting the recreational and cultural needs of communities. This includes virtual reality kits; learning and making kits; kits supporting Indigenous ways of knowing including Métis cultural kits; smudging kits, including resources needed when working with Elders and Knowledge Keepers.

YRL provides: Supports to library staff to manage increasingly demanding customer interactions.

Why YRL offers this: The mission of YRL includes the requirement to support the informational, educational, recreational, and cultural needs of the communities we serve.

Why YRL offers this: YRL is positioned to obtain recommendation for training, programs and resources to support member libraries in addressing social issues including negative customer interactions, policy changes and critical incident debriefing activities.

Related activities

- Launch of Patron Incident Tracking System (PITS) in 2025 to support safety and security in member public libraries.
- Training and professional development for library staff, training more than 400 staff annually.
- Critical incident debriefing and crucial conversations facilitation for libraries after impactful events (covid, climate disaster, organizational change).
- Coordination of national summer reading program that promotes inclusion and accessibility.
- Development and maintenance of storytime and other programming kits, including 12 Indigenous kits developed over the last three years and World Language kits with resources covering eight languages.
- Consultation support on collection development, programs, and policies.

Annual impact: Member libraries offer inclusive, accessible programming supported by YRL programming kits and access to the TD Summer Reading Club to support patrons with print disabilities, newcomers and offer cultural learning as a commitment to Truth and Reconciliation in their communities.

Outreach and Accessibility Services

YRL provides: Large print, audio and video collections. Membership in consortia extends access to specialized services to those experiencing a print disability. Resources in multiple languages; programming support for seniors and special populations. Participation in pilot and research projects.

Why YRL offers this: Libraries serve all residents, including those facing barriers due to mobility, language, literacy, or other challenges.

YRL provides: Coordinated communication when programs and services impacting libraries and communities change, when services are offered at the provincial level. Most recently, changes to the Residential Tenancy Dispute Resolution Service process.

YRL provides: Presence and representation on projects with the potential to benefit YRL libraries. Recent projects include the development of supports for newcomers in rural areas (Rural Development) and supports for digital literacy training for senior populations (Simon Fraser University).

Why YRL offers this: In positioning YRL with projects that could have broad, rural impact, member library staff have opportunities to inform and influence the development of programs and services.

Related activities

- Participation in pilot and research projects (senior digital literacy, supports for newcomers in rural areas).
- Access to special collections through Centre for Equitable Library Access (CELA) and National Network for Equitable Library Service (NNELS).
- Multilingual materials in eight languages.

Annual impact: Statement from Stony Plain Public Library (SPPL) regarding The Happiness Programme: “Remarkably, this resident, who typically remains in their room and avoids activities, actively engaged with the programme. I wanted to share this wonderful story with you all and express my sincere gratitude for your unwavering support of this initiative. Your contributions have enabled SPPL to make a meaningful impact in the community.”

Facilities and Infrastructure

YRL provides: The board is responsible for YRL facilities. YRL does not own or operate public libraries; municipal library boards are responsible for operation and maintenance of their own facilities. YRL provides technology infrastructure, systems support and expertise to support library boards in maintaining modern and efficient library spaces.

Why YRL offers this: Centralized technology infrastructure and shared expertise create efficiencies and consistency across member libraries while allowing library boards to focus on local facilities management.

Why YRL offers this: Provision of centralized IT support is in the MMA.

Related activities

- Technology infrastructure and support for 44 public library locations and 513 computer workstations for staff and the public.
- Integrated library system maintenance and support.
- Technical consultation on facility technology needs.
- Coordination of system-wide technology standards.
- Support for accessibility and technology compliance.
- Assistance with space planning and technology integration.

Annual impact: 44 public library facilities supported with technology infrastructure and expertise. 76 visits annually to member libraries. More than \$300,000 cost avoidance to member library boards to connect to the Provincial SuperNet.

Operational Excellence

Behind the public-facing services, significant operational activities ensure quality and efficiency:

- Financial management and reporting to 54 municipalities.
- Human resources supporting 22.5 full-time equivalent (FTE) staff.

- Information technology infrastructure supporting 534 staff users.
- Strategic planning and policy development.
- Governance support for the board.
- Advocacy and community engagement.
- Performance measurement and continuous improvement.
- Compliance with legislation and professional standards.

Current Situation

Funding Model Overview

YRL operates with the following funding model:

- **Municipal allocation:** Member municipalities provide per-capita funding based on population and at a rate agreed upon as part of the budget process, not to exceed the cost of inflation or the highest rate charged (2.5%) whichever is lower. Under the MMA, the municipal levy is intended to cover the cost of delivering the services as outlined in Clause 9.
- **Provincial grant:** The province provides a slightly higher per capita rate than the municipal allocation; however, not at current population levels. Provincial funding is intended to support resource sharing activities, innovation, province-wide initiatives, and strategic activities beyond the services as outlined in Clause 9.
- **Other revenue:** There is limited additional revenue available to YRL.

Historical Rate Context

Understanding the history of YRL's per capita rate structure is essential to evaluating the current request for adjustment. Major rate decision points are outlined below.

Year	Per Capita Rate	Change From Previous	Cumulative Inflation Rate From 1971	Real Value (Adjusted to 2026)
1971	\$1.00	Base year	–	\$7.92
2008	\$4.30	\$3.30	350%	\$6.23
2020	\$4.38	\$0.38	555%	\$5.29
2027 Proposed	\$5.60	\$1.22	727%	\$5.60

YRL was established in 1971 with an initial municipal levy rate of \$1.00 per capita. This rate was designed to provide baseline services and included book allotment for member libraries.

Time of Troubles: A levy increase of over \$1 per capita started a discussion around YRL programs and services, along with debates about the value of YRL membership. Once an agreement was reached, and a new MMA established, the board froze the levy rate at \$4.30 per capita. This freeze was in spite of inflationary and operational pressures. Staff layoffs and service reductions were put into place. The YRL Board requested during this time that the capital and general reserves be increased. The levy rate was frozen until 2020.

In 2019, the board approved the resumption of modest annual adjustments starting in 2020. These averaged 2% per year; however, in response to the covid pandemic and recognizing the financial strain on municipalities, the levy rate was frozen for one year. The levy rate increase resumed in 2022, and has not kept pace with post-pandemic inflation, or addressed the accumulated deficits from the 2008–2019 freeze.

Critical Funding Gap

Due to the extended rate freeze and insufficient rate adjustments since 2019, a structural funding gap has developed.

- Currently, approximately 18% of provincial operating grant funding is diverted to subsidize the core services that should be funded through the municipal allocation.

- This means that provincial funds intended to support resource sharing, service enhancement, innovation, and strategic initiatives are used to maintain basic contractual service obligations.
- YRL is, in effect, cross-subsidizing municipal obligations with provincial funds intended for other purposes.

Implications of This Subsidy

For YRL

- Approximately \$300,000 annually diverted from regional system development to subsidize municipal service obligations.
- Reduced capacity to invest in digital services.
- Limited ability to support member libraries with training, expertise and provincial initiatives.
- Delayed implementation of system-wide improvements and modernization projects.
- Vulnerability if provincial funding formulas change.
- Inability to fully leverage provincial partnership opportunities.
- Cannot continue with deficit operations. The responsible drawdown of excess reserves has eliminated the buffer that previously masked this problem.

For Member Municipalities

- Receiving contractually obligated services at below actual costs.
- Creating unsustainable dependency on provincial funds for core operations.
- Benefiting from reserve depletion which cannot continue.
- Risk of service disruption when reserves can no longer subsidize operations.
- Misalignment between MMA obligations and actual municipal contribution.

For the Province

- Creates accountability concerns around fund use and reporting.
- Advocacy discussions with the province regarding increase in operational funding becomes delicate.

For Regional System Development

- Delays in implementing shared technology or other shared initiatives.
- Postponed investments in staff training.
- Deferred initiatives that would benefit all member libraries.
- Slower rollout of support and infrastructure.
- Reduced capacity to provide expertise and support.

The \$0.75 Increase in This Context

The discussion in 2025 was for a levy increase of \$0.85 per capita. This request has been adjusted down to recognize the 2% increase for 2026 of approximately \$0.10 per capita.

The proposed increase is designed to:

1. Create a step towards restoring proper funding alignment. Ensures municipal allocation fully cover the services municipalities wanted to receive under the MMA.
2. Realign provincial funds for intended purposes. Allow provincial grant to support YRL development, technology, staff and strategic initiatives.
3. Strengthen provincial partnerships: Demonstrates municipal commitment and proper stewardship of provincial funds.
4. Ensure fiscal sustainability: Create a stable funding model that does not rely on cross-subsidization or deficit budgets.
5. Reduce and work towards elimination of deficit operation: YRL cannot continue to run deficits now that reserves have been responsibly right-sized.

What This Means for Municipalities

The proposed increase represents the cost of services municipalities are already receiving under the MMA. This is not a request to fund enhanced services or new programs. This is a correction to align municipal contributions with actual service delivery costs as contractually committed.

Realignment of the funding would prevent service reductions in the short and medium term. Long term, with continued predictable, consistent levy increases, YRL could address the following service priorities:

Enhanced Materials Funding

- Increase the per capita book allotment to member libraries by \$0.25 per capita, allowing them to:
 - Expand collections to meet growing community demand.
 - Acquire additional high demand print titles.
 - Develop special collections to respond to local interest.
 - Keep pace with rising book and media costs.

Expand eResource Content

- Review and enhance the digital resources available, working with partner libraries to ensure the best use of funds to support reasonable access.

Technology Infrastructure

- Accelerate region-wide technology upgrades currently delayed due to funding constraints.
- Participate in innovative process to issue and maintain provincial library access.
- Invest in digital infrastructure supporting new technologies.
- Upgrade YRL infrastructure.

Capacity

- Expand staff training and professional development.
- Improve shared service platforms to create efficiencies.

Currently, these are either proceeding at a slower pace, have workarounds or have been deferred entirely because provincial funds are used to cover the municipal allocation gap.

Why Further Adjustment is Required

While the 2% annual increases, when implemented have been essential to preventing complete collapse, they have not fully addressed the accumulated deficit from the 11-year freeze. Cost pressures include:

- Cumulative inflation based on Statistics Canada's Consumer Price Index of 21.1-22% between 2019 and late 2025. This results in cost increases that exceed the 2% annual levy rate adjustments when they were applied.
- Wage increases of 53% (Note: YRL is in competition with some of the highest-paying libraries in Alberta for trained staff at all levels).
- Utility cost increases of 14.2%.
- Benefits cost increases by 30%, even with service reductions and elimination.
- Insurance premium increases of 54%.
- Material costs for books have increased approximately 14% on hardcovers and 16% on paperbacks.
- Digital licensing costs increases of 10%, even with collection reductions.
- Population growth of 3% across municipalities requiring expanded services and increasing licensing costs for the higher population and to meet rising demand.
- Increase in fuel rates for delivery raise costs to move the 2.08 million items requested or purchased by YRL libraries (2025).
- Necessity to add increased technological monitoring to guard against and protect YRL and member libraries from cyberattacks.
- Increased need to educate library staff about cyberattacks and other threats.

Efficiency Measures Already Implemented

To absorb these costs without significant rate increases or service decline, the board has undertaken extensive strategic cost management activities:

Compensation Strategy

- Adopted a living wage commitment: The board made a strategic decision to ensure all staff positions receive a living wage, recognizing this as an ethical imperative in line with organizational values, and essential for staff retention in a competitive labour market.
- Implemented a compensation philosophy and policy: Established a benchmark of 15% above average market rate for positions to attract and retain qualified staff capable of serving member libraries effectively. (Note: YRL is in competition with some of the highest-paying libraries in Alberta for trained staff at all levels; this includes, but is not limited to St. Albert, Strathcona County, Edmonton, and the University of Alberta).
- Most positions now meet the benchmark. A systematic approach prioritized support positions.
- The compensation approach has been essential to prevent turnover, attract high-quality skilled staff, and maintain service quality but does represent a significant cost pressure that 2% increases cannot fully address.

Strategic Staffing Management

- Positions filled only when operationally necessary, not automatically upon vacancy.
- Careful evaluation of every vacancy to determine if it must be filled immediately, or if deferral is possible.
- Not all positions are filled at the level or classification they were originally positioned.
- Cross-training and workflow redesign to maximize efficiency of existing staff.
- Consolidated administrative functions, including the removal of a dedicated communications staff person and using a communications firm on contract at significant cost savings.

Benefits Plan Optimization

- Annual comprehensive review of benefits plan costs and utilization.
- Strategic elimination of underutilized services to control premium increases.
- Negotiated plan modifications to balance cost containment with employee needs.
- Despite these reductions, benefits costs continue to increase due to market factors beyond YRL's control.

Professional Development Reductions

- Professional development highly valued by the board as essential to service quality and required to maintain currency.
- Per-staff professional development budgets reduced to manage overall costs. Exception: Director position maintains professional development allocation in recognition of sector leadership requirements, professional obligations, and the need to maintain current knowledge for strategic decision-making.
- Staff encouraged to pursue low-cost and free professional development opportunities.
- Professional development tied to position requirements and benefit to YRL.

System-Wide Professional Development Restructuring

- Annual conference model completely redesigned: Transitioned from self-hosted conference to partnered conference model. Budget reduced from approximately \$25,000 to \$7,000 annually – a reduction of approximately \$18,000 or 72%.
- Now utilizing professional conference planner: Reduces staff workload and administrative burden and overall costs while maintaining event quality.
- Any conference surplus applied to following year: Priority is keeping costs down and ensuring fiscal sustainability.

- This restructuring maintains professional development opportunities for member library staff while dramatically reducing costs and administrative overhead.
- Demonstrates commitment to creative solutions that preserve service while controlling expenses.

Technology Infrastructure Transformation

Transitioning from local software hosting to cloud-based vendor hosting in partnership with other library systems in late 2026.

- This strategic shift will reduce annual hosting revenue by \$90,000 as partners move to the vendor.
- Full financial impact on YRL won't be known until 2027 as the transition completes and costs stabilize.
- The \$90,000 revenue reduction may be offset by anticipated savings in utilities, overtime, downtime and on-call costs.

This represents a strategic investment in the broader library partnership ecosystem.

- Potential for reduced overall costs across partner libraries: Vendor-managed cloud hosting could provide better economies of scale than the regional hosting model, though this will be evaluated as the transition proceeds.
- Reduced financial burden: For YRL and the other partners to fund and replace servers.
- Reduced electrical costs for regional system: Decreased server infrastructure and associated power consumption.
- Reduced staff on-call requirements: Eliminates need for 24/7 local technical support coverage, reducing operational burden.
- Eliminated server maintenance burden: Vendor assumes infrastructure management.
- Strengthened regional partnerships: Collaborative approach to shared systems and troubleshooting.
- Distributed support model: Partner organizations can now assist with troubleshooting and user support.
- Faster access to current software: Less downtime to plan and support upgrades.
- Improved system reliability and redundancy: Vendor-managed infrastructure typically offers better uptime and disaster recovery.

This transformation aligns operational changes with anticipated workforce transitions, creating a sustainable model that reduces technical infrastructure burden while maintaining service quality.

- Demonstrates strategic planning that coordinates technology decisions with long-term staffing considerations.
- Positions the partnership for modern cloud-based infrastructure without long-term financial burden.
- Aligns technology infrastructure with contemporary best practices in the library sector and positions the partnership for future innovation.

Board Governance Cost Reductions

- Eliminated or significantly reduced meeting catering costs: Board meetings now operate with minimal or no catering expenses.
- Transitioned to hybrid meeting model: Board and committee meetings now utilize Zoom technology, permitting online attendance.
- Reduced committee member travel costs: Members can attend remotely, eliminating mileage and travel time for those who choose virtual attendance.
- Maintained governance effectiveness while reducing associated operational costs.
- Board leading by example in cost containment measures.

Additional Efficiency Measures

- Implemented record purchasing from trusted vendors, reallocating 1 FTE library technician from cataloguing to serving school member libraries, saving \$50,000 per annum.
- Negotiated consortium purchasing agreements reducing material costs by 30-40%.
- Transitioned to energy-efficient systems.
- Automated routine processes to improve efficiency.

- Reduced discretionary operational spending across all budget categories.
- Budget clearly linked to strategic plan.

What These Measures Demonstrate

The board and administration have taken a comprehensive, strategic approach to cost management balancing:

- Service quality and staff retention (living wage, competitive compensation).
- Operational efficiency (strategic hiring, process improvements).
- Fiscal responsibility (benefits optimization, reduced professional development).
- Long-term sustainability (avoiding cuts that would create larger future costs).

These measures enabled YRL to continue providing quality services despite the smaller rate adjustments but has reached its practical limit.

