

ALBERTA BEACH COUNCIL
ROUND TABLE MEETING
BEING HELD IN THE ALBERTA BEACH COUNCIL CHAMBERS
AND BEING HELD ELECTRONICALLY VIA ZOOM
TUESDAY, DECEMBER 9, 2025 AT 5:30 P.M.

AGENDA

- p. 2-18 1. Asset Management Project – Matthewson & Co. Asset Management Proposal
- p. 19 2. Email Regarding Rugby Tournament & Hosting an Event in Alberta Beach
- p. 20-24 3. Ambulance Station – Upcoming EMS Lease Expiry (update)
- p. 25-31 4. Bylaw #296-24 Schedule of Fees & Rates (amendments)
- p. 32-39 5. Strategic Planning
- 6.
- 7.
- 8.

1.

aboffice@albertabeach.com

From: Marlene Walsh <cao@valquentin.ca>
Sent: November 28, 2025 2:41 PM
To: Alberta Beach Village Office; Lorri Matthewson
Cc: Gwen Jones; Kathy Dion
Subject: Asset Management Project

Hi Kathy

Today, I had a discussion with Lorri Matthewson regarding the inclusion of Alberta Beach in the Asset Management Project, for which eight Summer Villages have already confirmed their interest in proceeding.

Lorri and I are of the opinion that having Alberta Beach participate would be highly beneficial.

The objective outlined in the proposal is to provide each municipality with an Asset Management Policy, Plan, and implementation support that meets—or exceeds—the expectations of Alberta’s legislative requirements, using FCM’s Asset Readiness Guide as the foundational framework.

Kathy and Lorri, I am pleased to provide this e-introduction so you can further explore the opportunity for Alberta Beach Council to consider participating as an additional partner in this project. If you wish to contact Lorri by telephone, she can be reached at 306-575-8330!

This could be another example of regional collaboration at its finest!

Please let us know if you require any further information.

Marlene Walsh
CAO
Summer Village of Val Quentin
p: 780 668 3182
e: cao@valquentin.ca
Val Quentin: A Year-Round Community

2

~~aboffice@albertabeach.com~~

From: Marlene Walsh <cao@valquentin.ca>
Sent: December 4, 2025 1:42 PM
To: Alberta Beach Village Office
Subject: Re: Asset Management Project

Hi Kathy

Just wanted to check in to let you know all 12 Summer Villages have confirmed their intent to participate in this Asset Management project with Matthewson & Company - just wanted to check in to confirm if Alberta Beach has had an opportunity to review and discuss.

Thanks

Marlene Walsh
CAO
Summer Village of Val Quentin
p: 780 668 3182
e: cao@valquentin.ca
Val Quentin: A Year-Round Community

3

aboffice@albertabeach.com

From: Lorri Matthewson <LorriMatthewson2025@outlook.com>
Sent: December 2, 2025 3:29 PM
To: aboffice@albertabeach.com
Subject: Proposal
Attachments: _Summer Vill Lac Ste. Anne.pdf

4



Matthewson
& Co.

We Build Communities

OCTOBER 7TH, 2025

ASSET MANAGEMENT PROPOSAL



 www.smallplacesrock.com

 anna@smallplacesrock.com

 Matthewson & Co.

 306-575-8330

Prepared For:

Summer Villages of Lac
Ste. Anne County East

TABLE OF CONTENTS

1: About Matthewson & Co.

2-4: Matthewson & Co. Team

5-6: Matthewson & Co.'s Services

7-8: Proposal

9: Project Costs & Additional Information



ABOUT MATTHEWSON & CO.



Matthewson & Co. is a for-profit social enterprise founded by Lorri Matthewson, specializing in economic development support for small population communities—specifically those with fewer than 5,000 residents in Saskatchewan, Manitoba, and Alberta.

We understand that each community is unique, and so are its needs. Our services are tailored, affordable, and accessible. Whether you need us to attend a Council meeting in person or connect virtually, we're committed to meeting you where you are—literally and figuratively.

Lorri Matthewson began her career in economic development over two decades ago, working first as a community economic development officer and later as a grant writer. She saw firsthand the challenges small municipalities face in meeting expectations with limited resources—sparking the idea to start Matthewson & Co. (formerly Solomon Matthewson Consulting & The Sustainability Project).



In 2015, Lorri returned to school and earned her MBA in Community Economic Development from Cape Breton University in 2019. Since then, Matthewson & Co. has grown from a solo operation into a growing business with a small but mighty team. This growth reflects the increasing demand for our services in small communities across the Prairies.

