



AGENDA
REGULAR MEETING OF THE BARRHEAD TOWN COUNCIL
TUESDAY, October 27, 2026, AT 5:30 P.M.
IN THE TOWN OF BARRHEAD COUNCIL CHAMBERS

1. Call to Order
2. Consideration of Agenda (Additions - Deletions)
3. Confirmation of Minutes
 - (a) Regular Meeting Minutes – October 13, 2026
4. Public Hearing
 - (a) Bylaw 08-2026 – Nonresidential Tax Incentive Bylaw
5. Delegations
 - (a) Public Works Update– Sheldon Flett and Kelly Kelly
 - (b) Barrhead Public Library – Lindsey Juke Turnbull, Director
6. Old Business
 - (a) None
7. New Business
 - (a) Barrhead Public Library Budget
 - (b) CAO Corporate Projects Update
 - (c) Enhancing Council & Administrative Practices

8. Reports
 - (a) Council Reports
9. Minutes
 - (a) None
10. Bylaw
 - (a) Bylaw 08-2026 Non-Residential Tax Incentive Bylaw
11. Correspondence Items
 - (a) None
12. For the Good of Council
13. Tabled Items
 - (a) None
14. Closed Session
 - (a) Organizational Administration Update
Section 29 *Access to Information Act* (ATIA - Advice from Officials)
 - (b) FCSS Transition Updated
Section 29 *Access to Information Act* (ATIA - Advice from Officials)
15. Adjourn

MINUTES OF THE REGULAR MEETING OF THE BARRHEAD
TOWN COUNCIL HELD TUESDAY, OCTOBER 13, 2026,
IN THE TOWN OF BARRHEAD COUNCIL CHAMBERS

PRESENT Mayor Assaf, C. Botros, D. Kluin, A. Oswald, D. Sawatzky, D. Smith and S. Fylyshtan

Officials: Collin Steffes, CAO, Jennifer Mantay, Director of Corporate Services, Jenny Bruns, Director of Planning, Economic Development & Legislative Services, and Jodie Lyons, Municipal Coordinator

ABSENT

OTHERS Barry Kerton, Barrhead Leader

CALL TO ORDER Mayor Assaf called the meeting to order at 5:30 p.m.

AGENDA The agenda was reviewed.

292-26 Moved by Cr. Botros that the agenda be accepted as presented.

CARRIED UNANIMOUSLY

CONFIRMATION OF MINUTES

The Minutes of the Regular Town Council Meeting of September 29, 2026, were reviewed.

293-26 Moved by Cr. Sawatzky that the Minutes of the Regular Town Council Meeting of September 29, 2026, be approved as presented.

CARRIED UNANIMOUSLY

DELEGATION

ENFORCEMENT SERVICES UPDATE

Mayor Assaf welcomed Brandon Johnson, Community Peace Officer, to the meeting at 5:31 p.m.

CPO Johnson presented information and gave an update on the enforcement services within the town.

EXITED Mayor Assaf and Council thanked Brandon Johnson, Community Peace Officer; he exited the meeting at 5:57 p.m.

294-26 Moved by Cr. Oswald that Council accept Enforcement Services Information and Updates as information presented.

CARRIED UNANIMOUSLY

NEW BUSINESS

**CAPITAL REGION ASSESSMENT
SERVICES COMMISSION MEMBERSHIP**

Jennifer Mantay, Director of Corporate Services, requested Council’s approval of the Summer Village of Sunrise Beach becoming a member of the Capital Region Assessment Services Commission (CRASC), commencing in 2027.

295-26 Moved by Cr. Sawatzky that Council approve the Summer Village of Sunrise Beach becoming a member of the Capital Region Assessment Services Commission commencing in 2027.

CARRIED UNANIMOUSLY

**BARRHEAD HEALTHCARE ATTRACTION
AND RETENTION COMMITTEE
FUNDING REQUEST**

Jennifer Mantay, Director of Corporate Services, presented Council with a request from the Barrhead Healthcare Attraction and Retention Committee (BHARC) for \$1,200 to support its healthcare attraction and retention initiatives and to obtain Council direction regarding funding the request from existing 2026 budget allocations.

296-26 Moved by Cr. Sawatzky that Council approve funding in the amount of \$1,200 to the Barrhead Healthcare Attraction and Retention Committee, to be funded from the 2026 Physician Appreciation budget allocation.

CARRIED UNANIMOUSLY

**TALK OF THE TOWN
REPORT**

Jennifer Pederson, Communications Manager, presented Council with the expected “What We Heard” report for the Talk of the Town open house held September 9, 2026, and to request Council approve publication of the report for the public.

297-26 Moved by Cr. Botros that Council accept the What We Heard: Talk of the Town report as information and direct Administration to publish the report.

CARRIED UNANIMOUSLY

**COUNCIL
REPORTS**

The following Reports to Council as of October 13, 2026, were reviewed:

- (a) Barrhead Library Board - Cr. Botros
- (b) Barrhead Exhibition Association & Agricultural Society – Cr. Oswald

298-26 Moved by Cr. Kluin that the following Reports to Council as of October 13, 2026 be accepted as information:

- (a) Barrhead Library Board – Cr. Botros
- (b) Barrhead Exhibition Association & Agricultural Society – Cr. Oswald

CARRIED UNANIMOUSLY

CORRESPONDENCE

The following correspondence to Council was reviewed:

- Barrhead Regional Fire Services (BRFS) - September Report

299-26 Moved by Cr. Fylyshtan that the correspondence to Council is accepted as information.

CARRIED UNANIMOUSLY

**FOR THE GOOD
OF COUNCIL**

Thank you to Barrhead Regional Fire Services, with Cr. Fylyshtan cooking up burgers, for putting on the Fire Prevention Week Open House at the Fire Hall. It was a great event for our community.

Cr. Botros attended a successful Truth and Reconciliation Event.

RECESSED

300-26 Moved by Cr. Smith that the Council Meeting be recessed at 6:19 p.m.

CARRIED UNANIMOUSLY

RECONVENE

301-26 Moved by Cr. Smith that the Regular Council Meeting reconvene at 6:43 p.m.

CARRIED UNANIMOUSLY

IN-CAMERA

**LAND DEVELOPMENT
ATIA SECTION 29**

**TSI UPDATE
ATIA SECTION 29**

302-26 Moved by Cr. Sawatzky that Council move in-camera pursuant to Section 29 of the Access to Information Act to discuss two topics; land development and a TSI update, at 6:43 p.m.

CARRIED UNANIMOUSLY

**OUT OF CLOSED
SESSION**

303-26 Moved by Cr. Smith that the Regular Council Meeting move out of closed session at 8:39 p.m.

CARRIED UNANIMOUSLY

ADJOURN

304-26 Moved by Cr. Sawatzky that the Council Meeting be adjourned at 8:39 p.m.

CARRIED UNANIMOUSLY

TOWN OF BARRHEAD

Mayor, Ty Assaf

CAO, Collin Steffes

NOTICE OF PUBLIC HEARING | 08-2026 NON-RESIDENTIAL TAX INCENTIVE BYLAW

Posted: October 01, 2026

**DATE:** Tuesday, October 27, 2026 **TIME:** 5:30 PM**PLACE:** Town of Barrhead Council Chambers at 5014 - 50 Av, Barrhead, AB**ONLINE WEBINAR ACCESS (Microsoft TEAMS):**<https://teams.microsoft.com/meet/232379232409378?p=w1owgrHX0LI6501V63>**Meeting ID:** 232 379 232 409 378**Passcode:** UD9b6N8E

Council will hold a Public Hearing on proposed Bylaw No. 08-2026 on Tuesday, October 27, 2026 at 5:30 p.m., Town of Barrhead Council Chambers, 5014 - 50 Ave. Online webinar access will also be made available with the link posted here by Friday, October 23, 2026.

What the bylaw proposes

A phased municipal property tax exemption for new or expanded commercial and industrial development, and for machinery and equipment, that meets the eligibility criteria set out in the bylaw.

Who this affects

Owners of non-residential (commercial/industrial) property considering new construction, expansion, or eligible machinery and equipment investment in the Town of Barrhead.

Read the bylaw [Read the bylaw](#) or view it in person at the Town of Barrhead administration office, 5014-50 Ave.