Strategic Provincial Infrastructure Investment (2017-2020)

Between 2017 and 2020, the library system secured provincial infrastructure funding to undertake critical building upgrades, including:

- Complete window replacement improving energy efficiency and building envelope integrity.
- New door systems enhancing accessibility, security, and climate control.
- Full HVAC system modernization reducing energy consumption and improving air quality.

Impact of Infrastructure Investment

While the 2017-2020 infrastructure upgrades have reduced some facility operating costs, they do not address the core operational pressures driving this rate increase request:

- Reduced annual utility costs, partially offsetting operational cost increases.
- Deferring major capital replacement costs needed to be funded by the board.
- Improved accessibility and user comfort, contributing to increased facility usage.
- Created modern, welcoming spaces that serve as a gathering space for member library staff.

Important Note on Infrastructure vs. Operating Costs

These infrastructure improvements have:

- Personnel costs (the largest budget component) continue to rise.
- Collection costs (books, databases, digital licenses) have increased significantly above general inflation.
- Technology systems and infrastructure require ongoing investment and replacement.
- Programming and service delivery costs have grown with increased demand.

The infrastructure improvements, while valuable, represent one-time capital investments that have now been fully realized, and has removed significant pressure from the budget in the short and medium term.

Service Impact Without Rate Adjustment

Failure to implement a rate increase will necessitate service reductions. As the reductions would impact Clause 9 of the MMA, the final determination would need to be done by the board and ratified as a change by the members. At this time, the following service reductions are anticipated:

- Elimination of any new kit development.
- Decreased book allotment, resulting in fewer new materials.
- Decreased eResource purchases.
- Reduced staffing levels impacting customer service quality.
- Reduced absorption of technology costs, passing them to the library boards and risking erratic service and increased cybersecurity risks.
- Postponement of critical building maintenance creating future liability.

Proposed Solution

Rate Adjustment Details

We propose adjusting the municipal per capita rate from \$4.85 to \$5.60, representing an increase of \$0.75 per capita.

Why \$0.75 Is Necessary

This adjustment addresses:

- **Funding model misalignment:** Eliminates the unsustainable practice of diverting provincial funds to cover core municipal service obligations.
- **The 2008-2019 structural deficit:** The 11-year rate freeze created a cumulative gap that has never been fully recovered.
- **Accelerated cost pressures:** Digital licensing, wages, utilities and facilities costs have all increased well above the general inflation rate.
- **Service agreement obligations:** Ensures municipalities fully fund the services they have contractually agreed to receive.
- **Provincial partnership integrity:** Restores provincial grants to their intended purpose of supporting enhancement and innovation rather than subsidizing basic services.
- **Strategic technology transition impacts:** The cloud hosting transformation reduces annual hosting revenue by \$90,000 while improving service quality and operational efficiency; this revenue loss must be absorbed while maintaining service levels.

Context for the \$0.75 Request

If the rate had been indexed to inflation from 1971, the levy would be \$7.92 or 65% higher than the current rate.

If the rate had been indexed to inflation from 2008, it would be approximately \$6.23, or 30% higher than the current rate.

The proposed rate is still below the rate paid by municipal members of Parkland Regional Library System; they are the closest benchmark to YRL as neither region charges library boards.

The proposed rate is also below the provincial average paid by municipalities of all Alberta regional systems, accounting only for the municipal portion paid.

Regional Library System	Location	Member Public Libraries	2026 Municipal Levy (based on current population figures)	2026 Provincial Operating Grant (based on 2019 population figures)
Chinook Arch Regional Library System	Lethbridge	33	\$7.76	\$4.75
Marigold Library System	Strathmore	37	\$6.75	\$4.75
Northern Lights Library System	Elk Point	49	\$5.55	\$4.75
Parkland Regional Library System	Lacombe	49	\$9.99	\$4.75
Peace Library System	Grande Prairie	46	\$7.36	\$4.75
Shortgrass Library System	Medicine Hat	14	\$5.19	\$4.75
Yellowhead Regional Library	Spruce Grove	44	\$4.85	\$4.75
2026 Provincial Average with YRL	\$6.78		YRL Current Rate	\$4.85
2026 Provincial Average without YRL	\$7.10		YRL Proposed Rate	\$5.60

Notes

The seven Alberta regional library system boards establish their levy rate, based on their membership agreements. Of the seven, Parkland and Yellowhead have the same funding model (only charging municipalities).

The other five regional library systems charge both municipalities and library boards (the library board funding is ultimately paid for by the municipality through the budget request to council from their library boards), and they charge municipalities without a library board a higher rate; only the rate charged to municipalities with library boards is used here.

At this time YRL does not want to change the funding model and charge the library boards in addition to the municipalities, as the funds would still be provided to the library through the municipality.

Implementation

Immediate increase of \$0.75 per capita effective January 1, 2027.

Advantages

- Provides immediate operational stability.
- Simplifies budgeting with single adjustment.
- Preserves existing services and supports to member libraries.
- Ensures adequate regional staffing levels to provide expertise, training and technical support.
- Manages the structural deficit: Supports activities leading to balanced budget operations without relying on unsustainable provincial fund diversion.
- Restore proper funding alignment: Ensures municipal contributions fully cover contractual service obligations under the regional service agreement.
- Maintains modest operating reserves for financial sustainability, as recommended by sector best practices.
- Allows future planning for purchase of materials, collection development, training.
- Position the system competitively for future provincial grants and initiatives by demonstrating proper fund stewardship and matching requirements.

Challenges

- Additional pressure on municipal budgets.
- Municipalities may feel it appropriate to reduce the amount of support to local library boards. This is not a recommended approach; both need adequate funding to work.

Note: The recommendation is to return to regular, planned increases of up to 2% per year once the initial jump is complete.

Long-Term Sustainability

This rate adjustment establishes a foundation for financial sustainability and maximizes the return on previous investments. We commit to:

Financial Stewardship

- Annual budget transparency reports to all member municipalities.
- Regular rate reviews aligned with actual cost trends (avoiding future long-term freezes).
- Efficiency initiatives to control costs where possible.
- Exploration of alternative revenue sources to minimize municipal burden.

Protecting Past Investments

The 2017-2020 infrastructure upgrades represent a significant capital investment of provincial funds, totalling over \$1 million.

- Adequate operating funding is essential to maintain these improved facilities and maximize their useful life.
- Underinvestment in operations can lead to premature deterioration of capital assets, wasting the infrastructure investment.
- Current rate levels permit proper maintenance of upgraded facility.

Risk Analysis

Risks of Not Proceeding

- Funding model sustainability: The diversion of provincial funds to subsidize core municipal obligations is unsustainable and violates the intended purpose of provincial grants. This creates vulnerability if provincial funding priorities or formulas change.

- Reserve depletion: Excess reserves that previously masked the funding gap have been responsibly drawn down to appropriate levels. The organization cannot continue to run deficit budgets – without rate adjustment, service reductions to member libraries are inevitable by 2028.
- Service agreement breach risk: Municipalities are receiving contractually agreed services without fully funding them, creating a structural imbalance that cannot continue indefinitely.
- Provincial partnership jeopardy: Using provincial enhancement funds for basic operations undermines the library system's ability to pursue provincial strategic initiatives.
- Equity concerns: Service cuts will disproportionately affect vulnerable populations who rely most heavily on the services from their libraries and YRL.
- Competitive disadvantage: Neighboring systems with adequate municipal funding will be better positioned to leverage provincial enhancement funds for innovation, setting higher service expectations and attracting residents.
- Deferred costs: Postponing facility maintenance and technology upgrades creates larger future expenses that will eventually require even more significant rate increases.
- Staff retention: Inability to offer competitive compensation will result in turnover and service quality decline.
- Loss of provincial investment ROI: The 2017-2020 infrastructure upgrades represent significant provincial capital investment. Inadequate operating funding undermines the return on this investment and may affect future capital funding opportunities.

Mitigation Strategies

Enhanced Accountability

- Enhanced quarterly reporting on service outcomes and return on investment.
- Annual presentation to municipal councils on performance metrics.
- Transparent budget documentation with detailed line-item breakdowns.
- Key performance indicators tied to municipal funding levels.

Additional Revenue Strategies

- Joint pursuit of provincial and federal grant funding to offset municipal contributions.
- Leveraging the municipal-provincial partnership model to maximize provincial operating grants (which exceed municipal per capita rates).
- Exploration of philanthropic partnerships for capital projects and special initiatives.
- Possible revenue generation from enhanced fee-based services (meeting room rentals, special programs) or charge back to library boards for specific services.
- Regional collaboration opportunities to share costs.
- Advocacy for increased provincial operating grant rates to reduce municipal burden over time.

Service Guarantee

- Commitment to maintain service levels outlined in this document.
- Continued investment in services showing highest community demand and impact.

Recommendation

We respectfully request that member municipalities approve a \$0.75 per capita increase, raising the rate from \$4.85 to \$5.60 effective January 1, 2027. This adjustment is essential to maintain the quality library services our communities deserve and expect.

We welcome the opportunity to present this business case in detail, answer questions, and discuss the implementation, while meeting municipal budgeting processes and ensuring library service sustainability.

YRL 2026 Actual and 2027 Proposed Municipal Levies

Municipality	Alberta Municipal Affairs 2024 Official Populations as of Jan. 2025	2026 Actual Municipal Levy at \$4.85/capita (based on 2024 populations)	Alberta Municipal Affairs 2025 Official Populations as of Jan. 2026	2027 Proposed Municipal Levy at \$5.60/capita (based on 2025 populations)	2026 to 2027 Municipal Levy Difference
ALBERTA BEACH	864	\$ 4,190.40	864	\$ 4,838.40	\$ 648.00
BARRHEAD	4,320	\$ 20,952.00	4,320	\$ 24,192.00	\$ 3,240.00
BARRHEAD NO. 11, COUNTY OF	5,877	\$ 28,503.45	5,877	\$ 32,911.20	\$ 4,407.75
BEAUMONT	20,888	\$ 101,306.80	20,888	\$ 116,972.80	\$ 15,666.00
BIRCH COVE	67	\$ 324.95	67	\$ 375.20	\$ 50.25
BRAZEAU COUNTY	7,179	\$ 34,818.15	7,179	\$ 40,202.40	\$ 5,384.25
BRETON	567	\$ 2,749.95	567	\$ 3,175.20	\$ 425.25
CALMAR	2,183	\$ 10,587.55	2,183	\$ 12,224.80	\$ 1,637.25
CASTLE ISLAND	15	\$ 72.75	15	\$ 84.00	\$ 11.25
CLYDE	415	\$ 2,012.75	415	\$ 2,324.00	\$ 311.25
CRYSTAL SPRINGS	74	\$ 358.90	74	\$ 414.40	\$ 55.50
DEVON	6,545	\$ 31,743.25	6,545	\$ 36,652.00	\$ 4,908.75
DRAYTON VALLEY	7,291	\$ 35,361.35	7,291	\$ 40,829.60	\$ 5,468.25
EDSON	8,374	\$ 40,613.90	8,374	\$ 46,894.40	\$ 6,280.50
GRANDVIEW	143	\$ 693.55	143	\$ 800.80	\$ 107.25
HINTON	9,817	\$ 47,612.45	9,817	\$ 54,975.20	\$ 7,362.75
JASPER, MUNICIPALITY OF	4,738	\$ 22,979.30	4,738	\$ 26,532.80	\$ 3,553.50
KAPASIWIN	24	\$ 116.40	24	\$ 134.40	\$ 18.00
LAC STE. ANNE COUNTY	11,300	\$ 54,805.00	11,300	\$ 63,280.00	\$ 8,475.00
LAKEVIEW	29	\$ 140.65	29	\$ 162.40	\$ 21.75
LEDUC	36,060	\$ 174,891.00	36,060	\$ 201,936.00	\$ 27,045.00
LEDUC COUNTY	14,416	\$ 69,917.60	14,416	\$ 80,729.60	\$ 10,812.00
MA-ME-O BEACH	128	\$ 620.80	128	\$ 716.80	\$ 96.00
MAYERTHORPE	1,343	\$ 6,513.55	1,343	\$ 7,520.80	\$ 1,007.25
MILLET	1,890	\$ 9,166.50	1,890	\$ 10,584.00	\$ 1,417.50
NAKAMUN PARK	78	\$ 378.30	78	\$ 436.80	\$ 58.50
NORRIS BEACH	71	\$ 344.35	71	\$ 397.60	\$ 53.25
ONOWAY	966	\$ 4,685.10	966	\$ 5,409.60	\$ 724.50
PARKLAND COUNTY	32,205	\$ 156,194.25	32,205	\$ 180,348.00	\$ 24,153.75
POPLAR BAY	113	\$ 548.05	113	\$ 632.80	\$ 84.75
ROSS HAVEN	126	\$ 611.10	126	\$ 705.60	\$ 94.50
SANDY BEACH	278	\$ 1,348.30	278	\$ 1,556.80	\$ 208.50
SEBA BEACH	229	\$ 1,110.65	229	\$ 1,282.40	\$ 171.75
SILVER BEACH	55	\$ 266.75	55	\$ 308.00	\$ 41.25

YRL 2026 Actual and 2027 Proposed Municipal Levies

Municipality	Alberta Municipal Affairs 2024 Official Populations as of Jan. 2025	2026 Actual Municipal Levy at \$4.85/capita (based on 2024 populations)	Alberta Municipal Affairs 2025 Official Populations as of Jan. 2026	2027 Proposed Municipal Levy at \$5.60/capita (based on 2025 populations)	2026 to 2027 Municipal Levy Difference
SILVER SANDS	214	\$ 1,037.90	214	\$ 1,198.40	\$ 160.50
SOUTH VIEW	72	\$ 349.20	72	\$ 403.20	\$ 54.00
SPRING LAKE	711	\$ 3,448.35	711	\$ 3,981.60	\$ 533.25
SPRUCE GROVE	38,985	\$ 189,077.25	38,985	\$ 218,316.00	\$ 29,238.75
STONY PLAIN	17,993	\$ 87,266.05	17,993	\$ 100,760.80	\$ 13,494.75
SUNRISE BEACH	153	\$ 742.05	153	\$ 856.80	\$ 114.75
SUNSET POINT	257	\$ 1,246.45	257	\$ 1,439.20	\$ 192.75
SWAN HILLS	1,201	\$ 5,824.85	1,201	\$ 6,725.60	\$ 900.75
THORSBY	967	\$ 4,689.95	967	\$ 5,415.20	\$ 725.25
VAL QUENTIN	158	\$ 766.30	158	\$ 884.80	\$ 118.50
WARBURG	676	\$ 3,278.60	676	\$ 3,785.60	\$ 507.00
WEST COVE	222	\$ 1,076.70	222	\$ 1,243.20	\$ 166.50
WESTLOCK	4,921	\$ 23,866.85	4,921	\$ 27,557.60	\$ 3,690.75
WESTLOCK COUNTY	7,186	\$ 34,852.10	7,186	\$ 40,241.60	\$ 5,389.50
WETASKIWIN	12,594	\$ 61,080.90	13,409	\$ 75,090.40	\$ 14,009.50
WETASKIWIN COUNTY NO. 10	11,217	\$ 54,402.45	11,217	\$ 62,815.20	\$ 8,412.75
WHITECOURT	9,927	\$ 48,145.95	9,927	\$ 55,591.20	\$ 7,445.25
WOODLANDS COUNTY	4,558	\$ 22,106.30	5,254	\$ 29,422.40	\$ 7,316.10
YELLOWHEAD COUNTY	10,426	\$ 50,566.10	10,426	\$ 58,385.60	\$ 7,819.50
YELLOWSTONE	117	\$ 555.75	117	\$ 655.20	\$ 99.45
TOTALS	301,223	\$ 1,460,919.85	302,734	\$ 1,695,310.40	\$ 234,390.55

REVITALIZE

REFRESH

RENEW

**Evolving Our Impact,
Strengthening Our Services**



**2025
Annual Report**

REVITALIZE

EVOLVING OUR IMPACT FROM WITHIN

Although change is often described as the only constant in life, 2025 proved to be a year of remarkable growth and renewal for Yellowhead Regional Library (YRL). Across the organization, new initiatives took root, long-term projects achieved milestones, and collaborative efforts served to strengthen the services we provide to our member libraries and communities.

This is even more noteworthy given a number of changes in YRL staff and board members that occurred in 2025. YRL said farewell to two long-term staff members and promoted two staff members within the organization to new positions. As well, YRL's long-time Board Chair concluded his 11-year term, with the heartfelt thanks and gratitude of staff and other board members. These changes reflect YRL's adaptability and evolution, and highlights the collective dedication of our staff, partners, and stakeholders as we continue shaping a vibrant future for library service in the region.