THE MATTHEWSON & CO. TEAM



Lorri Matthewson

Owner, Founder & Facilitator

Lorri Matthewson started the company many years ago after acknowledging the gap between what municipal Councils are expected to provide and the resources available to provide them.

In 2019, Lorri graduated from Cape Breton University with her Masters in Community Economic Development and has a Certificate in Asset Management.

Lorri has skills and experience in all areas of this field, including live Council training, policy and bylaw development, asset management planning, and facilitation, to name a few.





Anna Beaulieu

Facilitator & Services Coordinator

Anna joined the team in 2020. She joined with minimal municipal experience but quickly caught on to concepts and now brings an added set of skills to the team.

Anna has a Diploma in Business (Management) and is working towards completing her Business Degree.

Anna is the grant writer, bringing in more than \$7,000,000 for municipal projects in 2023. She also helps manage those projects and complete the required reporting.

Anna is our Service Coordinator for webinars, contract opportunities, marketing, bursary inquiries, and most things in between.



Jennifer Beard

Executive Assistant, Boissevain

Jennifer Beard joined our team in February of 2025 as the Executive Assistant in our Boissevain office. Jennifer has extensive experience in the non-profit sector, including but not limited to managing several staff departments and organizing and executing tradeshow, fairs, and galas.

Jennifer comes to us with over 15 years of experience providing administrative support and 13 years of experience in program and event coordination.

We are eager to introduce Jennifer to the for-profit business sector and teach her all things municipal.

MATTHEWSON & CO.'S SERVICES



Consider this list a starting point for discussion; we can customize many of our supports and offer a wide range of supports that are not included in this list.

Monthly Economic Development Support

Our process starts with a strategic planning session and a Quality-of-Life Survey to hear directly from residents. We use that input to build tailored recommendations and an implementation plan. From there, we work side-by-side with Administration and Council to put the plan into action, offering ongoing support for up to a year, with options to continue. This service includes grant writing support, community engagement and facilitation, plus free access to all our webinars.

Council Training

We offer fully customizable training tailored to your Council's unique needs, covering essential topics such as roles and responsibilities of Council and Administration, the role of the Ombudsman, legislative obligations, meeting procedures, confidentiality, bylaws, policies, and community engagement. Sessions are available in person or virtually, with evening options available upon request to accommodate busy schedules.

Code of Ethics Investigations

We offer unlimited third-party Code of Ethics investigations for one annual fee, ensuring every complaint is handled professionally, impartially, and with strict confidentiality. This service protects your municipality from ethical and legal risks while saving time for Administration and Council to focus on their core responsibilities. Each case is managed with care and diligence, and current subscribers receive priority service due to high demand.

MATTHEWSON & CO.'S SERVICES



Strategic Planning

We start with a strategic planning session to set your community's goals and direction, followed by a Quality-of-Life Survey to capture resident priorities. From marketing to data analysis, we handle the entire process. The results are used to develop clear recommendations and a practical implementation plan, with optional support available to help put the plan into action—based on your community's needs.

Project Management

We assist with funding applications to help get your project off the ground, support engineering procurement and coordination, and provide oversight to keep everything on track. From progress reports to documentation, we're here every step of the way. Our support is fully customized to meet your project's unique needs—with the goal of ensuring it runs smoothly, efficiently, and successfully.

Policy Development

We start by reviewing your existing policies to ensure they meet current legislative requirements. Outdated or non-compliant content is removed, and we draft any missing policies using best practices and applicable laws. Then, we organize everything into a customized, easy-to-use manual. The end result: a complete, up-to-date policy manual that's ready for Council adoption.

Asset Management

We provide support to help your community meet legislated asset management requirements, including assistance with funding applications where available. We facilitate and update your asset management plan, working closely with your team to ensure it's realistic, useful, and actionable. Our goal is to keep your community organized, compliant, and prepared for long-term planning.

PROJECT PROPOSAL



At Matthewson & Co., we follow a structured but practical approach to support municipalities in developing or enhancing their asset management systems. Our process is flexible to meet your community's unique needs while aligning with provincial and federal funding expectations.

This funding proposal is intended to include all 12 of the summer villages associated with the Summer Villages of Lac Ste. Anne County East., with the objective being to provide each Summer Village with an asset management policy, plan and implementation support intended to meet or exceed the expectations of the Alberta Legislation following the FCM's asset readiness guide as a starting point.

I: Data Collection & Review

We begin by gathering and reviewing key documents and data from each municipality, including:

- Tangible Capital Asset (TCA) registry
- Existing asset management plans or reports
- Maintenance logs and schedules
- Relevant municipal policies
- Assessments from engineering or other professionals

II: Asset Inventory & Evaluation

Using each TCA registry, we develop a spreadsheet that categorizes assets:

- Past their useful life
- Still within their useful life

The municipality evaluates the assets based on two additional criteria:

- Condition (as rated by municipal staff)
- Importance to municipal function

This helps establish clear priorities for future investment.