Have your say Submit written feedback or speak at the hearing in person or online. To register to speak or to participate electronically, contact Jenny Bruns at jbruns@barrhead.ca by **4:30 p.m., Friday, October 23, 2026.**

This is a public hearing, not a decision. Council will consider what it hears before voting on second and third reading. For more information, contact Jenny Bruns at jbruns@barrhead.ca



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2026 AT A GLANCE

Capital work • water and wastewater • roads • fleet

- 225 m of 50 Avenue rehabilitated
- Water infrastructure repairs completed
- Fleet, facilities and winter readiness strengthened
- Delayed work identified for follow-up



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50 AVENUE REHABILITATION

Completed September 22 | Original target September 30

- Approx. 225 m from 58 to 60 Street
- Includes a small section of 59 Street
- Sidewalk repairs preceded road reconstruction
- Substantially complete; minor deficiencies remain



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3

WATER PLANT ACCESS ROAD & TRAIL

Rescheduled | Target completion November 30

- Culvert replacement and access improvements
- Initial July–September schedule delayed
- Revised tentative start: October 19
- Weather and other delays affected timing



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PRESSURE REDUCING STATIONS

Repairs completed February 9

- East station: pipe leak repaired
- West station: above-ground pipes replaced
- Work commenced February 5



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FLEET INVESTMENTS

Service equipment added in 2026

- Second Curotto-Can arrived February 3
- Curotto-Can modifications required to fit trucks
- New loader arrived July 6 and is in use



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WATER PLANT EMERGENCY GENERATOR

Installed | April 27

- Emergency generator purchased and installed
- Crane-assisted placement on concrete pad
- Adds backup power equipment at the plant



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PUBLIC WORKS SHOP UPGRADES

Phase 2 completed May 1

- Second-floor Phase 2 improvements completed
- New T-bar ceiling and lighting
- Counters, cabinets, sink and flooring installed



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ROAD MAINTENANCE PROGRAM

Summer 2026 activities

- Water and sewer excavation patches completed
- Crack sealing/tarring completed August 20
- Line painting completed August 19
- Pothole repairs continued as weather permitted

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COLD MIX PRODUCTION

Completed August 26

- 100 yards of chips and fines mixed
- Material prepared for road repair activities
- Reported completion: August 26, 2026

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WASTEWATER INFRASTRUCTURE

Lagoon upgrades • ongoing

- Wastewater plant/lagoon upgrades ongoing
- Further scope and milestones not specified
- Continue tracking progress and next steps

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SEWER LINE MAINTENANCE

AB Pipe Inspection | Planned October 19–21

- Hydrovac flushing of identified sewer lines
- Target window: October 19–21
- Completion not confirmed in summary



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SEASONAL SEWER FLUSHING

Deferred by equipment repairs

- Less than half of town flushed
- Truck sidelined for warranty repairs
- Operations tentatively resume November 6
- Completion date to be re-established



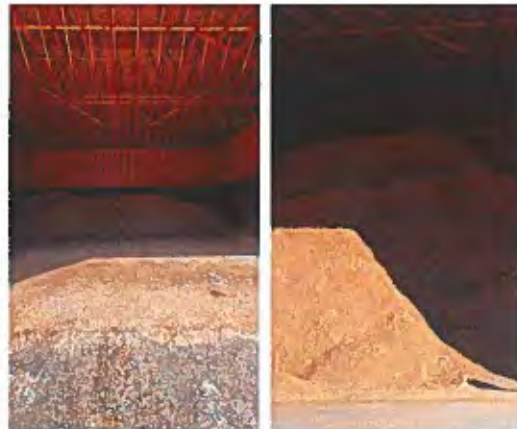
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WINTER ROAD MAINTENANCE READINESS

Salted sand purchased October 5

- 450.04 tonnes of salted sand acquired
- Replenishes low remaining inventory
- Purchase cost: \$35,440.65



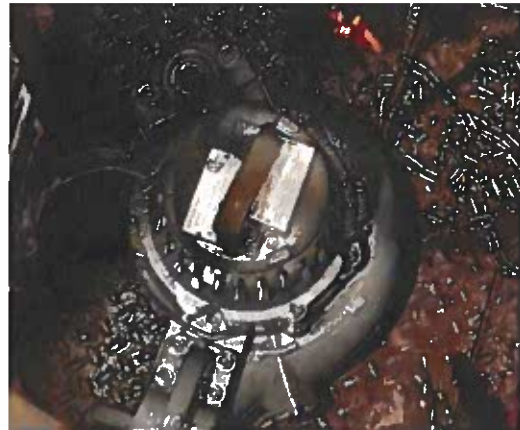
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53 AVENUE LIFT STATION PUMP

New pump installed August 26

- Pump failure followed heavy rainfall June 22
- Rental pump installed June 24
- Replacement installed August 26
- Rental unit returned August 27



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OTHER SERVICE UPDATES

Separate reporting materials

- Extended Producer Responsibility (EPR)
- Product Care • Circular Materials • Integrity Waste Solutions
- Kelly Kelly will be providing update.

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NEXT STEPS & PRIORITIES

Maintain delivery momentum

- Close out remaining 50 Avenue deficiencies
- Monitor access road/culvert schedule
- Restore sewer flushing when truck returns
- Continue lagoon and winter operations planning



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QUESTIONS & DISCUSSION

Public Works Department | October 2026

THANK YOU

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Item 5(b)



1

A NEW SERVICE IS UNDERWAY

Curbside launched October 7, 2026

Oct 7

First single-family collection

Nov 5

First planned multi-family pickup

Weekly

Temporary Town depot pickups in October

Early results: encouraging interest, with start-up adjustments underway

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SINGLE-FAMILY CURBSIDE

Biweekly collection is operating

- First pickup completed October 7
- Second pickup scheduled October 21
- Resident awareness remains a priority



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3

CLEAR GUIDANCE HELPS RESIDENTS

Communicating what goes in the bag



- Loose, clean recyclables
- Clear or blue bags only
- Set bags out by 7 a.m.

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MULTI-FAMILY SERVICE BEGINS NEXT

Supplier delay affected shared collection bins

Oct 22

Scheduled bin delivery to Public Works

Nov 1

Target deployment by this date

Nov 5

Planned first collection

Service is intended for eligible properties using shared bins

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TOWN DEPOT DEMAND IS HIGHER THAN EXPECTED

Temporary service increase in October

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Eight-yard bins now at the Town depot

Weekly

Temporary collection frequency

4

Eight-yard bins at landfill depot

Usage will be reviewed as curbside participation grows

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DEPOT RECYCLING IN ACTION

Town shop and landfill locations



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CONTRACTOR FEEDBACK IS ENCOURAGING

Initial observations from Integrity Waste Solutions

- Depot remains popular after first curbside pickup
- Collected recyclables show low contamination
- Collection levels will be reassessed

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PLANNING FOR WINTER COLLECTIONS

Keeping recycling bags clear of snow removal

- Keep bags back from the curb when needed
- Ensure bags remain visible to the driver
- Residents may hold material until next pickup

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REGULATORY PROGRAM TRANSITION

New administration effective October 1, 2026

- ARMA now administers expanded used-oil materials
- DEF, windshield washer fluid and antifreeze included
- October–December reporting due January 2027

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WHAT WE ARE WATCHING NEXT

Early implementation priorities

- Confirm multi-family launch and first pickup
- Monitor depot demand and pickup frequency
- Continue resident education and winter messaging

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COUNCIL QUESTIONS & FEEDBACK

Recycling programs | October 2026

Implementation is progressing, with service adjustments underway.

Questions and feedback from Mayor and Council

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COUNCIL DELEGATION REQUEST

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CONTACT INFO LINDSEY JUNE TURNBULL (NAME) 780-674-8524 (TELEPHONE NUMBER) lindsey@barrheadpubliclibrary.ca (EMAIL ADDRESS) MAILING ADDRESS 5103 53 AVE (STREET OR BOX ADDRESS) BARRHEAD AB T7N 1N9 (CITY, ALBERTA, POSTAL CODE)	CONTACT INFO DAVID ROWE (NAME) [REDACTED] (TELEPHONE NUMBER) [REDACTED] (EMAIL ADDRESS) <i>Personal Information severed inline with Section 20 of the Access to Information Act.</i> MAILING ADDRESS [REDACTED] (STREET OR BOX ADDRESS) [REDACTED] (CITY, ALBERTA, POSTAL CODE)
REPRESENTING (BUSINESS, COMMITTEE, GROUP, OR BOARD) BARRHEAD LIBRARY BOARD PLEASE INDICATE THE DATE YOU WISH TO PRESENT TO THE TOWN OF BARRHEAD COUNCIL <i>Note: In the event of several delegations, please indicated an alternate date or you will be assigned to the next available meeting</i> 27 / 10 / 2026 OR [] / [] / [] (DAY) (MONTH) (YEAR) (DAY) (MONTH) (YEAR)	
PURPOSE OF THE DELEGATION IS TO PRESENT THE FOLLOWING: (A COPY OF ALL INFORMATION REGARDING THE TOPIC MUST ACCOMPANY THE APPLICATION) BUDGET PRESENTATION	
☐ INFORMATION SHARING ☒ OTHER (PROVIDE DETAILS)	
HAVE YOU REVIEWED AND UNDERSTAND THE DELEGATION REQUIREMENTS? YES ☒ NO ☐ DOES THE DELEGATION REQUIRE SPECIAL EQUIPMENT (POWERPOINT, PROJECTOR, ETC.)? YES ☒ NO ☐	
IF YES, PLEASE INDICATE WHAT IS REQUIRED: POWERPOINT	
<i>Please note: Where the subject matter of a delegation pertains to legal matters, personnel, and/or private property issues, the Town of Barrhead reserves the right not to hear such delegations.</i>	
I/WE ACKNOWLEDGE THAT ONLY THE ABOVE MATTER WILL BE DISCUSSED DURING THE DELEGATION.	
SIGNED: [Signature] DATE (MM/DD/YY): 10/19/26 SIGNED: [Signature] DATE (MM/DD/YY): Oct 20, 2026	
<i>The personal information collected on this form is to process your delegation to Council. This collection is authorized by Section 4(c) of the Protection of Privacy Act. For questions about the collection of personal information, contact jlyons@barrhead.ca or 780-665-8226 or at 4406 – 62A Avenue, Barrhead, AB. T7N 1A2</i>	

FOR OFFICE USE ONLY

☐ ADDED TO AGENDA	IN CAMERA: YES ☐ NO ☐	REFERRED TO:
OTHER DEPARTMENTS REQUIRED TO BE IN ATTENDANCE?		
APPROVED: YES ☐ NO ☐	CAO'S APPROVAL	MAYOR'S APPROVAL
ADDITIONAL COMMENTS/NOTES:		

REQUEST FOR DECISION

To: Town Council

From: Jennifer Mantay, Director of Corporate Services

Date: October 27, 2026

Re: Barrhead Public Library 2027 Budget

1.0 PURPOSE:

Ms. Lindsey Juke Turnbull, Director, representing the Barrhead Public Library, presented the proposed 2027 Operating Budget for Council's review and consideration.