The Director and Deputy Director consulted and provided support to member library boards during times of change, critical events and challenges which meant that library patrons were able to experience continuity in library services with little service disruption.

QUICK STAT



We gained a member library!

Spruce Grove opened a second location in Heavy Metal Place in 2025.

Our staff reach beyond our walls and our region. YRL staff volunteer and are asked to work with other boards and provincial, national and international associations to support collaboration and leadership across the library ecosystem. This work allows our member libraries to be informed about trends, events and services that lead to innovative services for library patrons.

QUICK STAT



Bibliothèque de Beaumont Library

We supported the Bibliothèque de Beaumont Library Community Gathering Space project which saw a large collection and space refresh of their library.

information services. These staff are helping to teach the next generation of trained, qualified candidates to work in our member communities. This expertise in library services reinforces YRL's role as a trusted leader in librarianship.

QUICK STAT



**We launched the new
TRACpac+ discovery layer!**



QUICK STAT

We launched Brainfuse!

Brainfuse is a leading online learning platform with over two decades of experience and millions of tutoring sessions delivered. Accessible from home or the library anytime! Its HelpNow suite offers live online tutoring, homework help, and study support for learners of all ages. JobNow is an innovative service that features expert resume assistance, live interview preparation, career coaching, career resources, and much, much more.

REFRESH

SUPPORTING MEMBER LIBRARIES TO BE THEIR BEST

In 2025, YRL supported member libraries through a major service transition by delivering LEAP training to 26 locations, enabling library staff to offer improved membership and circulation services. YRL also provided 22 in-person training sessions to more than 77 member library staff, to help them feel confident and prepared to use the new library system.

YRL coordinated 58 training events for member libraries, building staff capacity across a wide range of skills and directly enhancing the quality of service delivered to patrons. Keeping current with professional librarianship skills, technology and practices helps local library staff to deliver effective, efficient services to the patrons they serve.

The Library Development Services (LDS) department onboarded eight new library managers to the region, strengthening leadership capacity across member libraries. Library patrons were able to benefit from well-supported staff and consistent, high-quality services. At the same time, the Technology Services department developed and deployed an onboarding and offboarding tool for member libraries so that they could report staff changes more

accurately and promptly, which meant that library patrons were able to be confident their personal information was only being accessed by authorized users.

The Collections and Resource Sharing (CRS) department purchased 40,558 items at significant discounts for member libraries, saving more than \$150,000 in 2025. CRS also implemented new standards for cataloguing for items purchased by members libraries which meant that library patrons had an easier time finding and accessing them in the catalogue.

The Technology Services department supported the technology infrastructure setup of a new library location, Spruce Grove North East Branch, so that the library could open its doors fully operational and ready to serve patrons.



QUICK STAT

We supported community literacy and reading encouragement through Beanstack!

Participants logged over 430,000 minutes read in 2025.

QUICK STAT

We supported family history research through Ancestry with over 5,800 searches in 2025.

A 46% increase from the previous year.



Technology Services also purchased, configured and installed new firewalls and switches at member libraries, committing more than \$300,000 over five years, so that they could connect to Supernet with reliable, secure and up-to-date equipment. Upgrading public computers from Windows 10 to Windows 11 helped member libraries meet operating system support and security requirements.



QUICK STAT

We supported early literacy development and family language learning through 2,757 book views in Tumblebooks and 432 stories viewed in LOTE4Kids.

RENEW

BENEFITTING MEMBER LIBRARY PATRONS

The CRS department moved more than two million items through YRL headquarters to its member libraries, sharing books, movies, music, video games, educational materials, and more. CRS purchased, processed, catalogued, and delivered 47,047 new items to its member libraries which meant that library patrons were able to enjoy the hottest releases and that new book smell! Library patrons across the region were able to access an enormous wealth of knowledge, information, art, and recreation that would not otherwise be possible without this shared model. YRL also facilitated inter-library loans, further expanding the capabilities of member libraries to meet their patrons' needs.

YRL helped prepare member library staff for the launch of TRACpac+, a major enhancement to the former catalogue website. Supported by YRL's extensive training, member library staff are well equipped to guide patrons through the new and improved features of TRACpac+, enriching their overall library experience.

Website tutorials were provided to member libraries so that they could easily learn how to edit specific features of their website. This resulted in library staff being better able to update and tailor the information on their respective websites. Timely, accurate information helps deliver better services to patrons.

A Year in Review

NEW ITEMS

Items Ordered:

40,558

Items Added:

47,047

TRAINING

58
EVENTS
HELD

525
PARTICIPANTS
TRAINED

TECHNOLOGY SERVICES

Helpdesk
Tickets
Resolved:

2,718

Website Visits:

41,926

Onsite Visits:

76

157 Pieces of
computer
equipment ordered
for member libraries

PUBLIC LIBRARY AND SCHOOL CONSULTATIONS

67

In-person Visits

1,744

Virtual Interactions

INDIGENOUS SERVICES

offered or facilitated by YRL



15

Hours of
training
or events



75

Participants

eRESOURCES

hoopla

31,452
Checkouts



CloudLibrary

9,336
Checkouts

LOTE 4Kids

432
Stories Watched

OverDrive

2,467 eBook + 1,418 Audiobook

Licenses added to TRAC in 2025

301,800
YRL checkouts

1,037,322
Total checkouts



DELIVERIES
210 Per Month
2,520 Per Year
2,038,328 Items Moved

eResource
Support

901
Emails

Yellowhead Regional Library

Mailing Address

Box 4270, Spruce Grove, AB T7X 3B4

Building Location

433 King Street, Spruce Grove, AB T7X 2C6

Phone

780-962-2003

Toll-free

1-877-962-2003


yrl.ab.ca

Fw: Missed call - agreements

From tori wildwillowenterprises.com <tori@wildwillowenterprises.com>

Date Wed 4/1/2026 11:40 AM

To Summer Village of South View <svsouthview@outlook.com>; Summer Village West <svwestcove@outlook.com>; Summer Village of Silver Sands <admin@summervillageofsiversands.com>

 3 attachments (1 MB)

2026 SILVER SANDS Fee Schedule DRAFT.pdf; 2026 SOUTH VIEW Fee Schedule DRAFT.pdf; 2026 WEST COVE Fee Schedule DRAFT.pdf;

Please add to your next agendas, council will need to approve these fee schedules, last time there was an increase was in 2022.

Thanks,
Tori

Get [Outlook for iOS](#)

From: Samantha Mclean <SMclean@inspectionsgroup.com>

Sent: Wednesday, April 1, 2026 10:03:49 AM

To: tori wildwillowenterprises.com <tori@wildwillowenterprises.com>

Cc: Tim Roskey <troskey@inspectionsgroup.com>; Ryan Nixon <RNixon@inspectionsgroup.com>

Subject: RE: Missed call - agreements

Good morning Tori,

Please see the attached 3 draft fee schedules for each Summer Villages of Silver Sands, South View and West Cove. Each has the 10% increase applied.

Please let me know if you have any question or concerns regarding these fee schedule or the 10% increase.

I will follow up mid-April if we've not heard back from you by then.

Thank you
Happy Easter!

Samantha McLean



Contracts Coordinator

Phone: 780 232 0851

smclean@inspectionsgroup.com



Summer Village of Silver Sands

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BUILDING PERMIT FEE SCHEDULE

RESIDENTIAL/DWELLING UNITS/FARM

New Construction - Building Permit Levy (main level)	\$0.57 per sq. ft. + SCC levy
- Upper/Lower Floors	\$0.45 per sq. ft. + SCC levy
Additions/renovations/basement development	\$0.43 per sq. ft. + SCC levy
	\$173.25(minimum fee) + SCC levy

Accessory Buildings

Garages (attached or detached)	(under 624 sq. ft.) \$173.25 + SCC levy
Shops, garages, storage buildings	(over 624 sq. ft.) \$0.43 per sq. ft. + SCC levy
Decks or garden storage sheds	\$0.43 per sq. ft. + SCC levy (min \$144.38 + SCC levy)
Relocation of Home (set-up on basement or foundation)	\$0.43 per sq. ft. + SCC levy (min \$173.25)
Fireplaces (if not included in new construction) (flat rate)	\$115.50 + SCC levy
Demolitions Residential (flat rate)	\$115.50 + SCC levy
Geothermal Heating	\$300.30 + SCC levy

COMMERCIAL/INDUSTRIAL/INSTITUTIONAL

First \$1,000,000.00 construction value	\$7.22 per \$1,000 construction value + SCC levy
Over \$1,000,000.00 construction value	\$7,216.00 + (\$ 5.78 per \$1,000 construction value portions over \$1,000,000.00) + SCC levy
(Minimum Fee)	\$462.00 + SCC levy
Demolitions Commercial (flat rate)	\$173.25 + SCC levy

MOBILE AND MODULAR HOME

Modular Home (RTM's, etc)	\$404.25 + SCC levy
Basement Development	\$0.43 sq. ft. + SCC levy (min. \$173.25)
Mobile Homes Set-up	\$259.88 + SCC levy
Basement Development (if on foundation)	\$0.43 sq. ft. + SCC levy (min. \$173.25)

NOTE: Add applicable 'Safety Codes Council' levy to each permit; \$ 4.50 each permit or 4% of permit levy, whichever is greater!

A minimum cancellation fee of \$35 will be retained when a permit is cancelled or 25% of the fee if a drawing review has been completed.

When work has commenced without first obtaining the required permit(s); the permit fees will be doubled up to a maximum of \$500 surcharge per permit.

Re-opening a previously closed permit will be charged to contractor/applicants at a rate of \$75 per permit (plus Levy), plus applicable re-inspection fees should they apply.

Permit extensions will be charged at a flat rate of \$150.00 (plus levy) for a maximum of 1 year.

Variations will be charged at a rate of \$125/hour (min 2 hr) (plus levy).

Supplementary inspections and re-inspections performed in addition to those required under the Summer Village's Uniform Quality Management Plan will be charged to the contractor/applicant at the rate of \$150 per inspection (plus Levy).



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GAS PERMIT FEE SCHEDULE

Residential Installations		Non-Residential Installations			
Number of Outlets	Permit Fee	B.T.U. Input	Permit Fee	B.T.U. Input	Permit Fee
1	\$109.73	10,000	\$109.73	210,000	\$150.15
2	\$115.50	20,000	\$109.73	230,000	\$150.15
3	\$127.05	30,000	\$109.73	250,000	\$161.70
4	\$144.38	40,000	\$109.73	300,000	\$173.25
5	\$155.93	50,000	\$115.50	350,000	\$184.80
6	\$167.48	60,000	\$115.50	400,000	\$196.35
7	\$184.80	70,000	\$115.50	450,000	\$207.90
8	\$202.13	80,000	\$115.50	500,000	\$213.68
9	\$219.45	90,000	\$115.50	550,000	\$219.45
10	\$242.55	100,000	\$121.28	600,000	\$225.23
11	\$248.33	110,000	\$121.28	650,000	\$231.00
12	\$254.10	120,000	\$121.28	700,000	\$236.78
13	\$265.65	130,000	\$121.28	750,000	\$242.55
14	\$277.20	140,000	\$121.28	800,000	\$248.33
15	\$288.75	150,000	\$132.83	850,000	\$254.10
16	\$294.53	160,000	\$132.83	900,000	\$259.88
17	\$300.30	170,000	\$132.83	950,000	\$265.65
18	\$306.08	180,000	\$132.83	1,000,000	\$294.53
19	\$311.85	190,000	\$132.83	1,000,001 to 2,000,000	\$317.63
20	\$317.63	200,000	\$138.60	Over 2,000,000 Add \$6.93 per 100,000 BTU	

Propane and Small Installations

Propane Tank Sets (New or Replacements)	\$103.95 per appliance
Temporary Heat	\$103.95 per appliance
Gas/Propane Cylinder Refill Centers	\$329.17 per appliance
Replacement Commercial or Industrial Appliances (per unit)	
1 - 400,000 BTU Input	\$167.48 per Unit
400,001 - 3,000,000 BTU Input	\$259.88 per Unit
Over 3,000,000 BTU Input	\$375.38 per Unit

NOTE: Add applicable 'Safety Codes Council' levy to each permit; \$ 4.50 each permit or 4% of permit levy, whichever is greater!

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Permit extensions will be charged at a flat rate of \$150.00 (plus levy) for a maximum of 1 year.

Variations will be charged at a rate of \$125/hour (min 2 hr) (plus levy).

Supplementary inspections and re-inspections performed in addition to those required under the Summer Village's Uniform Quality Management Plan will be charged to the contractor/applicant at the rate of \$150 per inspection (plus Levy).



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PLUMBING PERMIT FEE SCHEDULE (RESIDENTIAL)

# of Fixtures	Permit Fee	# of Fixtures	Permit Fee
1	\$109.73	21	\$225.23
2	\$115.50	22	\$231.00
3	\$121.28	23	\$236.78
4	\$127.05	24	\$242.55
5	\$132.83	25	\$248.33
6	\$138.60	26	\$254.10
7	\$144.38	27	\$259.88
8	\$150.15	28	\$265.65
9	\$155.93	29	\$271.43
10	\$161.70	30	\$277.20
11	\$167.48	31	\$282.98
12	\$173.25	32	\$288.75
13	\$179.03	33	\$294.53
14	\$184.80	34	\$300.30
15	\$190.58	35	\$306.08
16	\$196.35	36	\$311.85
17	\$202.13	37	\$317.63
18	\$207.90	38	\$323.40
19	\$213.68	39	\$329.18
20	\$219.45	40	\$334.95
Add \$4.62per fixture over 40			

PRIVATE SEWAGE PERMITS

Private Sewage System - \$433.13
 Holding Tanks - \$173.25

NOTE: Add applicable 'Safety Codes Council' levy to each permit; \$ 4.50 each permit or 4% of permit levy, whichever is greater!

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**PLUMBING PERMIT FEE SCHEDULE
 (COMMERCIAL)**

# of Fixtures	Permit Fee	# of Fixtures	Permit Fee	# of Fixtures	Permit Fee
1	\$109.73	35	\$317.63	69	\$525.53
2	\$115.50	36	\$323.40	70	\$531.30
3	\$121.28	37	\$329.18	71	\$537.08
4	\$127.05	38	\$334.95	72	\$542.85
5	\$132.83	39	\$340.73	73	\$548.63
6	\$138.60	40	\$346.50	74	\$554.40
7	\$144.38	41	\$352.28	75	\$560.18
8	\$150.15	42	\$358.05	76	\$565.95
9	\$155.93	43	\$363.83	77	\$571.73
10	\$161.70	44	\$369.60	78	\$577.50
11	\$167.48	45	\$375.38	79	\$583.28
12	\$173.25	46	\$381.15	80	\$589.05
13	\$179.03	47	\$386.93	81	\$594.83
14	\$184.80	48	\$392.70	82	\$600.60
15	\$190.58	49	\$398.48	83	\$606.38
16	\$196.35	50	\$404.25	84	\$612.15
17	\$202.13	51	\$410.03	85	\$617.93
18	\$207.90	52	\$415.80	86	\$623.70
19	\$213.68	53	\$421.58	87	\$629.48
20	\$219.45	54	\$427.35	88	\$635.25
21	\$225.23	55	\$433.13	89	\$641.03
22	\$231.00	56	\$438.90	90	\$641.03
23	\$236.78	57	\$444.68	91	\$641.03
24	\$248.33	58	\$450.45	92	\$641.03
25	\$259.88	59	\$456.23	93	\$641.03
26	\$265.65	60	\$462.00	94	\$646.80
27	\$271.43	61	\$467.78	95	\$652.58
28	\$277.20	62	\$473.55	96	\$658.35
29	\$282.98	63	\$485.10	97	\$664.13
30	\$288.75	64	\$490.88	98	\$669.90
31	\$294.53	65	\$496.65	99	\$675.68
32	\$300.30	66	\$508.20	100	\$681.45
33	\$306.08	67	\$513.98	Add \$3.47 each fixture over 100	
34	\$311.85	68	\$519.75		

NOTE: Add applicable 'Safety Codes Council' levy to each permit; \$ 4.50 each permit or 4% of permit levy, whichever is greater!

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When work has commenced without first obtaining the required permit(s); the permit fees will be doubled up to a maximum of \$500 surcharge per permit.

Re-opening a previously closed permit will be charged to contractor/applicants at a rate of \$75 per permit (plus Levy), plus applicable re-inspection fees should they apply.

Permit extensions will be charged at a flat rate of \$150.00 (plus levy) for a maximum of 1 year.

Variances will be charged at a rate of \$125/hour (min 2 hr) (plus levy).

Supplementary inspections and re-inspections performed in addition to those required under the Summer Village's Uniform Quality Management Plan will be charged to the contractor/applicant at the rate of \$150 per inspection (plus Levy).