III: Customized Tracking Tools

We develop customized logs and tracking templates based on your operational needs. These tools make it easier to maintain, monitor, and update your asset information over time. Sharing information between your villages, and coming up with common templates supports a low cost asset management framework that allows each village to customize it based on their particular needs.

IV: 10-Year Capital Plan

We prepare a realistic and actionable 10-year capital plan that reflects your municipality's infrastructure priorities, funding capacity, and service delivery goals.

V: Asset Management Plan & Policy

Finally, we deliver a complete asset management plan that includes:

- A summary of your current assets and priorities
- A capital planning framework
- An Asset Management Policy and Implementation Policy to guide long-term decision-making
- Risk and risk management.



Asset Management Plan	\$7000.00
GST	\$350.00
Total	\$7350.00

This cost is based on the Summer Villages of Lac St. Anne, and is the same no matter how many villages within the region are on board.

Mileage and accommodations: Where necessary, mileage is billed at .45/km. If in-person meetings are required, accommodations will be billed at cost recovery to the municipality.

TERMS: 50% will be billed up front, with the remainder due upon completion of the plan. One village is expected to act as the treasurer for the rest.

if you have any questions, we are happy to answer them!

Warmest regards,

Lorri Matthewson

Lorri Matthewson, Owner

Assumptions:



To ensure the success and cost-efficiency of the shared plan (estimated at \$7,000 total, divided among 12 villages = approx. \$583 per village), the following conditions are recommended:

1. Adherence to Alberta Government's Asset Management Planning Process
 - Follow the Alberta Municipalities' guidelines for asset management planning, including lifecycle analysis, asset inventories, and risk-based decision-making. [www.abmunis.ca]
2. Alignment with FCM's Asset Management Readiness Scale
 - Each village must commit to progressing through the five competencies:
 - Policy & Governance
 - People & Leadership
 - Data & Information
 - Planning & Decision-Making
 - Contribution to Asset Management Practice [fcm.ca]
3. Collaborative Participation
 - Villages must actively participate in shared workshops, data collection, and decision-making processes.
4. Designation of a Single CAO or Project Lead
 - One CAO or designated lead will coordinate the process, ensuring consistency and accountability.
5. Commitment to Populate the Plan
 - Villages must provide existing asset data, participate in needs assessments, and contribute to the development of individualized components.
6. Agreement to Shared Cost Model
 - Each village agrees to contribute their portion of the \$7,000 cost.

Terms of Reference (ToR)

Shared Asset Management Plan – Summer Villages of Lac Ste. Anne

1. Purpose

To define the roles, responsibilities, and expectations of participating CAOs in the development and implementation of a collaborative asset management plan that supports individualized municipal needs while leveraging shared resources and expertise.

2. Objectives

- Develop a functional, scalable asset management plan aligned with:
- Alberta Government's Asset Management Planning Process
- Federation of Canadian Municipalities (FCM) Asset Management Readiness Scale
- Promote intermunicipal collaboration and cost-efficiency
- Ensure consistent data collection, reporting, and decision-making

3. Scope

This ToR applies to all CAOs representing the 12 Summer Villages participating in the shared asset management initiative.

4. Roles and Responsibilities

Lead CAO (Designated Coordinator)

- Serve as the primary liaison with the consultant and funding agencies
- Coordinate meetings, timelines, and deliverables
- Ensure consistent communication across villages
- Submit required documentation and reports

Participating CAOs

- Provide existing asset data and documentation
- Participate in workshops, training, and planning sessions
- Review and validate individualized components of the plan
- Support the implementation of asset management practices locally
- Ensure alignment with municipal council priorities

5. Governance and Decision-Making

- Decisions will be made by majority among participating CAOs
- The Lead CAO will facilitate discussions and escalate unresolved issues to the collective group
- Each CAO retains autonomy over their municipality's final asset management plan

6. Funding and Cost-Sharing

Total project cost: \$7,000, shared equally among 12 villages (\$583.33 per village)

Costs do not include engineering. or other reports.

Funding may be supplemented through:

- FCM's Municipal Asset Management Program (MAMP)
- Alberta's Local Government Fiscal Framework (LGFF)
- Each CAO is responsible for securing their municipality's contribution

7. Reporting and Accountability

- Progress reports will be shared monthly.