2.0 BACKGROUND AND DISCUSSION:

The Director of the Barrhead Public Library Board will be presenting the 2027 Barrhead Public Library Budget.

The Barrhead Public Library's 2027 operating budget includes a municipal contribution of \$29.75 per capita, totaling \$128,520.00. This represents an increase of \$3,240.00—or 2.5%—compared to the 2026 contribution of \$29.00 per capita.

The Barrhead Public Library is also proposing an increase to their utility costs assistance. Their 2027 budget includes a municipal contribution of \$16,200.00, being \$8,100.00 from each the Town and the County of Barrhead, as compared to \$15,000.00 in 2026, being \$7,500.00 from each municipality.

3.0 ALTERNATIVES:

3.1 That Council tables the Barrhead Public Library's 2027 budget presentation and request their Administration to provide further information to the next Council Meeting.

4.0 FINANCIAL IMPLICATIONS:

The proposed 2027 operating budget includes a contribution of \$ 128,520.00 along with an additional \$8,100.00 for utility payment assistance, bringing the total financial commitment from the Town to \$136,620.00.

5.0 INTERDEPARTMENTAL IMPLICATIONS:

Not Applicable

6.0 SENIOR GOVERNMENT IMPLICATIONS:

Not Applicable

7.0 POLITICAL/PUBLIC IMPLICATIONS:

The Barrhead Public Library provides an important role for the community.

8.0 ATTACHMENTS:

8.1 Barrhead Library Board proposed 202 Operating Budget

9.0 ADMINISTRATIVE RECOMMENDATION:

Administration recommends that Council approves the 2027 Barrhead Public Library Operating Budget.

10.0 PROPOSED MOTION:

That Council approves the 2027 Barrhead Public Library Operating Budget as presented.

(original signed by the CAO)
Collin Steffes
CAO

Barrhead Library Board



	Budget Jan 01, 2025 to Dec 31, 2025 - Actuals	Budget Jan 01, 2026 to Dec 31, 2026	Budget Jan 01, 2027 to Dec 31, 2027 - Proposed
REVENUES			
Alberta Municipal Affairs	\$ 69,855	\$ 69,855	\$ 69,855
Town of Barrhead	\$ 103,680	\$ 125,280	\$ 128,520
County of Barrhead	\$ 141,048	\$ 170,433	\$ 174,841
Town & County COLA per BPL			
Town & County Utilities	\$ 14,200	\$ 15,000	\$ 16,200
School Revenue	\$ 30,883	\$ 29,950	\$ 28,050
Donation & Fundraising	\$ 30,487	\$ 27,050	\$ 27,575
Grants	\$ 14,631	\$ -	\$ 2,100
Operations	\$ 14,021	\$ 12,950	\$ 14,200
Other Revenue	\$ 1,347	\$ 2,000	\$ 2,000
Withdrawal from reserves	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 420,152	\$ 452,518	\$ 463,341
EXPENSES			
Total Staffing	\$ 314,276	\$ 331,256	\$ 338,134
Total Administrative Expenses	\$ 8,043	\$ 2,225	\$ 1,675
Total Accounting/Legal/Advertising	\$ 6,046	\$ 5,300	\$ 6,075
Total Fundraising and Book Fairs	\$ 6,927	\$ 9,000	\$ 9,200
Total Capital Disbursements	\$ 367	\$ 500	\$ 500
Total Collection & Development	\$ 16,543	\$ 20,000	\$ 20,000
Total Programs & Exhibits	\$ 4,880	\$ 5,300	\$ 5,550
Total Communications/Utilities	\$ 19,960	\$ 19,850	\$ 20,825
Total Maintenance/Repairs	\$ 2,084	\$ 1,700	\$ 1,750
Total Professional Development /	\$ 2,937	\$ 3,550	\$ 4,200
Total Supplies & Materials	\$ 7,124	\$ 7,450	\$ 8,075
Neerlandia Disbursement	\$ 39,922	\$ 46,387	\$ 47,357
TOTAL EXPENSES	\$ 429,109	\$ 452,518	\$ 463,341
NET INCOME	-\$ 8,957	\$ -	\$ 0

BRIEFING NOTE

To: Town Council

From: Collin Steffes

Date: October 27, 2026

Re: CAO Report – 2026 Corporate Projects Update

1.0 **BACKGROUND:**

Senior Leadership has prepared the attached 2026 Corporate Work Plan Update to provide Council with a consolidated overview of significant corporate projects and initiatives currently underway or recently completed.

The report identifies 19 major initiatives, including their current status, responsible departments, anticipated completion timelines, and key issues or considerations affecting their progress.

Many of these initiatives involve substantial organizational improvements, modernization of corporate systems and processes, and the advancement of Council's strategic and operational priorities. Several projects are interconnected, requiring coordination across departments and careful consideration of available resources, competing priorities, and potential financial or operational implications.

The report is intended to provide Council with greater visibility into the breadth of corporate work being undertaken, progress achieved, and challenges being managed by Administration.

2.0 **ALTERNATIVES:**

N/A – Provided for Council's information.

3.0 **FINANCIAL IMPLICATIONS:**

Financial implications are project-specific and will be addressed through established budget processes or brought forward to Council separately where additional financial commitments or approvals are required.

4.0 **INTERDEPARTMENTAL IMPLICATIONS:**

Many initiatives require significant collaboration and coordination across multiple departments. Implementation timelines and organizational capacity must be managed alongside ongoing municipal operations and service delivery responsibilities.

5.0 SENIOR GOVERNMENT IMPLICATIONS:

Certain initiatives involve provincial or federal regulatory requirements, funding arrangements, approvals, or coordination with senior government agencies. These considerations are identified within the applicable project updates.

6.0 POLITICAL/PUBLIC IMPLICATIONS:

The report supports transparency and accountability by providing Council and the public with an overview of significant corporate initiatives, their progress, and associated challenges. Several initiatives may have future implications for municipal service delivery, resource allocation, or community priorities, which will be brought forward for Council's consideration as appropriate.

7.0 ATTACHMENTS:

2026 Corporate Work Plan – Key Initiatives, Responsibilities & Progress
(October 27, 2026).

8.0 RECOMMENDATION:

That Council accept the CAO Report – 2026 Corporate Projects Update, dated October 27, 2026, as information.

Town of Barrhead - 2026 Corporate Work Plan
Key Initiatives, Responsibilities & Progress – October 27, 2026



Item 7(b) Attach: i

PROJECT	STATUS	STAFF	ESTIMATED COMPLETION	KEY ISSUES & CONSIDERATIONS
1. FCSS Transition — Interim management, governance, recruitment of the FCSS Manager, partner agreements, funding, communications and operational transfer to the Town.	UNDERWAY	Lead: CAO Support: Director – Corporate Services, Director Recreation, Municipal Coordinator	Jan 1, 2027	Progress on the FCSS transition has experienced delays associated with finalizing governance and interim management arrangements with the FCSS Society. Discussions remain ongoing to resolve outstanding matters and support the proposed January 1, 2027 transition.
2. Organizational Review Complete review of recommendations, determine the preferred organizational structure and establish an implementation sequence.	UNDERWAY	Lead: CAO Support: SLT	Nov 30, 2026	Consultant has provided a comprehensive organizational analysis, with the majority of recommendations appearing to have merit. Senior Leadership is reviewing recommendations, considering some adjustments or alternatives, and assessing potential operational and financial impacts. Suggested changes, with the associate impacts to resources or service levels will be brought forward to Council for consideration and direction.
3. Strategic Plan — Council adoption, implementation, priority setting and alignment of organizational work with Council's strategic direction.	UNDERWAY	Lead: CAO Support: SLT	Nov 2026	Nothing to note.
4. 2027 Budget — Establish the budget-development timeline, key SLT and Council touchpoints, priorities and final approval process.	UNDERWAY	Lead: Director – Corporate Services Support: SLT	Dec 2026	Budget development is progressing as anticipated. Several concurrent corporate initiatives may have financial and operational implications, adding complexity to this year's budget process. No significant impacts to the budget development timeline are anticipated.