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ELECTRICAL PERMIT FEE SCHEDULE
 (For "Other Than" New Single Family Residential)

Installation Cost \$	Permit Fee	Installation Cost \$	Permit Fee	Installation Cost \$	Permit Fee
Under 1,000	\$109.73	23,000.01 – 24,000	\$485.10	100,000.01 – 110,000	\$808.50
1,000.01 – 1,500	\$127.05	24,000.01 – 25,000	\$496.65	110,000.01 – 120,000	\$860.48
1,500.01 – 2,000	\$138.60	25,000.01 – 26,000	\$508.20	120,000.01 – 130,000	\$912.45
2,000.01 – 2,500	\$150.15	26,000.01 – 27,000	\$519.75	130,000.01 – 140,000	\$958.65
2,500.01 – 3,000	\$161.70	27,000.01 – 28,000	\$531.30	140,000.01 – 150,000	\$1,010.63
3,000.01 – 3,500	\$173.25	28,000.01 – 29,000	\$542.85	150,000.01 – 160,000	\$1,062.60
3,500.01 – 4,000	\$184.80	29,000.01 – 30,000	\$554.40	160,000.01 – 170,000	\$1,108.80
4,000.01 – 4,500	\$196.35	30,000.01 – 31,000	\$565.95	170,000.01 – 180,000	\$1,155.00
4,500.01 – 5,000	\$207.90	31,000.01 – 32,000	\$577.50	180,000.01 – 190,000	\$1,201.20
5,000.01 – 5,500	\$219.45	32,000.01 – 33,000	\$589.05	190,000.01 – 200,000	\$1,247.40
5,500.01 – 6,000	\$231.00	33,000.01 – 34,000	\$594.83	200,000.01 – 210,000	\$1,293.60
6,000.01 – 6,500	\$242.55	34,000.01 – 35,000	\$600.60	210,000.01 – 220,000	\$1,339.80
6,500.01 – 7,000	\$254.10	35,000.01 – 36,000	\$606.38	220,000.01 – 230,000	\$1,386.00
7,000.01 – 7,500	\$265.65	36,000.01 – 37,000	\$612.15	230,000.01 – 240,000	\$1,432.20
7,500.01 – 8,000	\$277.20	37,000.01 – 38,000	\$617.93	240,000.01 – 250,000	\$1,489.95
8,000.01 – 8,500	\$288.75	38,000.01 – 39,000	\$623.70	250,000.01 – 300,000	\$1,593.90
8,500.01 – 9,000	\$300.30	39,000.01 – 40,000	\$629.48	300,000.01 – 350,000	\$1,709.40
9,000.01 – 9,500	\$311.85	40,000.01 – 41,000	\$635.25	350,000.01 – 400,000	\$1,807.58
9,500.01 – 10,000	\$323.40	41,000.01 – 42,000	\$641.03	400,000.01 – 450,000	\$1,923.08
10,000.01 – 11,000	\$334.95	42,000.01 – 43,000	\$646.80	450,000.01 – 500,000	\$2,038.58
11,000.01 – 12,000	\$346.50	43,000.01 – 44,000	\$652.58	500,000.01 – 550,000	\$2,154.08
12,000.01 – 13,000	\$358.05	44,000.01 – 45,000	\$658.35	550,000.01 – 600,000	\$2,269.58
13,000.01 – 14,000	\$369.60	45,000.01 – 46,000	\$664.13	600,000.01 – 650,000	\$2,385.08
14,000.01 – 15,000	\$381.15	46,000.01 – 47,000	\$669.90	650,000.01 – 700,000	\$2,500.58
15,000.01 – 16,000	\$392.70	47,000.01 – 48,000	\$675.68	700,000.01 – 750,000	\$2,616.08
16,000.01 – 17,000	\$404.25	48,000.01 – 49,000	\$681.45	750,000.01 – 800,000	\$2,731.58
17,000.01 – 18,000	\$415.80	49,000.01 – 50,000	\$693.00	800,000.01 – 850,000	\$2,847.08
18,000.01 – 19,000	\$427.35	50,000.01 – 60,000	\$704.55	850,000.01 – 900,000	\$2,962.58
19,000.01 – 20,000	\$438.90	60,000.01 – 70,000	\$716.10	900,000.01 – 950,000	\$3,078.08
20,000.01 – 21,000	\$450.45	70,000.01 – 80,000	\$721.88	950,000.01 – 1,000,000	\$3,193.58
21,000.01 – 22,000	\$462.00	80,000.01 – 90,000	\$727.65	Over \$1,000,000 please contact The Inspections Group Inc.	
22,000.01 – 23,000	\$473.55	90,000.01 – 100,000	\$744.98		

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Variations will be charged at a rate of \$125/hour (min 2 hr) (plus levy).

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ELECTRICAL PERMIT FEE SCHEDULE (For "NEW" Single Family Residential)

Square Footage	Permit Fee
Up to 1200 square feet	\$184.80
1201 to 1500 square feet	\$213.68
1501 to 2000 square feet	\$242.55
2001 to 2500 square feet	\$271.43
Over 2500 square feet	\$300.30
Attached Garage	Include square footage of garage with house
Manufactured, Modular and RTM Homes (on foundation or basement)	\$138.60
Basement development wiring – new home - if done at time of initial construction (otherwise as per above)	Include square footage of basement with house
Mobile home connection	\$109.73
Detached Residential Garage	\$.23 a sq. ft. (minimum fee \$109.73)
Temporary Service	\$173.25

NOTE: Add applicable 'Safety Codes Council' levy to each permit; \$ 4.50 each permit or 4% of permit levy, whichever is greater!

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Variances will be charged at a rate of \$125/hour (min 2 hr) (plus levy).

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ANNUAL ELECTRICAL PERMIT FEE SCHEDULE

Total Cost of Installation	Permit Fee
\$2,000 or Less	\$519.75 (maximum 2 hours inspection time thereafter \$109.73 per hour or portion thereof)
\$2,000 to \$5,000	\$519.75 plus \$3.42 each \$100 cost of fraction of \$100 over \$2,000.
\$5,000.01 to \$50,000	\$693.00 plus \$1.85 each \$100 cost or fraction of \$100 over \$5,000.
\$50,000.01 to \$1,000,000	\$1,386 plus \$1.27 each \$100 cost or fraction of \$100 over \$50,000.

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A minimum cancellation fee of \$35 will be retained when a permit is cancelled or 25% of the fee if a drawing review has been completed.

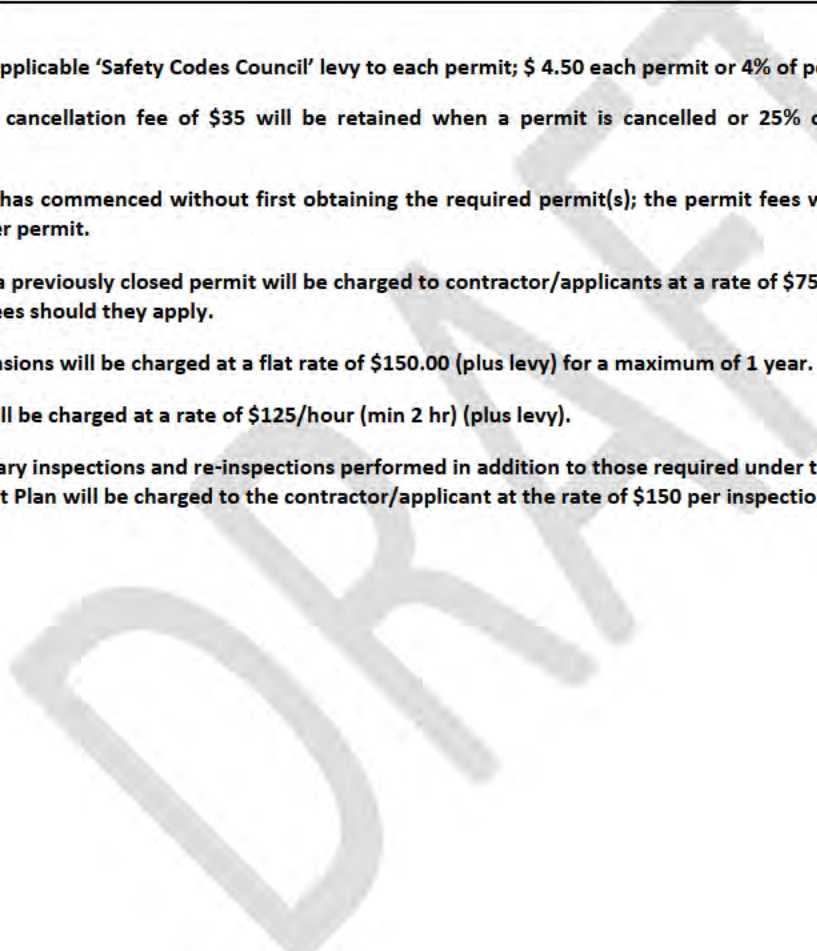
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Asset Management Policy

(Draft for Council Consideration)

1. Purpose

The purpose of this policy is to establish a consistent and transparent framework for managing municipal assets in accordance with The Municipal Government Act (Alberta) and other applicable provincial legislation. The policy makes sure that the Village's assets are managed responsibly to provide safe, reliable, and affordable services to both permanent residents and the significant seasonal population that visits Silver Sands.

2. Scope

This policy applies to all municipal assets owned, operated, or managed by the Summer Village of Silver Sands, including but not limited to:

- **Land**
- **Land Improvements**
- **Buildings**
- **Machinery & Equipment**
- **Vehicles**
- **Engineered Structures**

Given the Village's limited staffing and financial capacity, asset management activities will be scaled appropriately to available resources.

3. Guiding Principles

- **Service Delivery:** Assets exist to support essential municipal services. Decisions will focus on maintaining realistic, affordable service levels aligned with community needs.
- **Lifecycle Approach:** Assets are managed from acquisition through operation, maintenance, renewal, and eventual disposal, to maximize useful life and minimize unexpected failures.
- **Financial Sustainability:** Asset decisions will balance affordability with risk and performance. Long-term planning will consider the Village's limited tax base, seasonal population fluctuations, and constrained operating budget.
- **Risk Management:** The Village prioritizes critical assets—such as wastewater infrastructure, roads, and drainage systems—to reduce risks to public safety, environmental protection, and service continuity.
- **Transparency & Accountability:** Council and administration make asset decisions openly, supported by clear documentation, reporting, and communication with residents.
- **Integration:** Asset management will be integrated with the Village's strategic planning, budgeting, emergency planning, and regulatory obligations.

4. Roles & Responsibilities

Council:

- Approves this policy and sets strategic direction.
- Defines acceptable service levels in consultation with administration.
- Approves budgets, capital plans and long-term financial strategies.

Administration:

- Implements this policy and maintains the asset registry.
- Provides annual reporting on asset conditions, replacement values, risks, and service levels.
- Advises Council on priorities, funding needs and regulatory requirements.
- Ensures asset management practices are scaled to the Village's staffing and financial capacity.

Staff:

- Operate and maintain assets in accordance with defined service levels.
- Report on asset condition, failures, and operational issues.
- Support data collection for the asset registry.

5. Service Levels

- Service levels are defined by Council, based on community expectations, affordability, and regulatory requirements.
- Service levels reflect the Village's small size, limited staffing, and seasonal fluctuations in demand.
- Service levels are reviewed regularly and adjusted as needed.

6. Lifecycle & Financial Management

- Asset decisions consider total lifecycle costs, not just initial purchase price.
- Renewal and replacement planning are proactive to reduce service disruptions and emergency repairs.
- Financial planning includes reserves, grant opportunities, and long-term strategies to support asset renewal within the Village's limited fiscal capacity.
- The Village will pursue partnerships and regional collaboration where beneficial and necessary.

7. Risk Management

- Risks to service delivery are identified, assessed, and managed.
- Critical assets—such as wastewater systems, drainage infrastructure, and key transportation routes—receive priority in renewal planning.
- The Village maintains compliance with all applicable provincial and federal regulations.
- Limited staff capacity is considered when assessing operational risks

8. Monitoring & Reporting

Administration provides annual reports to Council on:

- Asset condition and performance.
- Replacement values and funding needs.
- Progress on asset management implementation.
- Reports are used to inform budget and capital planning decisions.

9. Review Cycle

This policy will be reviewed every four years, or sooner if required by legislative changes or significant shifts in municipal Council and/or priorities.

S.V. of Silver Sands
Bank Reconciliation Summary
As at March 31, 2026

ATB - GENERAL ACCOUNT

Statement Balance:	\$	340,067.60
Plus Deposits in Transit:		-
Less Outstanding Cheques:		(15,466.46) (Chq 1189)
Plus/Less Miscellaneous Items:		-
= Balance per G/L:		324,601.14
Actual G/L Balance:		324,601.14
Difference:		-

ATB - MUSH SAVINGS ACCOUNT

(Flowering Rush Municipal Funds)

	\$	97,967.04
Plus Deposits in Transit:		-
Less Outstanding Cheques/Transfers:		-
Plus/Less Miscellaneous Items:		-
= Balance per G/L:		97,967.04
Actual G/L Balance:		97,967.04
Difference:		-

Date	Ref	Description	Amount	Balance
Name	A121		Reconcile R	
Description	ATB BANK ACCOUNT		Date	Mar 31,26
Normal Bal	D		Balance	340,067.60
Next Ref#	0		Closing Bal	317,604.57
# of Items	54		Opening Bal	340,067.60
Date	Ref	Description	Amount	Balance
Jan 30,26	1189	GOVERNMENT OF ALBERTA (RCMP)	4,600.00-	335,467.60
Mar 31,26		E-TRANSFER- WILDWILLOW ENTERPR	10,866.46-	324,601.14

Date	Ref	Description	Amount	Balance
Name	A121B		Reconcile R	
Description	ATB (TRUST) ACP FLOW RUSH		Date	Mar 31,26
Normal Bal	D		Balance	97,967.04
Next Ref#	0		Closing Bal	97,967.04
# of Items	0		Opening Bal	97,967.04
Name	A121B		Reconcile R	
Description	ATB (TRUST) ACP FLOW RUSH		Date	Mar 31,26
Normal Bal	D		Balance	97,967.04
Next Ref#	0		Closing Bal	97,967.04
# of Items	0		Opening Bal	97,967.04

[REDACTED]
SUMMER VILLAGE OF SILVER SANDS

PO BOX 8
ALBERTA BEACH AB T0E 0A0

Your ATB Financial Branch

[REDACTED]
If you have any questions, contact us at
1 800 332-8383 or visit us at
www.atb.com

A summary of your accounts on Mar 31, 2026

Deposits	Value on Mar 31, 2026
	CAD
Business Public Sector Savings [REDACTED]	0.00
<i>No account activity</i>	
Business Public Sector Account # [REDACTED]	340,067.60
Business Public Sector Savings # [REDACTED]	97,967.04
Total Deposits	\$438,034.64

Loans	Value on Mar 31, 2026
	CAD
Municipal Revolving Loan [REDACTED]	0.00
<i>Credit limit \$150,000.00</i>	
Total Loans	\$0.00

All loan balances, with the exception of mortgage loans, do NOT include accrued interest. The above should not be relied upon for repayment purposes. Please contact your branch for a payout statement.

Find an error? Give us a call or drop by a branch. We'll take care of it.

Keep your credentials private. Never share your banking login details, passwords, or 2FA code with anyone. ATB will never ask you for these.

Credit Items F: ATB BANK ACCOUNT

Date	Ref	Description	Amount
Mar 02,26		EFT- TAXERVICE	220.50
Mar 02,26		E-TRANSFER- EAST END BUS	375.00
Mar 02,26		E-TRANSFER- PATRIOT LAW	472.50
Mar 02,26		TAX FILING FEE	4.00
Mar 05,26		DIRECT DEBIT- TELUS	127.72
Mar 05,26		ON-LINE- SANG	244.13
Mar 05,26		E-TRANSFER-AMSC INSURANCE SERV	1,774.00
Mar 05,26		E-TRANSFER- STANDSTONE WASTE	2,234.90
Mar 05,26		E-TRANSFER- TONY SONNLEITNER	1,087.31
Mar 05,26		EFT- AMRIZE	1,652.42
Mar 09,26		RECEIVER GENERAL- FEBRUARY	2,082.64
Mar 11,26		ON-LINE- AMSC ENERGY	1,814.66
Mar 11,26		EFT- CRASC	454.45
Mar 11,26		EFT- CRASC	2,199.87
Mar 11,26		E-TRANSFER- FIRE RESCUE INTERN	651.37
Mar 11,26		E-TRANSFER- PATRIOT LAW	1,181.25
Mar 11,26		E-TRANSFER- HOOF & HIVE HOME	300.00
Mar 11,26		E-TRANSFER- AMSC PCARD MCRD	1,462.20
Mar 13,26		DUSTIN UHLMAN- MARCH ADVANCE	1,800.00
Mar 18,26		E-TRANSFER- SHERRY STRONG	286.68
Mar 25,26		E-TRANSFER- RICK WAGNER	300.00
Mar 25,26		EFT- HIGHWAY 43 EAST WASTE-FEB	196.32
Mar 29,26		DIRECT DEBIT- WCB	1,053.20
Mar 31,26		DUSTIN UHLMAN- MARCH PAYROLL	2,959.64
Mar 31,26		E-TRANSFER- WILDWILLOW ENTERPR	10,866.46
Mar 31,26		SCHOOL	48,978.16
Mar 31,26		BANK FEES	16.50

Silver Sands

March 2026 E-Payment Listing

No cheques this period.