Final deliverables include:

- Shared asset management framework
- Individualized municipal asset management plans
- Recommendations for ongoing implementation and updates

8. Duration

This ToR is valid for the duration of the project, estimated at 6–9 months, unless extended by mutual agreement.

aboffice@albertabeach.com

From: Debbie <debbiedurocher@albertabeach.com>
Sent: December 1, 2025 4:01 PM
To: Kathy Skwarchuk
Subject: Fwd: Hosting an event in Alberta Beach

Sent from my iPhone

Begin forwarded message:

From: Stephanie Ewasiuk
Date: December 1, 2025 at 1:59:09 PM MST
To: debbiedurocher@albertabeach.com
Subject: Hosting an event in Alberta Beach

Hi Debbie,

I'm on the LILSA board with you and just wanted to ask about hosting an event at the beach.

I play rugby and very tentatively I am wondering if the Village would be interested in hosting a beach tournament in June or July? There's an indoor one in Calgary in January to get an idea of what I am thinking of: <https://calgarygeeserugby.com/lucky-5s/>

The size of the event could be limited by the number of teams allowed to enter. I've asked a few others I know through rugby and who have properties around the lake and they think our beach would be a good spot. Local businesses could provide the food and a licensed beer gardens if allowed. If the hotel and camping here books up, we could arrange a bus service to hotels in Stony or Spruce to ensure people are getting places safely.

I'd likely enlist the help of someone with my rugby club or through the Edmonton rugby union who has experience with tournament organization to ensure it goes smoothly. But first step is just seeing if the interest is there on the side of the Village.

Thanks,
Stephanie

19

aboffice@albertabeach.com

From: Len Klausner <Len.Klausner@albertahealthservices.ca>
Sent: October 31, 2025 11:42 AM
To: Alberta Beach Village Office
Subject: Upcoming EMS Lease Expiry - Alberta Beach

Good day;

In reviewing our file, we note that the above EMS lease will be expiring on March 31, 2026 and we would like to begin discussions for a lease extension.

Please let me know when you're available to discuss.

Thanks very much,

Len M. Klausner, B.Comm
Program Manager, Real Estate - North
Capital Management
C: 780-700-9137
len.klausner@ahs.ca
1100 North Tower, 10030 – 107th Street
Edmonton, AB T5J 3E4



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20

THIRD LEASE EXTENSION & AMENDING AGREEMENT

THIS AGREEMENT dated as of the 31st day of March, 2021 (the "**Effective Date**").

BETWEEN:

ALBERTA BEACH
(the "**Landlord**")

OF THE FIRST PART

- and -

ALBERTA HEALTH SERVICES
(the "**Tenant**")

OF THE SECOND PART

WHEREAS:

- A. Pursuant to a Lease Agreement dated the 1st day of April, 2013, as amended by a Lease Extension & Amending Agreement dated the 3rd day of March, 2015 and a Second Lease Extension & Amending Agreement dated the 31st day of March, 2018 (a copy of which agreements are attached hereto as Schedule "A" and are herein collectively referred to as the "**Lease**"), the Landlord leased to the Tenant and the Tenant leased from the Landlord:
- (a) the Building known as Alberta Beach Ambulance Station, having a municipal address of 4700 - 47th Avenue, Alberta Beach, Alberta, and situate on the Lands legally described as PLAN 0221068, BLOCK 24, LOT 1, EXCEPTING THEREOUT ALL MINES AND MINERALS;
 - (b) three (3) Parking Stalls located on the Lands; and
 - (c) Chattels consisting of one (1) fridge and one (1) stove;
- for a term expiring on the Effective Date (the "**Term**"), subject to the terms and conditions contained in the Lease; and
- B. The Landlord and the Tenant wish to enter into this Agreement to extend the Term of the Lease for a further period of Five (5) years expiring on March 31, 2026, subject to the terms and conditions set forth herein.

NOW THEREFORE, in consideration of the premises, rents and covenants set out herein, the parties hereto agree as follows:

1. The parties hereby acknowledge and agree that the foregoing recitals are true in substance and in fact and form an integral part of this Agreement. All capitalized terms, words and expressions used in this Agreement, unless otherwise herein defined or unless there is something in the subject matter or context inconsistent therewith, shall have the same meaning ascribed to them in the Lease.
2. The Term of the Lease is hereby extended until and including March 31, 2026 (the Five (5) year period commencing on April 1, 2021 and expiring on March 31, 2026 is herein referred to as the "**Third Extension Term**"), on the same terms and conditions as contained in the Lease, save and except as hereinafter set forth.
3. During the Third Extension Term, the Tenant shall pay to the Landlord an Annual Gross Rent in the the sum of Ten Thousand Two Hundred and 00/100 (\$10,200.00) DOLLARS, which shall be payable in advance in equal instalments of Eight Hundred Fifty and 00/100 (\$850.00) DOLLARS each on the first (1st) day of each month during the Third Extension Term.
4. Sections 2.03 and 2.04 of the Lease are hereby deleted and replaced with the following:

"2.03 The Tenant shall make payment of the Annual Gross Rent by way of either cheque or electronic funds transfer, as selected by the Tenant. If the Tenant determines that it shall make such payments by electronic funds transfer, the Landlord shall, at the Tenant's request, contact the Tenant by electronic mail at AHS.APVendorRequests@ahs.ca or by telephone at (780) 350-3217, or at such other e-mail address or telephone number as the Tenant may from time to time direct by written notice to the Landlord, for the purpose of obtaining the Tenant's electronic funds transfer form (the "**EFT Form**"). Upon receiving the EFT Form, the Landlord shall provide the items required thereby.

2.04 The Landlord may change any information which it has provided in the EFT Form by following the procedure set out in the EFT Form or specified by the Tenant. The Tenant shall not be responsible for any claims, costs, expenses or losses as a result of any failure by the Landlord to complete the EFT Form and provide the items required by the EFT Form, or as a result of any incorrect information or items provided by the Landlord."
5. Schedule "F" of the Lease is hereby deleted in its entirety.
6. Subject to the foregoing, all terms, conditions and covenants contained in the Lease (including all covenants of a personal nature) are hereby reaffirmed and shall remain unchanged, and except as otherwise expressly set forth above, all such terms, conditions and covenants shall continue in full force and effect.
7. This Agreement shall be construed in accordance with the laws in force in the Province of Alberta.

8. This Agreement shall enure to the benefit of and be binding upon the parties hereto and their respective successors and assigns.
9. Notwithstanding the dates on which this Agreement is signed, the parties agree that the terms and conditions of this Agreement have operated as between them and been effective as of the Effective Date.

IN WITNESS WHEREOF the Landlord has executed these presents this 21st day of April, 2021, but having effect as of the Effective Date.

ALBERTA BEACH

Per: [Signature]
Name: Jim Benedict
Title: Mayor

Per: [Signature]
Name: Kathy Skwarchuk
Title: C.A.O.

IN WITNESS WHEREOF the Tenant has executed these presents this 24th day of June, 2021, but having effect as of the Effective Date.

ALBERTA HEALTH SERVICES

Per: [Signature] Chantelle Nichol
Name: Leonard Klausner **Leasing Manager**
Title: ~~Director, Real Estate & Leasing~~

Per: [Signature]
Name: ~~Samuel Alexander~~
Title: ~~Manager, Land Services North~~
Mina Leung
Leasing Coordinator

SCHEDULE "A"

THE LEASE

[see attached]

ALBERTA BEACH
BYLAW NO. 296-24
PAGE 1 of 4

**A BYLAW OF ALBERTA BEACH, IN THE PROVINCE OF ALBERTA TO ESTABLISH
A SCHEDULE OF FEES AND RATES FOR THE MUNICIPALITY.**

WHEREAS, the Municipal Government Act, Chapter M26, Revised Statutes of Alberta 2000, authorizes a municipality to have the authority to establish fees and rates for the provision of goods and services; and

WHEREAS, Alberta Beach wishes to establish, in a bylaw, a schedule of fees and rates;

NOW THEREFORE under the authority of the Municipal Government Act, the Council of Alberta Beach, in the Province of Alberta, duly assembled, enacts as follows:

1. That this Bylaw may be cited as the "the Fees and Rates Bylaw".
2. That Alberta Beach shall charge fees and rates as established in Schedule A, "The Fees and Rates Schedule", attached hereto.
3. That this Bylaw shall be reviewed by Council annually.
4. That Bylaw #287-22 is hereby rescinded.
5. That this Bylaw shall come into force and effect upon the third and final reading and signing of this bylaw.

Read a first time this 19th day of March, 2024.

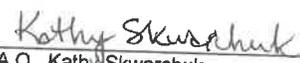
Read a second time this 16th day of April, 2024.

Read a third time and passed this 16th day of April, 2024.

SIGNED by the Mayor and C.A.O. this 16th day of April, 2024.