Town of Barrhead - 2026 Corporate Work Plan

Key Initiatives, Responsibilities & Progress – October 27, 2026



PROJECT	STATUS	STAFF	ESTIMATED COMPLETION	KEY ISSUES & CONSIDERATIONS
5. Budget Process Redesign — Improve how budgets are developed, challenged, presented, approved and monitored going forward.	UNDERWAY	Lead: CAO Support: Director – Corporate Services	Q1 2027	Development of the redesigned budget process has progressed incrementally alongside annual budget preparation and is anticipated to be completed by the end of 2026. Full implementation of the revised annual budget cycle is expected to commence in Q1 2027.
6. Compensation Review — Complete the compensation review and determine implementation, timing and budget implications.	NEAR COMPLETION	Lead: Director – Corporate Services Support: CAO	Nov 2026	The concurrent Organizational Review has added complexity to the compensation analysis, which is based on existing job descriptions. Additional position-specific compensation comparisons may be required following the approval and implementation of any organizational changes.
7. Staff Roles & Organizational Structure — Review and revise roles, responsibilities, reporting relationships and staffing requirements flowing from the organizational review.	UNDERWAY	Lead: CAO Support: SLT	Dec 2026	Administration continues to review immediate operational and staffing needs, focusing on optimizing existing resources, clarifying responsibilities, and strengthening service delivery. Some interim adjustments have been necessary, with further refinements anticipated ahead of the broader Organizational Review implementation. These efforts will be coordinated to ensure alignment with longer-term organizational recommendations.
8. Fleet Management Review — Establish a consistent framework based on service/operational need, utilization and assignment, asset condition and lifecycle/replacement planning.	NEAR COMPLETION	Lead: CAO (formerly Public Works) Support: EA, Director Recreation	Oct 2026	The project experienced delays during its initial development stages. With renewed administrative oversight and support, significant progress has since been made in developing a two-phase framework to evaluate the Town's fleet inventory, operational requirements, vehicle utilization, and future replacement needs.

Town of Barrhead - 2026 Corporate Work Plan
Key Initiatives, Responsibilities & Progress – October 27, 2026

PROJECT	STATUS	STAFF	ESTIMATED COMPLETION	KEY ISSUES & CONSIDERATIONS
9. IT & Cybersecurity Modernization — Address identified vulnerabilities and establish a broader roadmap for networks, cloud/file access, remote access, hardware standards, onboarding and IT governance.	COMPLETE	Lead: Director – Corporate Services		Nothing to note.
10. Major Engineering Projects BRWC Road Culvert Project	ONGOING	Lead: Director – Public Works, CAO Support: Director – Corporate Services	End of Nov 2026	The project experienced significant delays associated with funding negotiations, design development, and federal regulatory approvals affecting construction timelines under fisheries regulations. Further delays resulted from unusually heavy rainfall and elevated river levels that prevented construction from commencing. Work is now underway, with completion anticipated before the end of 2026.
11. Major Engineering Projects Sewage Treatment – Required Enhancement	ONGOING	Lead: Director – Public Works, CAO Support: Director – Corporate Services	Project Alternatives: 2027 Project Design: 2028? Construction: Funding dependent	The initial engineering proposal identified upgrades estimated at approximately \$30 million, presenting significant financial challenges for the Town. Administration is working with its engineering consultant, Alberta Environment and other provincial agencies to evaluate more cost-effective alternatives that satisfy increasingly stringent effluent discharge requirements. Discussions are ongoing regarding technically acceptable solutions, regulatory approvals and potential funding opportunities.
12. 50th Street	COMPLETE	Director Public Works		Nothing to note.

Town of Barrhead - 2026 Corporate Work Plan

Key Initiatives, Responsibilities & Progress – October 27, 2026



PROJECT	STATUS	STAFF	ESTIMATED COMPLETION	KEY ISSUES & CONSIDERATIONS
13. Governance & Corporate Process Modernization — Review Council/administration roles, delegations, policies, authorities and broader corporate governance processes	UNDERWAY	Lead: Municipal Coordinator Support: Director Leg Services, CAO	Q1 2027	Nothing to note.
14. Financial Systems Overhaul — Modernize financial processes, systems, reporting, internal controls and supporting technology.	NEAR COMPLETION	Lead: Director – Corporate Services	October 31, 2026	A MAJOR undertaking. Administration proactively initiated the financial systems transition one year ahead of the existing platform's scheduled discontinuation, recognizing the potential for increased demand on technical support resources as other municipalities undertake similar transitions. The transition to the new financial system is progressing as planned.
15. HR Systems Overhaul — Modernize HR processes, employee records, workflows, performance management and supporting systems.	COMPLETE	Lead: Director – Corporate Services Support: CAO		This initiative represents a significant modernization of the Town's HR administration, transitioning from decentralized, paper-based processes to a centralized electronic HR management system. Implementation has already delivered substantial improvements in administrative efficiency, employee benefits administration, record management, and the accuracy, accountability and traceability of HR transactions.
16. Legislative Services Modernization / eScribe — Redesign legislative-processes and implement eScribe for agendas, minutes, , workflows and Council administration.	UNDERWAY	Lead: Municipal Coordinator Support: Director Leg Services	Jan 2027	Nothing to note.

Town of Barrhead - 2026 Corporate Work Plan
Key Initiatives, Responsibilities & Progress – October 27, 2026



PROJECT	STATUS	STAFF	ESTIMATED COMPLETION	KEY ISSUES & CONSIDERATIONS
17. Emergency Management Plan	UNDERWAY	Lead: Director – Corporate Services and CAO Support: SLT	Q3/Q4 2027	With no previously formalized internal emergency management structure, this initiative represents a significant undertaking to establish clear roles, responsibilities, and procedures. Senior Leadership has developed an Incident Command System (ICS)-based framework identifying critical staff assignments and training requirements, while working to standardize emergency response procedures and resources. The longer-term objective is to extend this framework to municipal partners to support a consistent, coordinated, and standardized response during regional emergencies.
18. Work Order Software	COMPLETE	Lead: PW and Rec Admin		Previously, individual departments utilized separate work order systems and processes, creating challenges with consistency, information sharing, and cross-departmental coordination. Administration successfully collaborated across divisions to establish a common work order system, improving operational efficiency, information accessibility, and organizational integration while helping to break down departmental silos.
19. Community Engagement – Talk of the Town	COMPLETE	Lead: Communications Manager Support: CAO		This initiative introduced a more structured and coordinated approach to community engagement, building upon the Town's previous public consultation efforts. It provides a foundation for more consistent public dialogue, improved understanding of community priorities, and greater opportunities for residents to contribute to municipal decision-making.

Town of Barrhead - 2026 Corporate Work Plan
Key Initiatives, Responsibilities & Progress – October 27, 2026



PROJECT	STATUS	STAFF	ESTIMATED COMPLETION	KEY ISSUES & CONSIDERATIONS
20. Hotel Study	NEAR COMPLETION	Lead: Director – P & D and Ec. Dev Support: CAO	Dec 2026	The project has experienced significant delays, with initial findings requiring further analysis to adequately assess the local accommodation market. Additional consideration was requested regarding accommodation quality, brand recognition, online booking accessibility, and the ability of existing facilities to meet market expectations. The completed study will be brought forward to Council for consideration.

BRIEFING NOTE

To: Town Council

From: Jodie Lyons, Municipal Coordinator

Date: October 27, 2026

Re: Enhancing Council & Administrative Governance Practices

1.0 **BACKGROUND:**

In May 2026, Todd Brand, Professional Registered Parliamentarian and Certified Parliamentarian-Teacher, completed a review of the Town's Procedural Bylaw and selected governance documents. The review acknowledged strengths in the Town's existing practices while identifying opportunities to improve clarity, organization and procedural efficiency. Administration has considered these recommendations alongside proposed operational enhancements to Council meeting arrangements. The consultant's recommendations and Administration's additional proposals are proposed below.

1.1 **Proposed meeting structure (Administration proposal)**

Introduce a Committee of the Whole (COW) meeting on Regular Council meeting days from 4:30 to 6:00 p.m.; schedule a dinner break from 6:00 to 6:30 p.m.; and commence the Regular Council meeting at 6:30 p.m.

- Committee of the Whole would provide a dedicated, publicly accessible forum for more exploratory discussion, briefings, early consideration of policy options, strategic issues and questions to Administration before matters proceed for formal Council decisions.
- Separating discussion-oriented items from decision-oriented business may reduce repetition and permit more focused deliberation during Regular Council meetings. COW should not be treated as a private planning session or a substitute for formal Council approvals.
- A scheduled meal break between meetings would provide a predictable opportunity for Council and required staff to eat before Regular Council proceedings, reducing the need for a routine meal interruption during formal business. Recesses would remain available when necessary

1.2 **Proposed Council document updates (Administration drafts informed by consultant review)**

Administration has prepared proposed versions of the Council agenda, minutes, Request for Decision, Delegation request form, and Notice of Motion form. These drafts translate several of the procedural review observations into operational documents, subject to Council direction and final consistency checks:

- Agenda: the draft begins at 6:30 p.m., uses distinct Bylaws, Unfinished Business, New Business, Information Reports and Notices of Motion headings, and provides space for recommended motions under decision items. It also proposes retaining information reports together without requiring routine motions.
- Minutes: the draft is organized around the formal record of attendance, agenda approval, approved minutes, bylaw readings, decisions and vote results; informational reports are grouped rather than routinely followed by motions to receive. Sample inconsistencies in opening time and attendance/mover names will be corrected before use.
- Request for Decision: the draft shifts toward an upfront Recommendation; structured Report sections for preceding direction, background and relevant legislation; implications for finances, bylaws/policies, organization and public stakeholders; alternatives; proposed motions; and a Strategic Priority alignment assessment. Editorial headings and placeholder wording require final proofreading.
- Delegation request: the proposed two-page form expressly includes residents and individuals, sets a deadline of 10 business days, identifies a 15-minute presentation limit, limits Council questioning to clarification, and explains that subsequent Council action is discretionary. Privacy notice, approval authority and public agenda disclosure wording should be checked before issuance.
- Notice of Motion: the proposed one-page form has been simplified as recommended by Todd Brand.