S.V. OF SILVER SANDS - MONTHLY FINANCIAL REPORT



Income Function	2026 BUDGET	2026 Actuals (March)	Variance	% of function
Taxation Income				
Municipal Tax	296,897	-	296,897	#DIV/0!
School Foundation Tax	223,836	-	223,836	#DIV/0!
Minimum Tax (\$1,109 - 2024)(\$1,172 - 2025)	157,030	-	157,030	#DIV/0!
Senior Foundation Tax	18,234	-	18,234	#DIV/0!
Designated Industrial Tax	29	-	29	#DIV/0!
Provincial Policing	20,602			
Sub-Total Taxation	716,628	-	716,628	0%
Grant & Reserve Funding Income				
Operating Grant - LGFF Operating	17,122	-	17,122	0%
Operating Grant - Canada Day (apply annually)	600	-	600	0%
Operating Grant - FIRESMART/FRIAA	500	500	-	100%
Operating Grant - Canada Summer Jobs (apply annually)	2,100	-	2,100	0%
Capital Grant - MSI-C / LGFF		-	-	#DIV/0!
Capital Grant - CCBF		-	-	#DIV/0!
Special Projects Funding (from reserves or from grant \$ in deferred revenue or from Grant Deposits)	2,500	-	2,500	0%
Special Projects Funding- Flowering Rush (from reserves or from grant \$ in deferred revenue or from Grant Deposits)	40,000	-	40,000	0%
Capital Projects Funding (from reserves or from grant \$ in deferred revenue)	149,721	-	149,721	0%
Sub-Total Grant & Reserve Funding	212,543	500	212,043	0%

S.V. OF SILVER SANDS - MONTHLY FINANCIAL REPORT



	2026 BUDGET	2026 Actuals (March)	Variance	% of function
Other Income				
Other Income	-	-	0	#DIV/0!
Penalties on Taxes	7,500	7,008	492	93%
Bank Income	12,000	1,675	10,325	14%
Sub-Total Other Income	19,500	8,683	10,817.00	45%
Admin Income				
Admin - Sales of Good and Services	500	-	500	0%
Admin - Tax Certificates	700	50	650	7%
Admin - NSF Fees	-	-	-	#DIV/0!
Admin - Reserve Transfer	-	-	-	#DIV/0!
Admin - Reserve Transfer (2026 MAP Review)	1,025	-	1,025	0%
Sub-Total Admin Income	2,225	50	2,175	2%
Bylaw/Emergency Services Income				
Bylaw/Emergency Services - Fines	-	-	0	#DIV/0!
Bylaw/Emergency Services - Fire Incident Recovery	-	-	0	#DIV/0!
Transfer from Reserves - Provincial Policing	-	-	0	#DIV/0!
Sub-Total Bylaw/Emergency Services	-	-	-	#DIV/0!
Utilities Income				
Utilities - Fortis Franchise Fees	5,600	1,139	4,461	20%
Sub-Total Utilities Income	5,600	1,139	4,461	20%

S.V. OF SILVER SANDS - MONTHLY FINANCIAL REPORT



	2026 BUDGET	2026 Actuals (March)	Variance	% of function
Public Works Income				
Public Works/Roads - Services Billed Out		-	0	#DIV/0!
Public Works/Roads - Sales of TCA		-	0	#DIV/0!
Public Works/Roads - Transfer from Reserves		-	0	#DIV/0!
Public Works Banked Time - Transfer from Reserves	-	-	0	#DIV/0!
Public Works - Recycling Offset - Circular Materials	12,400	-	12,400	0%
Sub-Total Public Works Income	12,400	-	12,400	0%
Sewer/Water/Drainage Income				
Sewer/Water/Drainage - Transfer from Reserves	-	-	-	#DIV/0!
Sub-Total Sewer/Water/Drainage	-	-	0	#DIV/0!
Planning & Development Income				
Planning & Development - Safety Codes Permit Fees	2,000	317	1,683	16%
Planning & Development - Development Permit Fees	2,500	600	1,900	24%
Planning & Development - SDAB Appeal Fees			0	#DIV/0!
Planning & Development - Transfer from Reserves			0	#DIV/0!
Sub-Total Planning & Development	4,500	917	3,583	20%
Parks & Recreation Income				
Parks & Recreation - Grant FCSS	5,504	1,376	4,128	25%
Parks & Recreation - Weed Harvesting (LIAMS)	7,500	-	7,500	0%
Parks & Recreation - Transfer from Reserve		-		
Sub-Total Parks & Recreation	13,004	1,376	11,628	11%

S.V. OF SILVER SANDS - MONTHLY FINANCIAL REPORT



	2026 BUDGET	2026 Actuals (March)	Variance	% of function
Requisitions Collected by Municipality (offset)		-		
Requisitions - Senior Foundation	- 18,234	-	-18,234	0%
Requisitions - Over\Under Utilized Levy		-	0	
Requisitions - School Foundation	- 223,836	-	-223,836	0%
Requisitions - Over\Under Utilized Levy		-	0	
Requisitions - Designated Industrial	- 29	-	-29	0%
Requisitions - Over\Under Utilized Levy				
Provincial Policing	- 20,602			
Sub-Total Requisitions	- 262,701	-	-262,701	0%
Net Revenue for Municipal Purposes	\$ 723,699	\$ 12,665	\$ 711,034	2%

S.V. OF SILVER SANDS - MONTHLY FINANCIAL REPORT



Expense Function	2026 BUDGET	2026 Actuals (March)	Variance	% of function
Council		-		
Council Meeting Fees	14,000	250	13,750	2%
Council Deductions	-	-	0	#DIV/0!
Council Monthly	5,400	300	5,100	6%
Council Travel \ Subsistence	5,500	11	5,489	0%
Council SVLSACE	2,000	-	2,000	0%
Council Development	6,500	-	6,500	0%
Council Integrity Commissioner	-	-	0	#DIV/0!
Sub Total Council	33,400	561	32,839	2%
Administration				
Administration Contract	83,840	20,528	63,312	24%
MAP Review	1,025	170	855	17%
Employee Benefits	8,816	2,000	6,816	23%
W.C.B.	4,000	1,053	2,947	26%
Travel & Subsistence	2,500	486	2,014	19%
Conventions/Training	1,000	-	1,000	0%
Postage \ Phone \ Storage	5,400	1,119	4,281	21%
Memberships	3,200	2,284	916	71%
Stationery & Printing	2,500	351	2,149	14%
Advertising	500	-	500	0%
Auditor	5,200	-	5,200	0%
Assessment	9,000	4,417	4,583	49%
Assessment LARB \ CARB	1,000	454	546	45%
Legal	5,000	-	5,000	0%

S.V. OF SILVER SANDS - MONTHLY FINANCIAL REPORT



	2026 BUDGET	2026 Actuals (March)	Variance	% of function
Insurance	10,500	10,284	216	98%
Computer Support \ Website	3,200	37	3,163	1%
Meeting Room Fees - Fallis Hall Rent	1,200	-	1,200	0%
General Appreciation	500	-	500	0%
Tax Rebates & Discounts	-	-	0	#DIV/0!
Bank Charges \ Penalties	250	47	203	19%
Land Title Charges	50	-	50	0%
Donation To Other Agency (STARS)	300	-	300	0%
Sub-Total Administration	148,981	43,230	105,751	29%
Election				
Salaries & Wages	-	-	-	#DIV/0!
Advertising	-	-	-	#DIV/0!
Goods & Supplies	-	-	-	#DIV/0!
Census Costs	-	-	-	#DIV/0!
Sub-Total Election	-	-	\$ -	#DIV/0!
Medical				
Medical Clinic (LSA)	2,500	-	0	
Sub-Total Medical	2,500	-	0	0%
Public Works				
Salaries \ Wages (Supervisor)	76,575	19,143	57,432	25%
Salaries \ Wages (Banked)	-	-	0	#DIV/0!
Salaries \ Wages (Summer Staff)(2024 Budgeted amount included in Supervisor Budget)	22,505	-	22,505	0%
Payroll Deductions	8,000	1,548	6,452	19%
Payroll Vacation Accruals	4,595	750	3,845	16%

S.V. OF SILVER SANDS - MONTHLY FINANCIAL REPORT



	2026 BUDGET	2026 Actuals (March)	Variance	% of function
Payroll Employee Benefits	8,816	2,122	6,694	24%
Phone Reimburse (PWM)	1,200	300	900	25%
Shop Phone (Telus)	1,600	243	1,357	15%
Public Works Consultant	-	-	0	#DIV/0!
Shop Security	650	-	650	0%
Snow Removal \ Grading	1,000	300	700	30%
Gravel & Rehabilitation	8,000	2,480	5,520	31%
General Services	1,500	-	1,500	0%
Signs	1,000	-	1,000	0%
Parts, Supplies, Fuel, Equip Repair	18,000	6,245	11,755	35%
Shop Improvements	1,000	-	1,000	0%
Electrical	23,800	3,616	20,184	15%
Natural Gas	2,500	496	2,004	20%
Sub-Total Public Works	180,741	37,243	143,498	21%
Storm Water / Drainage		-		
General Supply - Culverts	500	-	500	0%
Storm Water Drainage Study	-	-	0	#DIV/0!
Sub-Total Storm Water/Dainage	500	-	500	0%
Lagoon / Sewer				
Lagoon/Sewer Capital	-	-	0	#DIV/0!
Lagoon/Sewer Operating	-	-	0	#DIV/0!
Sub-Total Lagoon / Sewer	-	-	-	#DIV/0!
Waste Collection				
Waste	26,180	4,245	21,935	16%

S.V. OF SILVER SANDS - MONTHLY FINANCIAL REPORT



	2026 BUDGET	2026 Actuals (March)	Variance	% of function
Recycle	7,700	1,904	5,796	25%
Large Bin Clean Up	3,800	-	3,800	0%
Waste Commission (Hwy 43)	6,500	506	5,994	8%
Sub-Total Waste Collection	44,180	6,655	37,525	15%
Municipal Planning				
Development Officer	3,600	600	3,000	17%
Development Permit Fees	2,000	950	1,050	48%
Development Enforcement	4,000	618	3,382	15%
Planning (GC)	500	-	500	0%
General Planning Services (General MPS)	1,000	-	1,000	0%
Safety Codes Administration	2,500	1,250	1,250	50%
SDAB (Milestone Municipal Services)	300	300	0	100%
Sub-Total Municipal Planning	13,900	3,718	10,182	27%
Recreation & Parks				
Playground Maintenance	1,400	-	1,400	0%
Boat Launch	1,000	-	1,000	0%
Tree Removal / Reserves	2,000	-	2,000	0%
Weed Inspection / Spraying	1,000	-	1,000	0%
Weed Harvesting LIAMS	7,500	-	7,500	0%
Library - YRL	1,200	-	1,200	0%
Library - Local (Darwell)	1,000	-	1,000	0%
Recreation (LSA)	500	-	500	0%
East End Bus	375	375	0	100%
FCSS (\$5,593)(\$987 admin)	6,880	-	6,880	0%
Canada Day Celebration	600	-	600	0%

S.V. OF SILVER SANDS - MONTHLY FINANCIAL REPORT



	2026 BUDGET	2026 Actuals (March)	Variance	% of function
Sub-Total Reception & Parks	23,455	375	23,080	2%
Emergency Services				
Fire Suppression	44,000	7,587	36,413	17%
Fire Incident Recovery	-	-	0	#DIV/0!
Fire Volunteer Recruitment	-	-	0	#DIV/0!
Disaster Services/Emergency	4,500	-	4,500	0%
Directors of Emergency Management	5,000	300	4,700	6%
CPO Lac Ste. Anne Coutry	9,500	-	9,500	0%
CPO/Bylaw/Enhanced RCMP	5,000	-	5,000	0%
Provincial Policing (moved to requisitions)	-	-	0	#DIV/0!
Sub-Total Emergency Services	68,000	7,887	60,113	12%
Planned Reserve Contributions				
Provincial Policing	-	-	0	0%
Sustainability Reserve	10,539	-	10,539	0%
Tree Removal Reserve	887	-	887	0%
Snow Removal Reserve	592	-	592	0%
Legal Reserve	592	-	592	0%
Election Reserve	1,477	-	1,477	0%
SDAB/ARB Appeals	1,182	-	1,182	0%
MAP Review Reserve	552	-	552	0%
Lagoon Reserve	-	-	0	
Operating Reserve	-	-	0	
Roads Reserve	-	-	0	
Sub-Total Planned Reserve Contribution	15,821	-	15,821	0%

S.V. OF SILVER SANDS - MONTHLY FINANCIAL REPORT



	2026 BUDGET	2026 Actuals (March)	Variance	% of function
Year-End Audit Accounts				
Annual Amortization		-	-	
Gain\Loss On Sale Of TCA		-	-	
Sub-Total Year-End Audit Accounts	-	-	-	
Special Projects				
2025 Flowering Rush ACP Grant (Silver Sands is Managing Partner)(2025/2026/2027)	40,000	-	40,000	0%
2024 Flowering Rush Municipal Contributions (incl additional \$1,000 from SS, \$2,000 from LILSA, \$2,000 from WC)	1,000	-	1,000	0%
Entrance Signs	-	-	0	#DIV/0!
Septic Site Inspections	-	-	0	#DIV/0!
Assessment Bylaw Review	-	1,575	-1,575	#DIV/0!
Firesmart	-	-	0	#DIV/0!
Legal Review Fire Matters	-	-	0	#DIV/0!
Status Change Summer Village vs. Village	-	-	0	#DIV/0!
Technology Prevention/Risk	-	-	0	#DIV/0!
Asset Management Plan (2026 - South View Lead)	1,000	-	1,000	0%
Privacy Management Program Template (2026 - Nakamun Park Lead)	500	-	500	0%
Sub-Total Special Project	42,500	1,575	40,925	4%

S.V. OF SILVER SANDS - MONTHLY FINANCIAL REPORT



	2026 BUDGET	2026 Actuals (March)	Variance	% of function
Capital Projects				
2026 Projects transferred from 5-year Capital Plan (Have \$159,988 in capital grant funds for 2026)				
2026 Project - Spruce Crescent - add/replace culverts, add & reshape ditches, easement needed between 11 & 12, regravels and reshape road - \$50,000 - 2026	50,000		50,000	0%
2026 Project - In order: Conifer, Poplar, Birch, Cedar, Alder, Willow - regravels, reshape roads - \$72,000 (do over 5 years per Dustin) Conifer \$12,000 - 2026	12,000		12,000	0%
2026 Project - Upgrade landscaping, including removing problem trees from Village Property, replanting with less invasive trees, planting grass, grinding stumps, etc - 2026	7,000		7,000	0%
2026 Project - Walking Trails Upgrades - 2026	10,000		10,000	0%
2026 Project - Park Shelter Facelift - \$5,000 - 2026 (was 2027 has been moved to 2026)	5,000		5,000	0%
2026 Project - Concrete Pad in Park Shelter - \$10,000 - 2026	10,000		10,000	0%
2026 Project - Reserve cleanup Poplar-Conifer - \$40,000 - 2026	40,000		40,000	0%
2026 Project - Outhouse - \$8,000 - 2026 (Have \$10,350K remaining in approved grant application) LGFF	8,000		8,000	0%
2026 Project - Diesel Fuel Tank \$6,221 (Have approved application from 2025) LGFF	6,221		6,221	0%
2026 Project - Quonset Driveway Repair - \$1,000-\$1,500 - 2026	1,500		1,500	0%
Sub-Total Capital Projects	149,721	-	149,721	0%
TOTAL	\$ 723,699	\$ 101,244	\$ 622,455	14%

Income Less Expenses - Surplus / (Deficit)

\$ - -\$ 88,579

Summer Village of Silver Sands

Report to Council

Meeting: April 24, 2026 - Regular Council Meeting

Originated By: Tony Sonnleitner, Development Officer, Summer Village of Silver Sands

Development Permits: 26DP06-31

Plan 2941 MC, Block 2, Lot 1 – 1 Hazel Avenue
Construction of a Single Detached Dwelling (74.3 sq. m.),
Utilization of Existing or Drilling of a Well and Installation of a
Septic System.