Mayor, Kelly Muir



C.A.O., Kathy Skwarchuk

ALBERTA BEACH

BYLAW NO. 296-24

PAGE 2 of 4

SCHEDULE "A"
THE FEES & RATES SCHEDULE

ADMINISTRATIVE FEES:

Photocopies for public at large:	
8 ½ x 11	\$0.25/copy
8 ½ x 14	\$0.30/copy
11 x 17	\$0.50/copy
Colour Photocopies for public at large:	
8 ½ x 11	\$0.50/copy
8 ½ x 14	\$0.60/copy
11 x 17	\$1.00/copy
Photocopies for Non-Profit Groups:	
8 ½ x 11	\$0.10/copy
8 ½ x 14	\$0.15/copy
11 x 17	\$0.25/copy
Colour Photocopies for Non-Profit Groups:	
8 ½ x 11	\$0.15/copy
8 ½ x 14	\$0.30/copy
11 x 17	\$0.50/copy
Laminating Fees:	
8 ½ x 11	\$1.00/copy
8 ½ x 14	\$1.50/copy
11 x 17	\$2.00/copy
Copies of Village documents	As per copy rates above
Fax (Sending & Receiving)	\$1.00/page
Fax Long Distance (extra)	\$1.00
Returned Cheque Fees	\$35.00
NSF Fees (Non Sufficient Funds)	\$35.00
Tax Certificates	\$50.00
Land Title Search / Certificate of Title	\$25.00
Tax Notification Fee	\$55.00
Tax Notification Fee - each additional named interest on Title	\$5.00
Land Use Bylaw	\$25.00
Municipal Development Plan	\$10.00
County Maps	\$10.00
Sand Bags (not filled) (if available) - per Bag	Sold at Cost
Blue Bags (if available) - per Bag	Sold at Cost
Souvenirs / Promotional Products	Sold at Cost + 5%
Overdue Account Penalties (not property taxes)	2% per Month

PROPERTY TAX PENALTIES:

Property Tax Penalties as per Penalty on Unpaid Taxes Bylaw	per Bylaw
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DOG LICENSES:

Neutered/Spayed (Lifetime)	\$10.00
Unaltered (Lifetime)	\$20.00
Vicious (Lifetime)	\$250.00
Replacement Tag or Transfer Fee	\$10.00

SKUNK TRAPS:

Deposit (Refundable on Return)	\$65.00
3 Day Rental (Alberta Beach Residents)	No Charge
Additional per Day Rental (Alberta Beach Residents)	\$5.00
3 Day Rental (Non-Residents)	\$25.00
Additional per Day Rental (Non-Residents)	\$10.00
Cleaning	\$20.00

BUILDING RENTAL:

Council Chambers – Full Day	\$100.00
Council Chambers – Half Day	\$50.00
Council Chambers – Not For Profit-Local Community Groups	No Charge

FOOD VENDORS:

Resident Food Vendor - per Calendar Year	\$50.00
Non-Resident Food Vendor - per Day	\$25.00
Non-Resident Food Vendor - per Calendar Year	\$250.00
FREE - Food Truck Fridays - No day rate charged	No Charge

MOBILE SALES VENDORS:

Resident Mobile Sales - per Calendar Year	\$50.00
Non-Resident Mobile Sales - per Day	\$25.00
Non-Resident Mobile Sales - per Calendar Year	\$250.00

26

**ALBERTA BEACH
BYLAW NO. 296-24
PAGE 3 of 4**

AMUSEMENT VENDOR:

Amusement Vendor - per Day \$25.00
Amusement Vendor - per Calendar Year \$250.00

HAWKER PEDDLER FEES:

Hawker Peddler - per Day \$25.00
Hawker Peddler - per Calendar Year \$250.00

BUSKER:

Buskers must be registered with the Village Office by donation

SPECIAL EVENT:

Special Event License (as approved by Council) as per Council

DEVELOPMENT PERMIT FEES:

Residential – Permitted \$300.00
Residential – Discretionary \$500.00
Additions and Accessory Buildings \$150.00
Secondary Suite (Garage & Garden Suite) – Permitted \$300.00
Secondary Suite (Garage & Garden Suite) – Discretionary \$500.00
Commercial/Light Industrial – Permitted \$300.00
Commercial/Light Industrial – Discretionary \$500.00
Home Based Business – Home Occupations \$150.00
Home Office Letter \$50.00
Signs – Permanent or Temporary \$50.00
Deck, Shed, Fence, Gazebo, Fabric Shelter \$50.00
Retaining Wall, Culverts, Driveway Access \$50.00
Holding Tank, Cistern, Well \$50.00
Development Permit - Time Extension \$50.00
Development Permit - Amendment \$100.00
Development Permit - Request for Major Variance \$100.00
Development Permit - Change in Scope \$100.00
Demolition Permit \$50.00
Emergency Municipal Planning Commission Meeting \$500.00 (in addition to permit fee)
Security Deposit for Relocated or Moved-in Dwelling (Refundable) \$5,000.00
Failure to Apply for Development Permit Double
(Permit fees double if construction starts prior to approval of development permit)

BYLAW AMENDMENTS APPLICATION FEES:

(Application fees do not guarantee approval)
Land Use Re-Districting Application \$500.00 + all associated costs
Amendment to Land Use Bylaw \$500.00 + all associated costs
Amendment to Municipal Development Plan \$500.00 + all associated costs
Amendment to Intermunicipal Development Plan \$500.00 + all associated costs
Amendment to Area Structure or Redevelopment Plan \$500.00 + all associated costs

LETTER OF COMPLIANCE:

Standard \$100.00
Rush (Less than 72 hours) \$200.00

LETTER OF CONCURRENCE:

Cell/Internet/Communication Tower As per Council

AGREEMENTS:

Encroachment Agreement \$400.00
Letter of Consent \$50.00
Developer's Agreement As per Council
Other Leases As per Council

SUBDIVISION FEES:

Subdivision Application Fee \$400.00
Additional Lots (per lot) \$200.00
Endorsement &/or Condo Plan Endorsement Fees (per lot or unit) \$50.00
Plan Cancellation Bylaw (Lot Consolidation) \$750.00

APPEAL FEES:

Assessment Appeal Fee (residential)(refundable if successful) \$50.00
Assessment Appeal Fee (non-residential)(refundable if successful) \$150.00
Development Permit Appeal Fee \$150.00
Subdivision Appeal Fee \$150.00
Food Vendor, Mobile Sales Vendor, Amusement Vendor Appeal Fee \$25.00
Hawker, Peddler or Busker Appeal Fee \$25.00

*See
Development
officer's
recommended
Changes
Attached
Pages 29-31*

ALBERTA BEACH

BYLAW NO. 296-24

PAGE 4 of 4

SAFETY CODES PERMITS:

Permits for Building, Electrical, Gas, Plumbing, Demolition)

As per inspection agency

SOLID WASTE & ORGANIC CARTS:

Additional Residential Solid Waste Cart Deposit (Refundable) \$100.00
 Additional Residential Organic Waste Cart Deposit (Refundable) \$100.00

MUNICIPAL PUBLIC WORKS LABOUR & EQUIPMENT: (rates are for municipal use only)

Volvo 730 Grader (includes Operator) \$170.00/hour
 J.D. Track Skid Steer (includes Operator) \$110.00/hour
 J.D. Backhoe (Includes Operator) \$115.00/hour
 Bobcat Compact Excavator (Includes Operator) \$115.00/hour
 Gravel Truck (includes Operator) \$125.00/hour
 Plow Truck/Sander (includes Operator) (sand not included) \$175.00/hour
 Thomas Skid Steer (includes Operator) \$ 75.00/hour
 Elgin Self Propelled Sweeper (includes Operator) \$145.00/hour
 Ford F550 Truck w/Dump Box (includes Operator) \$115.00/hour
 Kubota L3800 Tractor w/72" pull behind Mower (includes Operator) \$ 85.00/hour
 Kubota F2690 Mower (includes Operator) \$ 85.00/hour
 Grass Push Mowers (includes Operator) \$ 50.00/hour
 Grass Weedeaters (includes Operator) \$ 50.00/hour
 Sweep-All Turf & Kubota L3800 Tractor (includes Operator) \$ 85.00/hour
 Steamer c/w Tank & Truck (includes Operator) \$125.00/hour
 3/4 Ton Truck (includes Operator) \$ 60.00/hour
 Kawaska 4010 Mule (includes Operator) \$ 65.00/hour
 Genie Manlift (includes Operator) \$ 65.00/hour
 Plate Tamper (includes Operator) \$ 65.00/hour
 Zamboni 525 (includes Operator) \$65.00/hour
 Transport Fee (if required) (includes Operator) \$125.00
 Labourer \$ 70.00/hour
 Consulting \$ 80.00/hour

MUNICIPAL RV PARK & CAMPGROUND:

Season Rate: Full Service Site \$3,300.00 3,400.⁰⁰
 (season rate due by May 7th of current year or weekly rates will apply)
 Monthly Rate: Full Service Site \$1,400.00 1,450.⁰⁰
 Weekly Rates: Full Service Site \$400.00 410.⁰⁰
 Power & Water Site \$350.00 360.⁰⁰
 No Services Site \$300.00 310.⁰⁰
 Daily Rates: Full Service Site \$60.00 62.⁰⁰
 Power & Water Site \$55.00 57.⁰⁰
 No Services Site \$45.00 47.⁰⁰
 Tenting Site \$45.00 47.⁰⁰
 Extra Person: Above rates based on 2 adults & 2 Dependent Children
 Extra Person(s) per person \ per night \$ 5.00
 Visitor Over Night Fee - Extra Tent Nightly Fee \$ 15.00
 Seasonal Sites Additional Charges:
 Extra Fridge - Monthly Fee \$ 15.00
 Extra Freezer - Monthly Fee \$ 15.00
 Winter Storage/Reserve Site (Due by Sept. 15th of current year) \$300.00
 Winter Storage/Reserve Site (After Sept. 15th of current year) \$400.00
 Boat Storage - Winter Storage \$100.00