1.3 **Procedural implications and document coordination**

All four proposed documents should be finalized together with the revised Procedural Bylaw. For example, the agenda order, delegated approval authority and notice requirements must match the bylaw; meeting times must agree between agenda and minute templates; and any revised delegation process should remain workable for residents and organizations.

1.4 **Implementation and legislative considerations**

The COW should have defined terms of reference addressing its mandate, membership, chair, agendas, public notice, minutes and reporting of recommendations to Council. Under the Municipal Government Act, Council and committee meetings are ordinarily open to the public, subject to statutory exceptions; procedural amendments and changes to regular meeting times must follow applicable legislative and Town requirements.

Any proposed bylaw wording should be reviewed for legal compliance, particularly subjects Brand expressly excluded from his parliamentary review, including closed meetings, pecuniary interests and public hearings.

1.5 **Upcoming provincial legislative and procedural updates**

Bill 28, the Municipal Affairs and Housing Statutes Amendment Act, 2026, received Royal Assent on May 14, 2026 and introduced provisions for a province-wide Councillor Accountability Framework.

Alberta Municipal Affairs has indicated that further regulations and guidance will support implementation of the framework, including expectations relating to Council meeting procedures. Once the applicable provincial regulations and guidance are published, Administration will bring forward an updated Council Procedural Bylaw for Council's consideration, incorporating relevant legislative requirements and applicable recommendations from Todd Brand's May 2026 governance review.

Coordinating these updates will support consistency and reduce the need for successive bylaw amendments. (Source: Government of Alberta, "Modernizing municipal legislation across the province," [alberta.ca/modernizing-municipal-legislation-across-the-province.](https://alberta.ca/modernizing-municipal-legislation-across-the-province/))

1.6 **eScribe implementation and process integration**

The Town is also working to implement eScribe, an agenda and meeting management software solution intended to improve the preparation and compilation of Council agendas, internal review and approval workflows, and the recording and preparation of meeting minutes. This implementation presents an opportunity to align the Town's governance practices, document templates and digital workflows as part of one coordinated improvement initiative.

The proposed agenda format, minute's structure, Request for Decision template and delegation submission process will inform the configuration of eScribe, including agenda sections, standardized templates, review and approval stages, and the capture of meeting proceedings and Council decisions.

Establishing the desired processes before configuration will help avoid replicating outdated practices in the new system and minimize subsequent reconfiguration and staff retraining. Configuration must remain consistent with the Procedural Bylaw in force, with further adjustments undertaken following Council approval of any bylaw amendments and the release of applicable provincial guidance.

2.0 **ALTERNATIVES:**

Council may consider the following alternatives:

- 2.1 Direct Administration to proceed with the proposed direction in principle and direct Administration to return with a revised Procedural Bylaw, meeting arrangements and updated governance documents for consideration.
- 2.2 Endorse selected components and direct revisions to the remaining proposals.
- 3.3 Maintain current practices and provide alternative direction.

3.0 **FINANCIAL IMPLICATIONS:**

Revising governance documents and preparing bylaw amendments can initially be undertaken through existing administrative resources.

4.0 INTERDEPARTMENTAL IMPLICATIONS:

Legislative Services would coordinate meeting notices, agendas, minutes, templates and implementation. Senior Leadership and other departments may be requested to attend COW for relevant briefings and to adapt reporting deadlines to the revised meeting schedule.

5.0 SENIOR GOVERNMENT IMPLICATIONS:

Administration will monitor Alberta Municipal Affairs regulations and guidance arising from Bill 28, particularly any applicable expectations for Council meeting procedures, and bring forward corresponding Procedural Bylaw amendments for Council's consideration.

6.0 POLITICAL/PUBLIC IMPLICATIONS:

A COW meeting can make early policy discussion more visible and provide residents additional insight into matters under consideration. Separating exploratory discussion from decisions may improve meeting clarity. A 6:30 p.m. Regular Council start may affect public attendance and delegation scheduling; both meeting schedules should be communicated well in advance.

7.0 ATTACHMENTS:

- 7.1 Proposed Regular Council Meeting Agenda
- 7.2 Proposed Regular Council Minutes
- 7.3 Proposed Request for Decision Template
- 7.4 Proposed Council Delegation Request
- 7.5 Proposed Notice of Motion

8.0 RECOMMENDATION:

That Council accept this briefing as information and endorse in principle the proposed enhancements to Council and Administrative governance practices to be brought forward for decision at an upcoming Council meeting.



REGULAR MEETING AGENDA
BARRHEAD TOWN COUNCIL
DAY, MONTH, 00, YYYY AT 6:30 P.M.

AGENDA

1. Call to Order
2. Approval of Agenda
3. Approval of Minutes
4. Public Hearings
5. Delegations
6. Bylaws
 - 6.1 Bylaw 123-2026 Bylaw Name
 - Recommended Motion: That Council give first reading to Bylaw 123-2026
7. Unfinished Business
 - 7.1. Item postponed from previous meeting
 - Recommended Motion: That Council...
8. New Business
 - 8.1. RFD
 - Recommended Motion: That Council....
 - 8.2. BFN
 - 8.3. BFN
9. Information Reports
 - 9.1. Banking Statements
 - 9.2. Council Reports
 - 9.3. For the Good of Council **maybe consider changing the terminology.**
 - 9.4. Department Reports
 - 9.5. Correspondence
 - a) Board Minutes
10. Notice of Motion(s)
 - 10.1. Notice of Motion for the next or future meeting
11. In-Camera
12. Adjournment



TOWN OF BARRHEAD
REGULAR COUNCIL MEETING
MINUTES
Weekday, Month , DD, YYYY,

The regular meeting of the council of the Town of Barrhead was held in council chambers in the town office on weekday, month, d, yyyy, commencing at 6:30 P.M.

IN ATTENDANCE

Mayor Assaf
Councillor C. Botros
Councillor S. Fylyshtan
Councillor D. Kluin
Councillor D. Smith

ABSENT

Councillor A. Oswald
Councillor D. Sawatzky

Also in attendance: Collin Steffes, CAO, Jennifer Mantay, Director of Corporate Services, Jenny Bruns, Director of Planning, Economic Development & Legislative Services, and Jodie Lyons, Municipal Coordinator

Others in attendance: Daniel Janson, Barrhead Leader

1.0 CALL TO ORDER

Mayor Assaf called the meeting to order at 5:30 p.m.

2.0 CONSIDERATION OF AGENDA

The agenda was reviewed.

232-26 Moved by Cr. Sawatzky that the agenda be accepted as presented.

CARRIED UNANIMOUSLY

3.0 CONFIRMATION OF MINUTES

The Minutes of the Regular Town Council Meeting of June 23, 2026, were reviewed.

233-26 Moved by Cr. Botros that the Minutes of the Regular Town Council Meeting of June 23, 2026, be approved as presented.

CARRIED UNANIMOUSLY

4.0 PUBLIC HEARINGS

None

5.0 PUBLIC DELEGATIONS

**BARRHEAD REGIONAL
FIRE SERVICES**

~~Mayor Assaf welcomed Gary Hove, Fire Chief, Barrhead Regional Fire Services, to the meeting at 5:31 p.m.~~

Fire Chief, Gary Hove, presented information about how the deployment process of Barrhead Fire Services personnel and trucks and equipment are provided.

~~**EXITED** Mayor Assaf and Council thanked Fire Chief, Gary Hove; he exited the meeting at 6:01 p.m.~~

6.0 BYLAWS

BYLAW 124-26 NEW SAMPLE ITEM

Shallon Touet, Director of Parks and Recreation, presented for Council's consideration and approval of the proposed Surplus Equipment and Asset Disposal Policy. The policy establishes a standardized, transparent, and accountable process for identifying, approving, and disposing of Town-owned surplus assets.

234-26 Moved by Cr. Botros that Bylaw 124-26, The New Sample Item, be given first reading.

CARRIED UNANIMOUSLY

7.0 UNFINISHED BUSINESS

None

8.0 NEW BUSINESS

8.1 RFD – GRASS CUTTING IN PARKS

Shallon Touet, Director of Parks and Recreation, presented for Council's consideration and approval of the proposed Surplus Equipment and Asset Disposal Policy. The policy establishes a standardized, transparent, and accountable process for identifying, approving, and disposing of Town-owned surplus assets.