26DP07-31

Plan 6108 RS, Block 8, Lot 9 – 9 Bay Drive
Operation of a Tourist Home (Three Bedrooms).

Enforcement: 26STOP01-31

Plan 2941 MC, Block 1, Lot 1 – 15 Cedar Avenue
Development without Development Permit - Operation of a
Tourist Home.

March 2, 2026 – Order received by landowner; no response
at March 17, 2026.

March 29, 2026 – Received Development Permit Application
for the Operation of a Tourist Home (three bedrooms) –
Development Permit – 26DP07-31.

Letters of Compliance: None

Bylaws: None

Regards,

Tony Sonnleitner, Development Officer

**SUMMER VILLAGE OF SILVER SANDS
SUPPLEMENTAL REPORT TO COUNCIL**

24-Mar-26

ROLL	ADDRESS	PLAN	BLOCK	LOT	TARP BUILDING
1001	1 Cedar Avenue	2941 MC	1	1	One in back yard adjacent to Silver Sands Dr.
1008	8 Cedar Avenue	2941 MC	1	8	One in front yard
1034	8 Hazel Avenue	2941 MC	2	8	One on vacant parcel
1054	4 Fir Avenue	2941 MC	3	4	One in front yard
1055	5 Fir Avenue	2941 MC	3	5	One in front yard
1058	8 Fir Avenue	2941 MC	3	8	Two in front yard
1070	20 Fir Avenue	2941 MC	3	20	One in back yard
1097	21 Pine Crescent	2941 MC	4	21	One in rear yard
1109	7 Willow Avenue	2941 MC	5	7	One in front yard
1122	20 Willow Avenue	2941 MC	5	20A	One in rear yard
1124	22 Willow Avenue	2941 MC	5	22	Two in front yard
1128	26 Willow Avenue	2941 MC	5	26	One in front yard
1139	5 Alder Avenue	223 MC	1	5	One in front yard
1174	13 Ash Avenue	223 MC	2	13A	One in front yard. Lot also untidy / unsightly
1185	7 Aspen Avenue	223 MC	3	7A	One in front yard
1203	6 Conifer Crescent	223 MC	4	6	One in rear yard
1230	14 Poplar Avenue	223 MC	5	14	One on vacant parcel
1307	21 Hillside Crescent	2357 MC	9	21A	One in rear yard
1313	27 Hillside Crescent	2357 MC	10	3	One in side yard
1317	31 Hillside Crescent	2357 MC	10	6A	One in front yard, one in rear yard
1328	1 Bay Drive	6108 RS	8	1	Two in rear yard

Public Works Report

SVSS Council Meeting April 24, 2026

Update from March 24, 2026

1. New updated date for Hydrometric gauge installation May, 2026.

New Item

1. Drainage is all working well for the spring thaw.
2. Steamer has been a very valuable asset with the fluctuations in warm and cold weather, freezing culverts.
3. Received quotes for the concrete pad in the park pavilion and for ramp in front of Quonset. Would like to get a couple more quotes for comparison.
4. I am getting a lot of complaints from passer-bys, about the deer being a danger. They are going on people's decks and not moving away from pedestrians. People are afraid of injury.

Fw: Canada Summer Jobs - From the Office of Dane Lloyd, MP

From: Lloyd, Dane - Riding 1 <Dane.Lloyd.C1@parl.gc.ca>
Sent: Tuesday, April 7, 2026 1:47 PM
To: Summer Village Office <administration@wildwillowenterprises.com>
Subject: Canada Summer Jobs - From the Office of Dane Lloyd, MP

Summer Village of Silver Sands
Attn: Heather Luhtala
administration@wildwillowenterprises.com

Dear Ms. Luhtala,

I am pleased to inform you that the Minister of Employment and Workforce Development has approved your project for the Canada Summer Jobs (CSJ) Program. Each year, the CSJ Program helps employers, like you, create valuable summer job opportunities for Canadians aged 15-30 years old. These summer job opportunities have the added benefit of strengthening our local economy and communities both here and across Canada.

Your application has been approved for:

1 Jobs
280 Total Hours Approved

\$2,100 ESDC Approved Amount

All CSJ funded positions will be posted on Job Bank's Youth webpage and the Job Bank mobile app as early as mid-April 2026, with postings updated regularly until July 2026. You should begin recruitment as soon as possible. Please note that employers cannot have the employee(s) start work until the agreement with Service Canada has been signed, otherwise they will not be eligible for funding. Service Canada will be in touch with employers starting April 9, 2026, to provide you with more information and direct you as to where you can receive answers to any questions you may have. Employees can be hired as early as April 20, 2026. Any job activity carried out prior to that date is not eligible for reimbursement.

Thank you for applying for the CSJ 2026 Program and employing young Canadians in our community, giving them the vital skills and experience they need in today's job force.

Best regards,

Dane Lloyd, M.P.

Parkland

4807-44 Avenue, Suite 102

Stony Plain, AB T7Z 1V5

Phone 780-823-2050

Dane.Lloyd@parl.gc.ca



ASVA Quarterly Update

2026/04/01

Traditionally, Summer Villages originated from cottage resort areas where seasonal residents sought representation in local governance or expressed dissatisfaction with the quality of services provided, particularly following substantial increases in municipal taxes levied by rural municipalities. In some cases, both elevated tax rates and inadequate service provision relative to taxation were factors. The services in question extended beyond conventional public works to encompass environmental management and public safety initiatives.

In 1957, Kenneth A. McKenzie served as Mayor of Itaska Beach and Charles Denney held the position of Secretary Treasurer. Concerned about decreasing grant allocations to his Summer Village, Mr. McKenzie presented his case to members of Cabinet. His efforts proved effective, prompting Charles Denney to recognize that a collective association could further enhance lobbying power for Summer Villages. Consequently, Mr. Denney convened an organizational meeting in the McDougall Room of Edmonton's old YMCA on November 5, 1958. The meeting was attended by thirty-three representatives from eleven of Alberta's sixteen Summer Villages. As a result, the Association of Summer Villages of Alberta (ASVA) was established.

The ASVA goals are to Advocate, Communicate, and Educate our members.

For Advocating

Advocating initiatives include efforts to secure increased provincial funding through the Local Government Fiscal Framework (LGFF). Former president Mike Pashak dedicated significant time engaging with government officials and was instrumental in achieving an increase in LGFF funding for Summer Villages. Although the amount received did not fully meet our requested levels, it was substantially greater than what might have been allocated without Mike's contributions.

Last year, the ASVA advocated on behalf of the Summer Village of Ma-Me-O Beach, which was facing the prospect of dissolution due to a \$5 million debt resulting from an unsuccessful sewer project. The viability review process was initiated as a result of this financial challenge. ASVA secured two positions for its board members President Mike Pashak and Ren Giesbrecht on the viability review committee and the ASVA participated in multiple meetings with the Minister of Municipal Affairs, who held the authority to determine the future status of Ma-Me-O Beach as a Summer Village. On November 21, 2025, Minister Williams issued his decision, allowing Ma-Me-O Beach to continue as a



Summer Village, contingent upon directives derived from the recommendations outlined in the viability review report.

We are currently advocating for the Provincial Aquatic Invasive Species (AIS) Task Force recommendations and urge their implementation. The Task Force report clearly outlines the severe risk that zebra and quagga mussels pose to irrigation systems, municipal water infrastructure, food production and water quality issues. For municipalities like Summer Villages, AIS prevention is critical for the health of the lake. Once these creatures get into the lake it costs millions of dollars to eradicate them and in the meantime, they cause millions of dollars in damages.

Recently the ASVA submitted focused feedback for changes to the Local Authorities Election Act (LAEA). What the ASVA is asking for is:

- Allow special ballots without requiring a permanent electors register.
- Clarify authority to use and retain land title and municipal records.
- Introduce reasonable limits on votes and candidates per property.
- Permit nomination periods for Summer Villages.
- Require campaign bank accounts only when contributions exceed \$1,000.
- Consolidate campaign disclosure requirements post-election.

Currently, Municipal Affairs is reviewing our submission along with a submission from our member partner Alberta Municipalities (ABmunis).

For Communicating

The ASVA communicates regularly with member CAOs, through Kathy Krawchuk the ASVA Executive Director emailing information from the ASVA board and various associate groups like:

- ABmunis
- Athabasca Watershed
- Alberta Invasive Species Council
- Alberta Lake Management Society (ALMS)
- Nature Alberta, just to name a few associations.

We are also setting up a new website. The ASV Board recognizes the importance a good website is for communicating with our members. We hope to have the new website up and running in a few months.



Educate

We educate our members through CAO focus group sessions held a few times per year. The last session covered financial metrics and post-election information. Financial Metrics covered how Municipal Affairs is in the process of policy development that will focus on three key areas within the emerging Fiscal Sustainability Framework:

- Financial Health Assessment
- Fiscal Relationship Review
- Early Intervention and Support

The work builds on existing Municipal Indicators and Local Government Fiscal Framework.

Post election results found 65% of councillors were re-elected and 37% of summer villages had elections. These are typical results for summer villages. Item 13 of the municipal indicators pertains to interest in municipal office. The typical results show most summer villages do not meet the expected result of having more candidates than the number of councillor positions. As summer villages, we are happy to have three candidates step forward for the important role of councillor. If these people did not step forward the summer village would cease to exist and new summer villages can not be incorporated.

We recently distributed a brochure identifying the various Invasive plant species found around our lakes. Plants like the Himalayan Balsam are considered an invasive species. This pretty pink flower plant has aggressive seed dispersal, coupled with high nectar production which attracts pollinators, often allowing it to out-compete native plants. It has been found that pulling and cutting this plant is the main method of non-chemical control, and usually the most appropriate.

Each year, the ASVA hosts its annual fall conference, which features vendors to facilitate the consolidation of service providers and offers presentations from guest speakers on topics relevant to our members. As our sole fundraising event, the conference plays a vital role in enabling the ASVA to fulfill its mission. We greatly value the ongoing support demonstrated by your council and administration through their participation in this important event.

Thank you for your support of the ASVA. Feel free to reach out to us through your CAO. We are here to help.



Lac Ste. Anne Foundation

2026 Municipal Presentation

The Lac St. Anne Foundation ('LSAF' or the 'Foundation') is a provincially legislated Housing Management Body (HMB) serving the North West Region operating under Ministerial Order # 163/94. LSAF is a registered and licensed charity recognized by the Provincial and Federal Government.

The following municipal partners appoint one director each to the LSAF board:

- Onoway
- Woodlands County
- Whitecourt
- Lac Ste. Anne County
- Mayerthorpe
- Village of Alberta Beach

Two additional board members are appointed from the Summer Villages of Birch Cove, Castle Island, Nakumun Park, Ross Haven, Sandy Beach, Silver Sands, South View, Sunrise Beach, Sunset Point, Val Quentin, West Cove, and Yellowstone.

While municipal appointees provide an important connection to their communities, their responsibility as Board members is to support the overall mandate and best interests of the Foundation, not to act as representatives of their individual municipality.

LSAF is responsible for operations and administration of housing accommodation listed on their ministerial order.

Foundation Mandate

- We have 151 lodge units in total;
- 45 of those units are non-designated spaces for supportive living 3 residents & 72 units are non-designated spaces for supportive living 2 residents under contract with Alberta Health Services in which LSAF provides direct care to Homecare and Type B (SL3) residents within our lodges;
- On average each lodge site has a 45-50% turnover rate per year;
- The average age of residents in our lodges is 83 with 35 residents currently over the age of 90;
- 75% of our current residents have an annual income that is below \$29,085, which enable us to receive Lodge Assistance grant funding to supplement rent;
- Waitlists remain stable, however pending time of year applicants will decline a unit for various reasons;
- We are seeing a steady increase in mental health related needs, added education for staff and supports are ongoing;
- Cost pressures:
 - **Social Housing Accommodation Regulation (SHAR) Changes** – legislative changes that came into effect on July 1st, 2024 have limited our ability to charge suitable rent in cases where farming losses form part of a residents line 15000 of their NOA. This rental loss was approximately \$60,000/year, however, revisions have now been made to allow operators to utilize additional documentation to verify income,
 - **Utility Costs** – our current contracts with 8760 Group provide us with stability in gas/electricity costs through an aggregated, formal procurement process, optimizing delivery charges and reducing unnecessary energy consumption with their energy efficiency services.
 - **Ageing Infrastructure** – as all 3 of our lodges are reaching 20 years of age, we are planning for significant replacement costs for mechanical/electrical, equipment & building envelope needs to ensure assets are maintained.

Lodge Update

Resident Programs are vital to maintaining independence and providing options for our lodge residents, we continue to seek grants/donations to enhance daily living in our Lodge facilities, we have obtained grant funding and/or donations to support the following;

- Pet Therapy
- Technology for Seniors (Lodge/Community)
- Supplemented West End Bus trips
- Seniors Taxi – Mayerthorpe
- Ongoing FCSS support (flowers, seniors week, trips, entertainment)
- Local banking services on-site
- Onsite physician visits
- Ongoing Educational sessions (fraud prevention, healthy aging, dietician support)

Resident Programs

- Currently LSAF employs 120 individuals in various roles.
- 64% of our leadership team were promoted from within the organization.
- 46% of our team have been with us for 5 years or longer, our longest employed individual has been with us for 32 years.
- The average age range of our employees is 45 with our oldest employee turning 70 this year.
- 26 of our employees have committed additional time to our Health & Safety Committees, their dedication and commitment support our ongoing Certificate of Recognition status for occupational health & safety for 14 years.
- Based on the 2025 compensation & benefits report for the seniors housing industry in AB, LSAF continues to provide competitive wages and benefits for employees in all positions.
- 47% of LSAF employees are currently living in the Whitecourt area.

LSAF Employees

- We have 113 Senior self contained (SSC) units in our portfolio, these buildings are owned by the Social Housing Corporation and managed by the Lac Ste. Anne Foundation. They are located throughout our region.
- All of our SSC sites are over 45 years old and have ongoing maintenance/mechanical concerns. Each year submissions for capital maintenance requirements are submitted to the Alberta Social Housing Corporation for consideration with limited approvals for funding to address.
- All SSC are charged rent based on a Rent Geared to Income (RGI) calculation (30% of their line 15000) average rent is \$600/month.
- Revised Social Housing Regulations came into effect which removed some of the barriers to collecting sufficient rent (income exemptions) however, created some additional challenges where seniors are not receiving their entitled seniors income amounts resulting in a rental loss of approximately \$40,000/annually & remains unsustainable without provincial assistance.
- Municipal requisition funds can not be utilized for this program.

Senior Self-Contained Update

The **Rent Assistance Benefit (RAB)** is a long-term subsidy designed to assist low-income individuals and families in Alberta who are struggling to afford their rent. This benefit is administered by various local housing management bodies across the province.

- Currently, we support 165 individuals and families with rent assistance across the region. This is an increase of 64% from 2020.
- We continue to advocate for additional rent supplement funding as this ensures we can support our community members directly without high operating and maintenance costs associated with single family dwellings.
- Municipal requisition funds are not utilized for this program.

Rent Assistance Benefit Update

The **Government of Alberta's Stronger Foundation Strategy** is focused on expanding access to affordable housing for Albertans. The initiative asks for collaboration among public and private organizations and a **holistic analysis of all types of housing**:

- ❖ Senior self contained; Supportive Living
- ❖ Community; Rent Supplement
- ❖ Special Needs; Indigenous; Emergency Shelters

The Lac Ste. Anne Foundation conducted a regional housing needs assessment in 2023 to **better understand current and projected housing needs**.