235-26 Moved by Cr. Sawatzky that Council approve the Surplus Equipment and Asset Disposal Policy as presented.

CARRIED UNANIMOUSLY

8.2 BFN - PARK REHABILITATION

Sheldon Flett, Director of Public Works, requested for Council to review the tenders received for the 50th Avenue Road Rehabilitation in Beaver Brook and award the contract.

236-26 Moved by Cr. Oswald that Council award the 50th Avenue Rehabilitation project to D&H Concrete Services Ltd. at a cost of \$328,467.00 excluding GST.

CARRIED UNANIMOUSLY

**BILL 28 AFFECTING
PUBLIC LIBRARY SERVICE**

Collin Steffes, CAO, presented to advise Council of the recent amendments to the Libraries Act contained within Alberta's Bill 28 – Municipal Affairs and Housing Statutes Amendment Act, 2026, and to seek Council direction for Administration to report back once the Province releases the accompanying regulations outlining the anticipated financial, governance and service impacts to the Barrhead Public Library.

237-26 Moved by Cr. Botros that Council direct Administration to report back to Council, following the release of the Government of Alberta's regulations under the Libraries Act as amended by Bill 28, with an assessment of the anticipated financial, governance and service delivery implications for the Barrhead Public Library and any recommendations for municipal implementation.

CARRIED UNANIMOUSLY

9.0 INFORMATION REPORTS

The following information to Council as of Month DD, 2026, was presented:

9.1 Monthly Bank Statement – Date

9.2 Council Reports

- a) Barrhead Accessibility Coalition – Cr. Klun
- b) Barrhead Library Board – Cr. Botros

9.3 For the Good of Council

9.4 Department Reports – Barrhead Regional Fire Services Monthly Report

9.5 Correspondence

- a) FCSS Board Meeting Minutes – March 19, 2026
- b) Community Futures Yellowhead East – March 19, 2026

10.0 IN-CAMERA

AG SOCIETY USER AGREEMENT

Closed session pursuant to section 197(2) of the Municipal Government Act
and in accordance with Section 19 Access to Information Act (ATIA) – 3rd
Party Business Interests

238-26 Moved by Cr. Botros that Council move to closed session at 7:36 P.M. to discuss the Ag Society User Agreement.

CARRIED UNANIMOUSLY

239-26 Moved by Cr. Kluin that Council return to open meeting at 7:50 P.M.

CARRIED UNANIMOUSLY

That the meeting be recessed to allow the return of the public at 7:51 P.M.
That the meeting resume at 7:52 P.M. with all those members previously listed

240-26 Moved by Cr. Sawatzky that Council direct Administration to draft agreement as per Council's discussion.

In Favour: Cr. Smith, Cr. Kluin, and Mayor Assaf
Opposed: Cr. Botros, Cr. Fylyshtan, Cr. Oswald

MOTION DEFEATED

11.0 ADJOURN

241-26 Moved by Cr. Kluin that the Council Meeting be adjourned at 7:55 P.M.

CARRIED UNANIMOUSLY

TOWN OF BARRHEAD

Mayor, Ty Assaf

CAO, Collin Steffes

PROPOSED



REQUEST FOR DECISION

IN-CAMERA

RFD

TITLE:

PRESENTED BY:

MEETING DATE:

1.0 RECOMMENDATION:

For Council to consider a recommendation to... direct Administration

2.0 REPORT:

Provide background discussion including what prompted this request, or any previous decisions or actions including Council Motions.

2.1 PRECEDING DIRECTION:

2.1.1 Include any previous Council direction or resolutions.

2.2 BACKGROUND:

2.2.1 Specific, objective points of interest and consideration

2.2.2 Operational Details

2.2.3 Findings from studies or professional advice

2.3 RELVANT LEGISLATION:

2.3.1 Identify the legislation, bylaws, policies, or other governing documents that provide authority for or support this recommendation.

3.0 IMPLICATIONS OF RECOMMENDATION:

3.1 FINANCIAL:

3.1.1 Any financial implications for the Town or the Public. Include the implications of how the decision will impact the budget.

3.2 BYLAW/POLICY:

3.2.1 Identify any bylaws or policies that would require subsequent amendment to reflect the implications of approving the recommendation.

3.3 ORGANIZATIONAL:

3.3.1 Describe how the decision will impact other departments within the Town.

3.3.2 Will Corporate Communications need to be activated

3.4 POLITICAL & PUBLIC STAKEHOLDERS:

3.4.1 How will Council's decision be scrutinized by the public or advocacy groups. What are the positive and negative implications of the recommendation.

3.4.2 Include any senior government implications associated.

4.0 ALTERNATIVES AND IMPLICATIONS:

Council may consider the following alternatives:

4.1 Alternative One: Council may choose to direct

4.1.1 Implications: Include a summary of implications

4.2 Alternative Two: Council may choose to approve...

4.2.1 Implications: Include a summary of implications

5.0 ATTACHMENTS:

5.1 Include name/title of documents attached.

6.0 PROPOSED MOTION(S):

That Council Adopt/Approve/Declare/Direct...

STRATEGIC PRIORITY		Aligns	N/A	No Alignment
1.0	Infrastructure Establishing effective planning, maintenance, and renewal of municipal infrastructure through proactive asset management and a clear understanding of existing and future capacity.			
Goal 1 – Implement a Corporate Asset Management Program		☐	☐	☐
Goal 2 – Secure Long-Term Water & Wastewater Infrastructure		☐	☐	☐
Goal 3 – Improve Transportation, Facilities, & Public Assets		☐	☐	☐
Goal 4 – Revitalize Downtown & Strengthen Growth-Supporting Infrastructure		☐	☐	☐
Goal 5 – Maximize Infrastructure Funding		☐	☐	☐
2.0	Fiscal Sustainability Strengthen the Town's long-term financial health through diversified revenue, responsible cost recovery, and strategic, lifecycle-based capital planning.			
Goal 1 – Strengthen Long-Term Financial Planning		☐	☐	☐
Goal 2 – Strengthen Reserves & Lifecycle Funding		☐	☐	☐
Goal 3 – Improve Cost Recovery & Operational Efficiency		☐	☐	☐
Goal 4 – Diversify Municipal Revenue		☐	☐	☐
Goal 5 – Maintain Predictable & Affordable Taxation		☐	☐	☐
3.0	Economic Development Improving the long-term fiscal sustainability of the community through targeted realistic economic development, updated planning tools, and strategic investment in areas that attract growth.			
Goal 1 – Become Investment Ready		☐	☐	☐
Goal 2 – Develop Property Owned by the Town		☐	☐	☐
Goal 3 – Grow Employment & Diversify the Economy		☐	☐	☐
Goal 4 – Strengthen Regional Economic Development Partnerships		☐	☐	☐
Goal 5 – Align Housing, Childcare, Recreation, & Workforce with Growth		☐	☐	☐
4.0	Social Well-Being Enhancing the well-being of all residents through sustainable and inclusive community services, meaningful partnerships, and investments in the people and programs that make Barrhead a great place to live.			
Goal 1 – Improve Access to Healthcare Services		☐	☐	☐
Goal 2 – Increase Housing Choice & Affordability		☐	☐	☐
Goal 3 – Support Families, Children, Youth, & Workforce Development		☐	☐	☐
Goal 4 – Support Seniors Ability to Age in Place		☐	☐	☐
Goal 5 – Build a Safe, Healthy, & Inclusive Community		☐	☐	☐
5.0	Environmental Stewardship Supporting the preservation of a healthy natural environment through responsible management of land, water, and waste, and the integration of environmentally sound and fiscally responsible practices into municipal decision-making.			
Goal 1 – Establish an Environmental Stewardship & Resilience Framework		☐	☐	☐
Goal 2 – Improve Stormwater Management & Flood Resilience		☐	☐	☐
Goal 3 – Secure & Sustainable Water/Wastewater Systems		☐	☐	☐
Goal 4 – Strengthen Emergency Preparedness & Disaster Resilience		☐	☐	☐
Goal 5 – Landfill		☐	☐	☐
6.0	Governance Strengthening transparency and public understanding of municipal governance by establishing a clear framework for communicating municipal operations, decision-making processes, priorities, and financial considerations, supported by accessible information and educational tools that help residents understand how the municipality operates and how decisions are made.			
Goal 1 – Strengthen Good Governance & Accountability		☐	☐	☐
Goal 2 – Ensure Long-Term Financial Sustainability		☐	☐	☐

COUNCIL DELEGATION REQUEST

CONTACT INFO	CONTACT INFO (Alternate)
(NAME)	(NAME)
(TELEPHONE NUMBER)	(TELEPHONE NUMBER)
(EMAIL ADDRESS)	(EMAIL ADDRESS)
MAILING ADDRESS	MAILING ADDRESS
(STREET OR BOX ADDRESS)	(STREET OR BOX ADDRESS)
(CITY, ALBERTA, POSTAL CODE)	(CITY, ALBERTA, POSTAL CODE)

REPRESENTING	
(BUSINESS, RESIDENT, INDIVIDUAL, COMMITTEE, GROUP, OR BOARD)	
PLEASE INDICATE THE DATE YOU WISH TO PRESENT TO THE TOWN OF BARRHEAD COUNCIL <i>Note: In the event of several delegations, please indicated an alternate date or you will be assigned to the next available meeting</i>	
(DAY)	(MONTH) (YEAR) OR (DAY) (MONTH) (YEAR)
PURPOSE OF THE DELEGATION IS TO PRESENT THE FOLLOWING: (A COPY OF ALL INFORMATION REGARDING THE TOPIC MUST ACCOMPANY THE APPLICATION)	
☐ INFORMATION SHARING ☐ OTHER (PROVIDE DETAILS)	
HAVE YOU REVIEWED AND UNDERSTAND THE DELEGATION REQUIREMENTS?	YES ☐ NO ☐
DOES THE DELEGATION REQUIRE SPECIAL EQUIPMENT (POWERPOINT, PROJECTOR, ETC.)? YES ☐ NO ☐	
IF YES, PLEASE INDICATE WHAT IS REQUIRED:	
<i>Please note: Council reserves the right to decline someone's request to appear as a delegation. Matters involving legal issues, personnel, private property, or other sensitive or confidential concerns may be addressed through an alternative method of communication with Council and/or Administration.</i>	
I/WE ACKNOWLEDGE THAT ONLY THE ABOVE MATTER WILL BE DISCUSSED DURING THE DELEGATION.	
SIGNED	DATE (MM/DD/YY)
SIGNED	DATE (MM/DD/YY)
<i>The personal information collected on this form is to process your delegation to Council. This collection is authorized by Section 4(c) of the Protection of Privacy Act. For questions about the collection of personal information, contact jlyons@barrhead.ca or 780-665-8226 or at 4406 – 62A Avenue, Barrhead, AB. T7N 1A2</i>	

FOR OFFICE USE ONLY		
☐ ADDED TO AGENDA	IN CAMERA: YES ☐ NO ☐	REFERRED TO:
OTHER DEPARTMENTS REQUIRED TO BE IN ATTENDANCE?		
APPROVED: YES ☐ NO ☐	CAO'S APPROVAL	MAYOR'S APPROVAL
ADDITIONAL COMMENTS/NOTES:		

APPEARING BEFORE COUNCIL AS A DELEGATION

1. Persons or organizations wishing to appear before Council as a delegation must submit this completed form at least 10 business days prior to the date of the requested Council meeting.
2. Include all pertinent background and related documents. This information will be included in the Council agenda package for consideration. The information provided should clarify the purpose of the delegation for Council.
 - a. Delegation Request Form and related documents become part of the public record, however, only your name will be made available, and the other contact information (sensitive information will be excluded).
3. Delegations are limited to fifteen (15) minutes.
4. Delegations are to present information to Council. Council will not discuss or debate the information but after the presentation is concluded, Council members are permitted to ask questions of the delegation for clarification of that information.
5. Following your presentation, Council will acknowledge your presentation, and Council may or may not take future action on the information presented at a future meeting.

PROTOCOL WHILE AT COUNCIL

1. When asked to come forward, sit at the table provided, facing Council.
2. State your name, who you are representing and your position (i.e. manager, resident).
3. The Delegation may only speak directly to the presiding officer Mayor (or Council member):
4. You may only answer to the Mayor and take questions at the permission of the Mayor.

FURTHER INFORMATION

1. Be consistent in your message.
2. Be patient with the process and be respectful of the formality of the process and the time allotted.
3. Council may request more information if necessary.



NOTICE OF MOTION

To: Town Council

Presented By: Councillor

Date:

Re:

Submitted in accordance with Section 6.13 of Bylaw 06-2025 Council Procedural Bylaw

This notice of motion is read into the Council record on insert Council Meeting Date.

The motion as read will be debated on insert NEXT Council Meeting Date.

I move to/that:

1.0 Insert Motion.

SIGNATURE: _____

DATE: _____

REQUEST FOR DECISION

To: Town Council

From: Jenny Bruns, Director of Planning, Economic Development and Legislative Services

Date: October 27, 2026

Re: Non-Residential Tax Incentive Bylaw 08-2026

1.0 PURPOSE:

To consider the Non-Residential Tax Incentive Bylaw that provides a short-term municipal property tax incentive for new or expanded commercial and industrial development within the Town of Barrhead.

2.0 BACKGROUND AND DISCUSSION:

The Town of Barrhead continues to explore opportunities to attract new business investment, support local economic development, and expand the non-residential assessment base.

Through ongoing discussions with developers, business owners, and regional partners, it has been identified that financial incentives can play a role in reducing barriers to development, particularly in smaller and rural markets where construction and operating costs can be significant.

In alignment with regional practices, including the County of Barrhead Non-Residential Tax Incentive Bylaw, creating a bylaw would support new construction and significant expansions of commercial and industrial properties, as well as machinery and equipment investments.

Section 347 of the Municipal Government Act (MGA) provides municipalities with the authority to cancel, reduce, refund, or defer property taxes. Many Alberta municipalities utilize this authority to encourage non-residential growth and investment.

The proposed bylaw is designed to:

- Encourage new commercial and industrial development;
- Support business retention and expansion;
- Increase long-term non-residential assessment growth;
- Enhance local employment opportunities and economic diversification.

Proposed Structure:

NEW OR INCREASED ASSESSMENT					
	\$20,000-100,000	\$100,001-500,00	\$500,001-1,000,000	\$1,000,001-5,000,000	+\$5,000,000
	Exemption Level				
Year One	100%	100%	100%	100%	100%
Year Two	-	50%	75%	75%	100%
Year Three	-	-	25%	50%	100%

Advantages:

- Encourages business attraction and local investment
- Supports job creation and economic diversification
- Increases long-term non-residential tax base
- Improves competitiveness with neighbouring municipalities (including the County)
- Helps offset upfront development costs and risk for investors

Challenges / Risks:

- Short-term reduction in municipal tax revenues
- Risk of limited uptake depending on market conditions
- Potential perception of inequity from existing businesses not receiving incentives
- Requires administrative oversight and tracking

3.0 ALTERNATIVES:

- 3.1 Council can pass second and third reading of the bylaw as presented.
- 3.2 Council can pass second reading and request amendments before third reading (adjust incentive duration or percentage).
- 3.3 Council can defeat the bylaw and take no further action.
- 3.4 Council can table the discussion and ask Administration to come back with alternative incentive parameters.

4.0 FINANCIAL IMPLICATIONS:

The financial impact will depend on the number, scale, and timing of eligible developments. Under a phased incentive program:

- The Town would forgo a portion of taxes in the early years
- Full taxation is realized after the incentive period
- Exemptions would apply to new and redevelopment of non-residential properties resulting in increased improvements.
- Exemption would apply only to the increase in assessment amount.

While there is a short-term revenue reduction, the long-term benefit is sustained assessment growth and increased municipal revenues.

5.0 INTERDEPARTMENTAL IMPLICATIONS:

Administration will be required to:

- Develop and manage an application and approval process.
- Coordinate with Assessment and Finance for tracking and implementation.
- Monitor program uptake and effectiveness.

6.0 SENIOR GOVERNMENT IMPLICATIONS:

None.

7.0 POLITICAL/PUBLIC IMPLICATIONS:

This bylaw demonstrates the Town's commitment to economic development and business attraction. It may:

- Improve the Town's competitiveness relative to neighbouring municipalities
- Be viewed positively by developers and the business community
- Raise questions regarding fairness from existing businesses

8.0 ATTACHMENTS:

Draft Bylaw 08-2026, Residential Tax Incentive Bylaw

9.0 ADMINISTRATIVE RECOMMENDATION:

That Council consider passing second and third of the Residential Tax Incentive Bylaw No 08-2026.

10.0 PROPOSED MOTIONS:

That Council give Bylaw 08-2026, Non-Residential Tax Incentive Bylaw, second reading.

That Council give Bylaw 08-2026, Non-Residential Tax Incentive Bylaw, third and final reading.

(original signed by the CAO)
Collin Steffes, CAO

TOWN OF BARRHEAD

BYLAW NO. 08-2026

A BYLAW OF THE COUNCIL OF THE TOWN OF BARRHEAD, in the province of Alberta, to provide non-residential property tax and/or machinery and equipment tax incentives for new industrial and commercial development and expansions.

WHEREAS, the Council of the Town of Barrhead wishes to provide tax incentives to encourage assessment growth and promote industrial and commercial development and expansion;

AND WHEREAS, the Municipal Government Act, RSA 2000, c. M-26, and amendments thereto, permits municipalities to offer multi-year tax exemptions, reductions, or deferrals for properties to encourage economic growth;

NOW THEREFORE, be it resolved that the Town of Barrhead, in the Province of Alberta, duly assembled, enacts as follows:

1. TITLE

This bylaw is called the “**Non-Residential Property Tax Incentive Bylaw**”.

2. PURPOSE

The purpose of this Bylaw is to:

- a) Encourage new development and redevelopment of non-residential properties resulting in improvements within the Town of Barrhead.
- b) Establish tax exemptions in accordance with MGA s. 364.2 for assessed persons when there is a new project or an expansion project that meets the criteria and requirements set out in this Bylaw.
- c) Provide a process for application for tax exemption under this Bylaw.
- d) Provide a process for review by Council of the refusal or cancellation of a tax exemption under this Bylaw.