Our Primary Goal was to:

Lac Ste. Anne Foundation

- ❖ Aid informed and strategic decision making around housing initiatives
- ❖ Support funding requests to the provincial or federal government for affordable housing
- ❖ Support program assistance requests

Broader Region

- ❖ Provide resource for stakeholders to understand the core housing need within the service area
- ❖ Provide resource for private builders and municipalities to address and prioritize housing solutions
- ❖ Aid collaboration across the region to address housing needs

Regional Needs Assessment

SENIORS

- ❖ Overall population declining; however, % of seniors increasing from 20.5% to 29.4% by 2031
- ❖ Current housing stock (single detached houses) poses challenges for aging in place
- ❖ **Service level for seniors independent is 2.7%** (national average 9.1%)
- ❖ **Service level for lodge is 35.1%** (national average -25%)

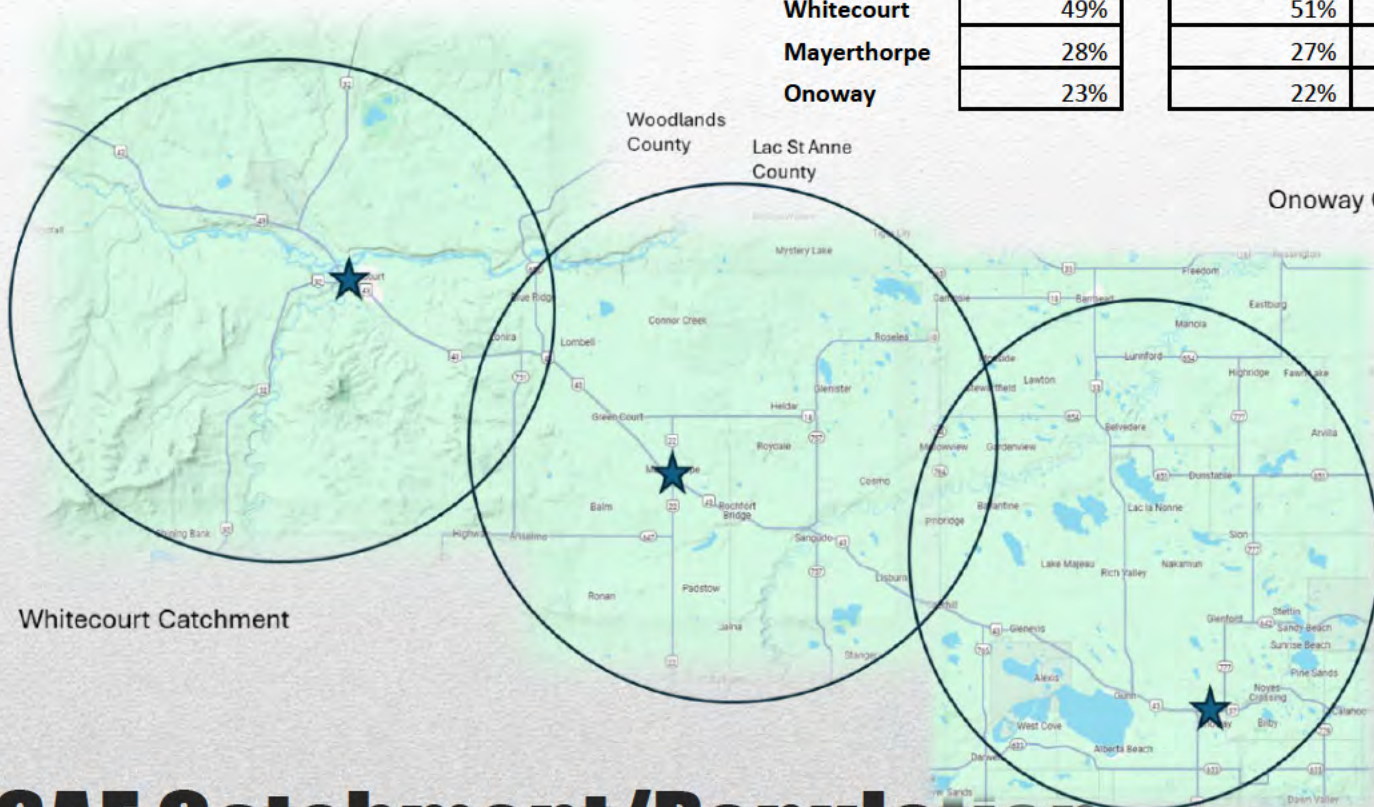
RENTERS

- ❖ High ownership versus renter ratio in service area, limiting availability of rental housing
- ❖ **31.9% of tenant households are in core housing need** (spending >30% of total income on shelter)
- ❖ Last 5 years there has been an increase of rental stock in the region; higher than average rent and low vacancy rates

MARGINALIZED POPULATIONS

- ❖ Marginalized population within the region more likely to face housing needs
- ❖ **Affordability and accessibility were the core housing needs identified for this portion of the population**
- ❖ Access to services and support is required to address the housing needs identified

Regional Needs Assessment – Gap Analysis



	Catchment	Age 1-64	Age 65+
Population	27525	23150	4375
		<i>Age Category Breakdown</i>	
Whitecourt	49%	51%	33%
Mayerthorpe	28%	27%	37%
Onway	23%	22%	29%

Whitecourt Catchment

Onway Catchment

LSAF Catchment/Population Distribution

- Further legislative changes are anticipated based on recommendations from the Lodge Program Review, recommendations are being presented to Cabinet in the spring for review and approval.
- Ongoing review of LSAF policies & procedures to ensure alignment with legislative changes.
- We continue to work with member municipalities and service providers to address transportation issues in our rural communities.
- Work with Assisted Living Alberta during contract transition related to Premier Smiths announcement in November 2024 to re align the provincial patient-care model.
- Due to LSAF contracts with Assisted Living Alberta, we must become Accredited by December 31, 2026. We have partnered with CARF to obtain certification and have been working to ensure we meet all CARF standards.
- Continue to advocate for Provincial operating/capital funds to support affordable programs within our portfolio.
- Ongoing applications for grant funding (provincially/federally) to support programs, education & aging infrastructure.
- Building condition assessments on the 3 Supportive Living Lodge sites have now been completed to ensure sustainability & life cycle replacements are identified/managed moving forward.
- Future Capital– A1-5 year capital asset plan to ensure current assets are maintained and a 5-10 year plan to address possible new or expanding capital projects are nearly complete for the Board of Directors review and approval.

Current/Upcoming Priorities

The *Alberta Housing Act* grants the Minister authority to establish each management body through a specific Ministerial Order. These Ministerial Orders provide the management body name, the member organizations (including municipalities) it serves, the method for appointing the board of directors, the properties for which it is responsible, and the municipalities that the management body may requisition for lodge operations.

Although the Foundation has requisitioned our member municipalities since 1994, it was not until 2008 after the completion of the Spruce View Lodge addition and Chateau Lac Ste. Anne Lodge that the Foundation has requisitioned a flat rate of 1.5 Million annually based on the current year Provincial Equalized Assessment to support operating and capital commitments in the 3 supportive living lodge sites.

In 2025/26 requisition amounts remained at \$1,850,000.00 to maintain sustainable operations, there is no anticipated increase projected.

Municipal Requisitions

Partnerships continue to be a priority for LSAF. Currently, we have the following partnerships in place;

- **Norquest & Northern Lakes College** – We place Health Care Aide and LPN students in our sites to complete their clinical practicums.
- **FCSS Onoway** – we are currently provide a meals on wheels program in the community. This has been very successful providing an average of 90 meals per month. We are currently working with the Alexis First Nation to provide meals on wheels support to their community as well.
- **FCSS Mayerthorpe** - jointly we are providing recreational opportunities to support community/lodge seniors to engage and create lasting relationships.
- **Complete Purchasing Services** – As part of Avendra Group, Complete Purchasing Service leverages a vast network of professional procurement experts and innovative resources to deliver customized solutions to customers and suppliers. This network provides clients with high-quality, nationally recognized brands as well as local favorites, and the benefit of competitive, stable pricing, giving our clients predictable outcomes. LSAF also receives rebates each year based on expenditures averaging \$19,000/year.
- **Assisted Living Alberta**– In 2010, the Lac Ste. Anne Foundation entered into a partnership agreement to provide Personal Care Services to residents as per Alberta Health Services Home Care authorization. The Foundation currently has non-designated (non-secured) spaces for 24-SL2 and 15-Type B residents in each of the Lodge locations.

Partnerships

- **Alberta Seniors & Community Housing Association** - ASCHA is a non-profit member-driven association that acts as a centre of excellence for education, best practices, and member resources, to assist housing providers with providing the very best supports to the Albertans they serve.
- **The Alberta Public Housing Administrators' Association** - APHAA is a professional association of housing administrators working in the Province of Alberta in the publicly-funded housing and non-profit housing sector. Our mission is to promote excellence in publicly-funded housing administration through education, information, and networking
- **Continuing Care Safety Association** - CCSA is a trusted leader for health, safety and wellness in Alberta's continuing care sector. LSAF has been COR certified since 2012.
- **The Alberta Continuing Care Association** - ACCA is a non-profit, voluntary organization representing the providers of continuing care services in Alberta. We provide a unified voice for our members.
- **Healthy Aging CORE Alberta** - (Collaborative Online Resources and Education) is a knowledge-sharing and learning platform designed to connect and strengthen the sector while amplifying the issues and needs of Older Albertans. CORE Alberta does this by providing a digital space for organizations and allies to share knowledge, host learning opportunities, and collaborate with others on common issues or aligned priorities.

Association Involvement



Thank you for the opportunity to discuss the Lac Ste. Anne Foundation

Questions?



ALBERTA

MUNICIPAL AFFAIRS

Office of the Minister

MLA, Peace River

AR121809

April 1, 2026

Dear Chief Elected Officials:

Municipal Affairs has been working collaboratively in recent years with industry representatives, professional assessors, and municipal partners to modernize Alberta's regulated property assessment framework through the Assessment Model Review (AMR). One important phase of this work has now been completed, and I am pleased to share policy updates that aim to simplify rules, reduce uncertainty, and improve consistency, transparency, and fairness across the system.

Most regulated property assessment models covering wells, pipelines, telecommunications systems, electric power systems, machinery and equipment, and railways, were last updated in 2005. As you may be aware, the last time the assessment models were reviewed in 2020, government opted not to proceed with proposed changes.

Based on a renewed engagement process designed by stakeholders, the AMR process re-launched in March 2024 with a review of the foundational policies that guide Alberta's regulated assessment system. These policy updates are a major milestone and set the stage for the next phase.

Key decisions include:

- standardizing assessment rates, where feasible, to make assessments more predictable;
- updating assessment models on a regular schedule to reflect changes in technology and construction practices;
- setting more consistent rules by clarifying when construction is considered finished for purposes of assessment, making sure actual construction costs are included with tightly-defined exclusions, and creating a provincial benchmark to fairly adjust labour-related construction costs in remote areas; and,
- introducing penalties for owners who do not provide required assessment information on time.

The rules will be effective for the 2027 tax year, and will apply to facilities built or expanded after that date. These rules will also be applied in the development of updated assessment models for each individual regulated property type as they are reviewed. Accordingly, we do not expect there to be significant assessment changes in 2027 and 2028 resulting from these policy changes.


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Looking ahead, through the next phase of the AMR, we will continue to work with stakeholders to update the assessment models – the rules, rates and procedures for determining valuation – for individual regulated property types. These reviews will be followed by broad and direct engagement with municipalities and industry to consider the impacts of the new assessment models on revenue.

Your municipality will be directly engaged on the overall results of the AMR and the potential impacts of updated assessments. This is an upcoming phase of the AMR process; engagement will focus on implementation of these policy changes. The final decision by government on any changes to assessment models is expected to occur in late 2028.

Attached is a fact sheet summarizing the policy changes, and a frequently asked question document for your use. I look forward to continuing to work with you and your municipal associations on this important initiative.

Sincerely,



Dan Williams, ECA
Minister of Municipal Affairs

Attachment:

1. Fact sheet
2. Frequently Asked Questions

cc: Chief Administrative Officers

Frequently asked questions

Assessment Model Review – Policy Changes

Municipal Affairs is updating the rules that govern regulated property assessments in Alberta as part of the Assessment Model Review. These amendments reflect the input of municipalities, industry, and professional assessors, and aim to simplify rules, reduce ambiguity in interpretation and improve consistency, transparency, and fairness.

Why do assessment models need to be updated now?

Many regulated property types have changed substantially since the last major updates in 2005.

Construction methods, materials, and costs have evolved significantly, and models must reflect current industry practices.

New technologies in several sectors are not recognized or costed in existing models.

Modernizing the models improves fairness, consistency, and transparency in how industrial property is valued.

Updated models ensure clearer rules and valuations that better reflect how today's industrial assets are built and operated.

Which properties are expected to be impacted by the policy changes?

The policy changes are expected to impact regulated property, which includes telecommunications and cable, railways, electric power systems wells, pipelines, and machinery and equipment.

Can you outline the policy changes being implemented and what they are meant to address?

These changes are intended to modernize and reduce ambiguity by clarifying definitions, improving transparency, and aligning assessment rules with current practices.

Clarified rules will allow new assessment models to be developed for each regulated property type. Key policy changes that are being implemented include:

- standardizing assessment rates, where feasible, to make assessments more predictable.
- updating assessment models on a regular schedule to reflect changes in technology and construction practices.
- setting more consistent rules by clarifying when construction is considered finished for purposes of assessment, making sure actual construction costs are included, and creating a

provincial benchmark to fairly adjust labour related construction costs in remote areas; and

- introducing penalties for owners who do not provide required assessment information on time.

Who was consulted and how were they engaged before these policy changes were implemented?

Since 2022, Municipal Affairs has worked collaboratively with a Steering Committee of industry representatives, professional assessors, and municipal partners including Rural Municipalities of Alberta (RMA) and Alberta Municipalities, to modernize Alberta's regulated property assessment framework through the Assessment Model Review.

The recent policy updates reflect their contributions and aim to simplify rules, reduce uncertainty, and improve consistency, transparency, and fairness across the system.

How will these changes affect the tax burden for industry and municipalities?

The first stage of the Assessment Model Review was focused on modernizing the system's principles and foundational policies while providing directions to stakeholders on how the assessment system will function ahead of the next stage.

The updated rules will be effective for the 2027 tax year and will apply to facilities built or expanded after that date, as well as to the assessment models for individual regulated property types as they are developed.

Municipal Affairs does not expect significant assessment changes in the 2027 and 2028 tax years resulting from these policy changes.

How will the transition to new rules work?

The updated rules will be effective for the 2027 tax year and will apply to facilities built or expanded after that date, as well as to the assessment models for individual regulated property types as they are developed.

This avoids retroactive changes and provides a predictable transition for property owners.

What are the next steps following these policy changes?

Over the next few years, Municipal Affairs will continue to work with stakeholders to update the assessment models – the rules and procedures for determining the valuation – for individual regulated property types.

These reviews will be followed by broad and direct engagement with municipalities and industry to consider the impacts of the new assessment models on revenue.

The final decision by government on implementation of any changes to assessment models is expected to occur in late 2028.

Why does Alberta use a regulated assessment standard based on construction costs instead of market value standard like residential assessments?

Alberta uses a regulated assessment standard to ensure uniformity and equity across municipalities, especially for complex industrial properties where comparable market data is limited or unreliable.

The cost-based approach avoids market fluctuations and provides a stable valuation for municipalities and property owners and reduces the risk of sudden shifts in property values.



Assessment Model Review

Policy Updates – March 2026

Overview

Municipal Affairs is updating the policies that govern regulated property assessments in Alberta as part of the ongoing Assessment Model Review. The changes aim to simplify rules, reduce ambiguity, and improve consistency and fairness of assessments. These updated policies reflect the input of municipalities, industry, and professional assessors.

Clearer rules and standardized assessment practices will improve transparency and predictability, while helping reduce disputes and assessment appeals. The updated system balances the needs of municipalities and industry by applying consistent approaches across regulated property types.

Assessment Models

Clarifying the foundational policies governing the assessment system allows the Assessment Model Review to move to its next phase: updating assessment models to better align with current practices, infrastructure, and technology.

Assessment models are the rules and procedures that determine how each type of regulated property is valued for property taxation purposes. The models for most types of regulated property, including wells, pipelines, telecommunications systems, electric power systems, machinery and equipment, and railways, were last updated in 2005.

Key Changes

Standardization

Standardized rates will be prepared and used wherever feasible and these rates will be developed for new property types where they do not currently exist, such as solar installations, and for existing properties where there are typical configurations of multiple components, such as wellsites. If it is unfeasible to calculate a standardized rate, site-specific reported costs will continue to be used.

The modernization and expansion of standardized rates will improve the consistency and efficiency of assessments, while providing municipalities and property owners with greater predictability.

Assessment Rules for Construction Costs

Regulated assessment is based on construction costs, and these policy updates have clarified which construction costs are assessable.

Construction will be considered complete when physical construction ends, and the assessment will not include pre-construction expenditures or post-build commissioning costs.

Most actual construction costs will be included in the assessment, reflecting the owner's capital investment in the asset. Exclusions will be tightly defined, focusing on costs due to extraordinary events and mandatory safety requirements, for example.

A provincial benchmark will be created to fairly adjust labour-related construction costs in remote areas.

These changes reduce ambiguity and align assessments with actual costs. They clarify rules for stakeholders, reduce complaints, limit subjective claims, and improve comparability and equity across properties, including those in remote areas.

Depreciation

When updated assessment models are developed, they will continue to include both a ceiling and floor limit for depreciation of machinery and equipment under Schedule C of the assessment formula.