3. DEFINITIONS

- a) **Act** means the *Municipal Government Act*, as amended or replaced from time to time.
- b) **Applicant** means the Assessed Person for the Property that is the subject of the application, or their designate.
- c) **Assessed Person** means the person named on the assessment roll as the assessed person for the Property under the Act.
- d) **Chief Administrative Officer (CAO)** means the Chief Administrative Officer of the Town of Barrhead appointed by Council.
- e) **Council** means the duly elected members of Council of the Town of Barrhead.
- f) **Designated Industrial Property** has the same meaning as defined under MGA s. 284(1) (f.01).
- g) **Exemption** means the portion of municipal taxes on new or expanded non-residential and machinery and equipment properties that have been determined exempt in accordance with this Bylaw.
- h) **Machinery and Equipment** means the type of property falling within the assessment class specified under MGA s. 297(1) (d).
- i) **Non-residential** has the same meaning as defined under MGA s. 297(1)(b).
- j) **Project** means the new construction, expansion, or refurbishment of a structure that increases its assessment value.
- k) **Property** means a parcel of land described in a Certificate of Title and contained within defined lot lines.
- l) **Requisitioned Taxes** means the tax that is collected by the Town on behalf of the Province of Alberta or housing authorities, including but not limited to education and social housing.
- m) **Tax Incentive Agreement** means a written agreement between the Town of Barrhead and the Assessed person setting out the terms and conditions for an exemption under this Bylaw.
- n) **Town** means the municipality of the Town of Barrhead.

4. CRITERIA

A property shall be considered eligible for a non-residential tax incentive if:

- a) Development shall conform to the Town's Land Use Bylaw 04-2015 and amendments thereto, and all other applicable provincial legislation.
- b) All eligible development shall be of a permanent nature.
- c) Benefits under the Non-Residential Tax Incentive Bylaw cannot be combined with any other tax incentive, exemption, or credit program that may be offered by the Town or the Province of Alberta.
- d) Utilities and other fees owed to the Town by the Assessed Person that are associated with the property will be current.
- e) Taxes associated with the property are paid by the due date in the Tax Penalty Bylaw as amended from time to time.
- f) Assessed Person must not be in bankruptcy or receivership.
- g) Only the municipal portion of taxes is eligible for exemption. Requisitioned taxes are excluded from any exemption.
- h) (1) Exemptions only apply to:
 - i. Assessment Class 2 – Non-Residential and
 - ii. Assessment Class 4 – Machinery and Equipment.
- (2) Exemptions shall not apply to:
 - i. Assessment Class 1 – Residential
 - ii. Assessment Class 3 – Farmland
 - iii. Land
 - iv. Designated industrial properties including linear properties.
- i) New construction or projects and improvements that aligns with Section 4(h) and meets the minimum threshold of generating a \$20,000 increase to the assessment may be considered for tax exemption under this Bylaw and in accordance with Schedule B – Exemption Levels & Duration.
- j) Tax exemption shall only apply to the increased assessment amount.
- k) The 2027 taxation year will be the first tax year that a tax exemption may be granted under this Bylaw.

5. APPLICATION AND PROCESS

- a) Applicants will need to apply for this tax exemption using Schedule A – Application of this Bylaw.
- b) Applicant shall submit a completed application form to the Town of Barrhead Planning and Development Department for consideration.
- c) Applicants are encouraged to apply prior to commencing construction or undertaking a project, or before completion of construction.
- d) A complete application must be received no later than April 1 of the year in which a property and Assessed Person would qualify for a tax exemption.
- e) The Town may require any additional information that, in its discretion, is necessary to consider eligibility of the application or to confirm ongoing compliance with the criteria of the exemption.
- f) CAO will consider each application in accordance with this Bylaw and:
 - i. Grant the exemption and enter into a Tax Incentive Agreement with the Applicant; or
 - ii. Reject the application and advise the Applicant with written reasons as to why, including means to appeal to Council.
- g) CAO shall be authorized to enter into a Tax Incentive Agreement with the Applicant if an exemption is granted.
- h) Tax exemption will begin in the taxation year following the completion of the construction, development or improvement that generated an increase in assessment provided the

Applicant meets all requirements of this Bylaw including but not limited to the execution of the Tax Incentive Agreement.

- i) When a Tax Incentive Agreement is breached or the property and Assessed person no longer qualifies for an exemption under this Bylaw the CAO will provide a written decision cancelling or modifying the exemption as appropriate.
- j) Change in ownership of a property will not affect a granted exemption unless the new owner(s) are not eligible under the guidelines in Section 4.
- k) To maintain eligibility for a granted exemption, the new owner(s) must assume the obligations that arise under the Tax Incentive Agreement.

6. DECISION ON APPLICATION

Should the CAO not approve an application, the CAO will issue a written decision to the Applicant outlining the reasons the project fails to qualify for exemption and the date which an application for appeal to Council must be submitted.

7. GENERAL PROVISIONS

- a) Council retains the discretion under the *Act* to deny, adjust, or revoke any tax incentive granted under this Bylaw.
- b) Any misrepresentation or false information in an application shall result in immediate termination of the incentive and repayment of exempted taxes.
- c) This Bylaw shall not be interpreted as guaranteeing the right to a tax incentive; participation is conditional upon compliance.

8. TERM

- a) Tax exemptions on a new construction or improvement that increases assessment may be granted to a maximum term of three years in accordance with Schedule B – Exemption Levels & Duration.
- b) Tax exemptions for subsequent construction and improvements on the same property may be considered as a new application and be granted a further maximum term of three years in accordance with Schedule B – Exemption Levels & Duration.
- c) Tax exemptions on a single property may be considered for up to a maximum total of fifteen (15) consecutive taxation years.

9. TAX INCENTIVE AGREEMENT

Tax incentive agreement shall be required for all granted exemptions. The tax Incentive Agreement will include the following:

- a) Taxation years to which the exemption applies.
- b) Exemption percentages that will apply over the term of the Tax Incentive Agreement.
- c) Conditions which if breached will result in the cancellation of the Tax Incentive Agreement.
- d) Any other information or conditions provided by the Town.

10. RIGHT TO APPEAL

- a) Any dispute regarding the calculation of tax exemption, or any entitlement under this Bylaw shall be referred to Council for resolution.
- b) Any applicant may appeal to Council by submitting a written request for appeal to the CAO within thirty (30) days of the date of the CAO’s written decision.
- c) Council, after considering the appeal, may uphold or revoke a decision of the CAO with respect to the outcome of an application, cancellation of an application, or tax incentive agreement, or direct the CAO to revise or amend a decision.
- d) The decision of Council shall be final and binding upon all parties except where the decision is the subject of an application for judicial review. Such application must be filed with Court of Kings Bench of Alberta not more than sixty (60) days after the date of decision.
- e) Complaints about a decision under this bylaw may not be heard by the Assessment Review Board, according to the *Act*, s. 460(7).

11. SEVERABILITY AND EFFECT

- a) If any Section or parts of this Bylaw are found in any court of law to be illegal or beyond the power of Council to enact, such Sections or parts shall be deemed to be severable and all other Sections or parts of this Bylaw shall be deemed to be separate and independent there from and to be enacted as such.
- b) This bylaw comes into effect on 3rd and final reading.

Read a first time this day of _____, 2026

Read a second time this day of _____, 2026.

Read a third time this day of _____, 2026 and passed.

TOWN OF BARRHEAD

Mayor, Ty Assaf

CAO, Collin Steffes

Schedule A – Application for Non-Residential Property Tax Incentive

Name of Property Owner (as per tax roll):		Date:	
Contact Name:		Mailing Address:	
City	Province:	Postal Code	
Telephone Number:		Cell Phone Number:	
Email Address:		Fax:	

Legal Description of Land(s) for Tax Exemption:

Roll:	Plan:	Block:	Lot:
Roll:	Plan:	Block:	Lot:

I/We the undersigned, understand the conditions of eligibility and further terms set out in Bylaw 08-2026 (Non-Residential Tax Incentive Bylaw) and acknowledge I/We have authority to request tax exemptions on the above-mentioned properties.

Full Name

Signature

Full Name

Signature

Your personal information is collected for the purpose of processing your application to apply a tax incentive and is collected under the authority of Section 4(c) of the Protection of Privacy Act.

For questions or to make an access request, contact: Privacy Officer, Town of Barrhead. Box 4189, 5014 – 50 Avenue, Barrhead, Alberta T7N 1A2. town@barrhead.ca

Office Use Only:

Development Permit No.:	Development Permit Issue Date:	Development Completion Date:
Exemption % Year One	Exemption % Year Two	Exemption % Year Three
Approved by:		

Schedule B – Exemption Levels and Duration

New or Increased Assessment					
	\$20,000-100,000	\$100,001-500,000	\$500,001-1,000,000	\$1,000,001-5,000,000	+\$5,000,000
	Exemption Level				
Year One	100%	100%	100%	100%	100%
Year Two	-	50%	75%	75%	100%
Year Three	-	-	25%	50%	100%