This incentivises up-front capital investment by industry and supports long-term revenue in later years for municipalities. It provides scope clarity for assessment model development, reducing stakeholder uncertainty.

Specific assessment models for mature oil and gas assets will be developed as part of the next phase of the model review. Depreciation curves and other factors will be updated to better reflect the characteristics of these assets.

Reporting Consequences

Assessed persons may receive an administrative penalty (fine) when mandatory reporting is not provided to an assessor within 60 days of a formal request.

In these cases, the property owner will also lose the ability to appeal the assessment to the Land and Property Rights Tribunal.

This will improve assessment accuracy and fairness, boost reporting and legislative compliance, and encourage proactive property owner disclosure.

Review Schedule

Following the current Assessment Model Review, models will be updated on a regular, predetermined schedule (e.g., one to two property types a year) with each property type reviewed on a five-year cycle.

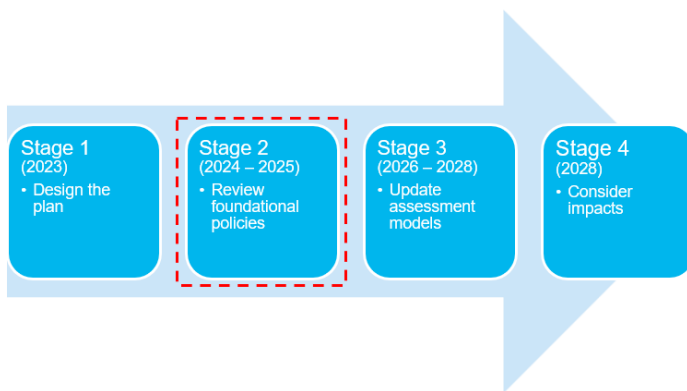
This change keeps assessment models current, captures modern technologies and construction practices, and reduces system shock resulting from delayed updates or overly broad changes.

Transition Rules

These policy changes will take effect on January 1, 2027, and will apply to new facilities assessed on a reported cost basis; assessments for existing major facilities will remain unchanged. The new rules will be applied to assessment models, including standardized rates, as they are updated in the next phase of the Assessment Model Review.

AMR Timeline

These changes mark the end of the policy review stage and move the Assessment Model Review forward into the next phase, which focuses on individual model reviews.



Next Steps

Updates to legislation and regulation to reflect these policy decisions are expected in spring 2026.

Municipal Affairs will work with industry, municipal and assessment stakeholders to begin reviews of the assessment models for individual regulated property types in 2026.

Resources

Stakeholders can follow the progress of the AMR on the at [Assessment Model Review engagement | Alberta.ca](https://www.alberta.ca/assessment-model-review-engagement)

Contact us

For inquiries during the AMR process, please contact the AMR Team toll-free by first dialing 310-0000, then 780-422-1377, or at ma.amr@gov.ab.ca.



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Peace River*

April 2, 2026

I am pleased to share that today, our government introduced Bill 28 the Municipal Affairs and Housing Statutes Amendment Act, 2026. Bill 28 makes amendments to the *Municipal Government Act* to modernize municipal rules, improve clarity and consistency, and strengthen service delivery.

Rather than addressing issues piecemeal, Alberta's government is proposing a single, comprehensive package of changes that reflects how interconnected municipal systems are. The proposed amendments are organized around five themes:

- growth and housing – *how communities expand*;
- assessment and property tax – *how services are paid for fairly*;
- governance and accountability – *who is responsible and to whom*;
- municipal transparency – *how municipalities make decisions and operate day to day*; and
- public institutions – *how essential public services are governed and protected*.

Together, these five themes form a coherent approach to modernizing municipal legislation, solidifying local governance, and supporting communities across Alberta.

Growth and Housing

The proposed changes will accelerate construction to build more homes faster by improving transparency, reducing red tape, and lowering development costs by:

- clarifying the application of off-site levies; and
- requiring permit timeline reporting to be posted on municipal websites.

Also included are amendments related to "Automatic Yes" frameworks, which will allow municipalities to fast-track low-risk development permits, increasing predictability for builders and helping accelerate housing construction across Alberta. Future regulation will build on this work by restricting particular non-statutory studies in the development process to further streamline approvals.

In addition, charter schools will be treated consistently with other publicly funded schools by enabling access to municipal and school reserve land, supporting parental choice in education.

The proposed changes would also allow the Minister of Municipal Affairs to set requirements for community design codes that municipalities may choose to adopt, helping streamline approvals for developments that meet established land-use and design standards while preserving local decision-making.

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Assessment and Property Tax

The proposed legislative amendments will implement some of the decisions from the recently completed policy phase of the Assessment Model Review. These decisions will lay the foundation to modernize the regulated property assessment system and promote fairness for municipalities and industries by:

- clarifying the rules that determine which costs are assessable, which will improve consistency and reduce assessment appeals;
- enabling greater use of standardized rates for regulated properties, which will increase predictability and efficiency of assessment;
- applying penalties to property owners who fail to report timely property information; and
- establishing a regular cycle for review of assessment models.

More details about the outcomes of the policy phase of the Assessment Model Review are being sent to you under separate cover.

Using the updated rules and policies, new models for assessing individual types of regulated properties will now be developed to better reflect current costs, technology and construction practices. The work for this next phase of the Assessment Model Review will be undertaken over the next two years, and will continue to involve significant input from municipal, industry and assessment stakeholders.

In addition, the proposed amendments will prevent municipalities from taxing Albertans on similar homes differently based solely on whether or how they are occupied.

Governance and Accountability

Alberta's government is proposing to strengthen accountability and integrity in local government by creating a provincial councillor accountability framework. The framework will govern issues such as pecuniary interest, unauthorized use of municipal assets, disclosure of confidential information, egregious behaviour, threatening behaviour and improper use of influence.

Under the proposed framework, complaints will be investigated by an independent third-party, ensuring impartial, timely resolution of issues before they escalate, and a roster of commissioners will be appointed by the province to hear appeals.

In addition, proposed changes will update the process for viability reviews by making the vote of electors a plebiscite (non-binding vote) with final decisions on dissolution at Cabinet's discretion. This will apply to viability reviews that are already underway where a vote of electors has not yet occurred, as well as any future reviews.

Municipal Transparency

The proposed changes will improve transparency by requiring municipalities to publicly disclose the salaries of municipal staff above a specified threshold, aligning practices with other public sector disclosure standards.

In addition, proposed changes will allow rural, small urban, and specialized municipalities to show policing costs as a separate line on property tax notices, improving transparency for residents.

.../3

A province-wide framework for councillor information requests, requiring timely access to readily available information and consistent sharing of broader information with all councillors will strengthen councils' ability to govern effectively and make informed decisions. Councils will also be able to adopt local policies to manage significant information requests in a practical, sustainable way.

The proposed changes will also modernize governance and operations of Business Improvement Areas, including flexibility for interim appointments, electronic notifications, and in-year budget changes, to reduce red tape, improve flexibility and help commercial districts stay vibrant and responsive to local needs.

Public Institutions

The proposed amendments will clarify how municipalities govern and oversee municipal public utilities, establishing that municipalities may be required by regulation to transfer control and operations of a municipal public utility to a public utility entity, such as a regional services commission or a municipally controlled corporation.

I invite you to read Bill 28. A copy of the bill can be found here:

<https://www.assembly.ab.ca/assembly-business/bills/bill?billinfoid=12124&from=bills>

Additional information about the proposed amendments is also available here:

<https://www.alberta.ca/modernizing-municipal-legislation-across-the-province>

Sincerely,

A handwritten signature in black ink, appearing to read 'Dan Williams', with a stylized flourish at the end.

Dan Williams, ECA
Minister of Municipal Affairs

ASVA - ABmunis' Police, Justice, and Emergency Management (PJEM) Committee Representative

From ASVA <summervillages@gmail.com>
Date Mon 4/6/2026 1:38 PM
To Kathy Krawchuk (execdirector@asva.ca) <execdirector@asva.ca>
Cc Brian Waterhouse <bwaterhouse@sundancebeach.ca>

Good afternoon,

I am pleased to inform you that ASVA's President Brian Waterhouse is now the Representative on the ABmunis' Police, Justice, and Emergency Management (PJEM) Committee.

The scope of matters that will be addressed by the Committee includes:

- The future of community policing;
- Policing funding and governance;
- Other enforcement mechanisms (e.g. Sheriffs, Community Peace Officers, and Bylaw Enforcement);
- Justice system reform, and
- Emergency management.

The Committee's priorities for 2026 include:

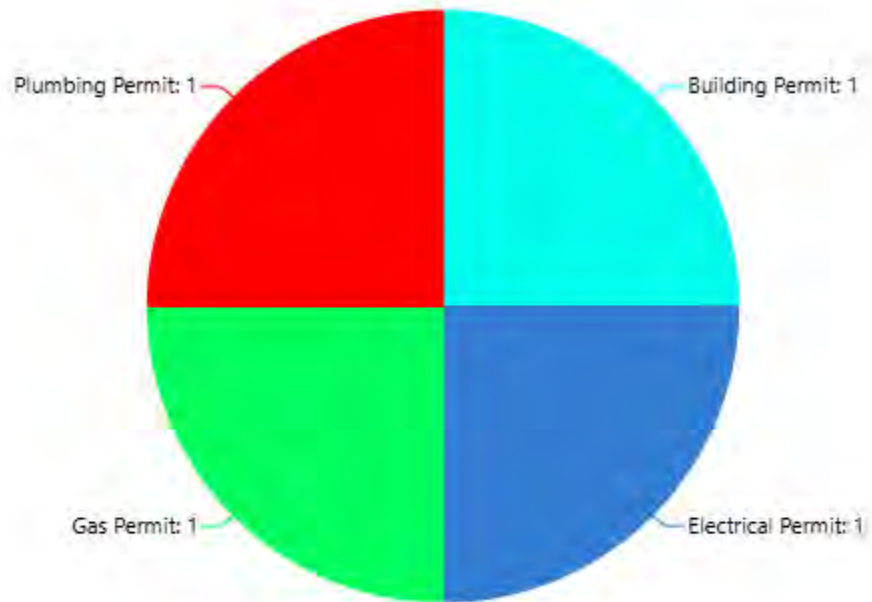
- Develop advocacy and capacity-building resources related to fire services;
- Review and provide feedback on the new police funding model (depending on timing of release);
- Begin developing recommendations related to the renewal of the master police service agreement expiring in 2032.

Please reach out to Brian or myself with any concerns or questions regarding this Committee.

Sincerely,
Kathy

Kathy Krawchuk, CLGM
Executive Director
Association of Summer Villages of Alberta (ASVA)
780.236.5456
execdirector@asva.ca
www.asva.ca

Summer Village of Silver Sands – 1st Quarter Safety Codes Report



■ Building Permit - 25.0% ■ Electrical Permit - 25.0% ■ Gas Permit - 25.0%
■ Plumbing Permit - 25.0%



April 14, 2026

File: 26DP06-31

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**Re: Development Permit Application
Plan 2941 MC, Block 2, Lot 1 : 1 Hazel Avenue (the "Lands")
R1 – Small Lot Residential : Summer Village of Silver Sands**

APPROVAL OF DEVELOPMENT PERMIT

You are hereby notified that your application for a development permit with regard to the following:

CONSTRUCTION OF A SINGLE DETACHED DWELLING (74.3 SQ. M.), UTILIZATION OF EXISTING OR DRILLING OF A WELL AND INSTALLATION OF A SEPTIC SYSTEM.

has been **APPROVED** subject to the following conditions:

- 1- All municipal taxes must be paid.
- 2- Confirmation of Builder Licensing or exemption.
- 3- Confirmation of New Home Warranty or exemption.
- 4- **SEPTIC SYSTEM:**

Approval of any plans or installation standards for an on-parcel sewage collection system by an approved Plumbing Inspector. The on-site sewage disposal system shall comply with the Private Sewage Systems Standard of Practice - 2021 as adopted by legislation for use in the Province of Alberta.

- 5- **WATER SUPPLY:**

If by Cistern, the cistern shall be excavated and installed in conformance with the Safety Codes Act or as amended and all such other regulations which may apply to their construction.

If by Well, the Well shall be drilled in conformance with Alberta's Water Act (the Act) and Water (Ministerial) Regulations (the "Regulations") that regulate water well drilling activities in the Province of Alberta and / or certification provided by a professional engineer or certified hydrologist or certified plumbing inspector attesting an adequate flow of water of potable quality.



- 6- The applicant shall provide a certified copy of plan of subdivision to determine all easements and restrictive covenants on the parcel, and 8.5 X 11 copies of site plans of a quality satisfactory to the Development Officer.
- 7- Access construction and location shall be to the satisfaction of the Public Works Supervisor for the Summer Village of Silver Sands. **Please contact Dustin, Public Works Supervisor or his designate at (780) 797-2207 or sspublicworks@wildwillowenterprises.com , prior to undertaking any works upon the municipal roadway.**
- 8- The applicant shall display for no less than twenty-one (21) days after the permit is issued the enclosed notice. The notice is to be posted immediately adjacent to the blue Municipal Address sign in such a fashion as to be visible by the public.
- 9- Two (2) Off-Street parking spaces must be provided on site.
- 10- The applicant shall obtain and adhere to the requirements where applicable, from the appropriate authority, permits relating to demolition, building, electricity, plumbing and drainage, and all other permits required in connection with the proposed development.
- 11- **The applicants are required to have a Real Property Report (RPR), prepared and signed by an Alberta Land Surveyor, and submitted to the Development Officer. The RPR is to be completed at foundation stage and prior to commencement of framing of the development, for evaluating the compliance of the development against all Land Use regulations relating to the building(s) that are the subject of this development permit application.**
- 12- The applicant shall be financially responsible during construction for any damage by the applicant, his servants, his suppliers, agents or contractors, to any public or private property.
- 13- The applicant shall prevent excess soil or debris from being spilled on public streets and lanes; and shall not place soil or any other material on adjacent properties without permission in writing from adjacent property owners.
- 14- **The improvements take place in accordance with the plans and sketch submitted as part of the permit application, INCLUDING:**
 - **Front Yard (Hazel Avenue) setback shall be a minimum of 8.0 metres;**
 - **Side Yard setbacks shall be a minimum of 1.5 metres (or greater distance as required under the Alberta Safety Codes Act;**
 - **Rear Yard setback shall be a minimum of 1.5 metres;**
 - **Maximum Height shall be 9.0 metres (average grade to peak).**


Note: Please be reminded that where walls are located within 2.4 metres of the property line they shall be constructed as a fire separation of not less than 45 minutes. (Alberta Fire Code - Article 9.10.15.5).



Development Services
for the
Summer Village of Silver Sands
Box 2945, Stony Plain, AB., T7Z 1Y4, Phone (780) 718-5479 Fax (866) 363-3342
Email: pcm1@telusplanet.net

- 15- Arrangements, which are satisfactory to the Development Authority, must be in place to provide sanitary facilities for the contractors working on the site.
- 16- All development shall be landscaped and graded in a manner that all surface run-off is either contained on-site, directed into an existing water body (i.e. a lake or stream) or public drainage system (i.e. a municipal ditch). All buildings must be completed with eaves which drain into the Municipal stormwater system.
- 17- All improvements shall be completed within twelve (12) months of the effective date of the permit.
- 18- The site and improvements thereon shall be maintained in a clean and tidy condition during construction, free from rubbish and debris. Receptacles for the purpose of disposing of rubbish and debris shall be provided to prevent scattering debris and rubbish.
- 19- No person shall keep or permit to be kept in any part of a yard any excavation, storage or piling of materials required during the construction stage unless all necessary safety measures are undertaken. The owner of such materials or excavation must assume full responsibility to ensure the situation does not prevail any longer than reasonably necessary to complete a particular stage of construction.

Should you have any questions please contact this office at (780) 718-5479.

Date Application Deemed Complete	April 14, 2026
Date of Decision	April 14, 2026
Effective Date of Permit	May 12, 2026
Signature of Development Officer	

Tony Sonnleitner, Development Officer, Summer Village of Silver Sands

cc Municipal Administrator, Summer Village of Silver Sands
Assessor - mike@tanmarconsulting.com

Note: An appeal of any of the conditions of approval may be made to the Subdivision and Development Appeal Board by serving written notice of appeal to the Clerk of the Subdivision and Development Appeal Board. Such an appeal shall be made in writing and shall be delivered either personally or by mail so as to reach the Clerk of the Subdivision and Development Appeal Board no later than twenty-one (21) days after the notice of decision. The appeal should be directed to this office at:

Summer Village of Silver Sands
Box 8
Alberta Beach, AB TOE OAO

and should include a statement of the grounds for the appeal and have attached an Appeal fee in the amount of \$1250.00.