Add:
 - Gate Key Card Replacement 50.⁰⁰
 - Gate Key Card Deposit 50.⁰⁰
 Site Rentals

BEACHWAVE PARK:

Fees may be waived by Council, C.A.O. or Park Management
 Fees not applicable to Alberta Beach Minor Ball, ABADASA or
 Lac Ste. Anne County Recreation Programs
 Ball Diamond - per Day per Diamond \$50.00
 Concession - per Day (includes open shelter & washrooms) \$150.00
 Open Shelter/Washroom - per Day \$75.00
 Rink - per Day \$100.00
 Damage Deposit (Refundable) \$300.00

FIRE RATES:

As per Fire Bylaw

FOIP - ACCESS TO INFORMATION:

Reports generated by Alberta Beach \$20.00 plus copy rates above
 Reports adopted by Council \$20.00 plus copy rates above
 Minutes, Bylaws, Correspondence As per copy rates above
 Administrative Fee - per Hour for search of information exceeding 1 hr) \$35.00 (in addition to above fees)
 Third Party Costs to Access Information \$all costs (in addition to above fees)

GST: Gst will be charged in addition to above fees where applicable.

As applicable

28

aboffice@albertabeach.com

From: development@albertabeach.com
Sent: December 5, 2025 2:17 PM
To: aboffice@albertabeach.com
Subject: Re: Schedule of Fees Bylaw Review
Attachments: 2025 Comments - 2026 Budget Prep (P&D Fees and Charges).pdf

Cathy/Kathy/
Council

Please see and consider the attached memo



Paul Hanlan RPP MCIP CMML
Development Officer
Village of Alberta Beach
PO Box 276
Alberta Beach, Alberta T0E 0A0
(780) 994-1883
development@albertabeach.com

From: aboffice@albertabeach.com <aboffice@albertabeach.com>
Sent: Friday, December 5, 2025 8:41 PM
To: development@albertabeach.com <development@albertabeach.com>
Subject: Re: Schedule of Fees Bylaw Review

Hi Paul,

Council will be reviewing our Fees and Rates Bylaw (see attached). Could you please review the Development Permit, Subdivision, Appeal fees, etc, sections and let us know if you recommended any changes to the rates.

Cathy McCartney
Assistant CAO
Alberta Beach
Box 278
Alberta Beach, AB
T0E 0A0
Phone: 780-924-3181
Fax: 780-924-3313
aboffice@albertabeach.com

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2026 Budget Memo – Fees and Charges Bylaw

ALBERTA BEACH
 PO Box 278
 4935-50th Avenue
 Alberta Beach, Alberta T0E 0A0

Phone: (780) 994-1883 (Development Officer)
 Fax: (780) 924-3313 (Village Office)
 Email: development@albertabeach.com

December 5th, 2025

RE: Proposed changes to Bylaw 296-24 “Fee and Rates Bylaw”

In preparation of the 2026 Operating Budget the Village’s contracted Development Officer provides his comments and/or recommendations for the consideration of Council. Following – as per sections applicable:

DEVELOPMENT PERMIT FEES:

Residential – Permitted	\$300.00
Residential – Discretionary	\$500.00
Additions and Accessory Buildings	\$150.00
Secondary Suite (Garage & Garden Suite) – Permitted	\$300.00
Secondary Suite (Garage & Garden Suite) – Discretionary	\$500.00
Commercial/Light Industrial – Permitted	\$300.00
Commercial/Light Industrial – Discretionary	\$500.00
Home Based Business – Home Occupations	\$150.00
Home Office Letter	\$50.00
Signs – Permanent or Temporary	\$50.00
Deck, Shed, Fence, Gazebo, Fabric Shelter	\$50.00
Retaining Wall, Culverts, Driveway Access	\$50.00
Holding Tank, Cistern, Well	\$50.00
Development Permit - Time Extension	\$50.00
Development Permit - Amendment	\$100.00
Development Permit - Request for Major Variance	\$100.00
Development Permit - Change in Scope	\$100.00
Demolition Permit	\$50.00
Emergency Municipal Planning Commission Meeting	\$500.00 (in addition to permit fee)
Security Deposit for Relocated or Moved-in Dwelling (Refundable)	\$5,000.00
Failure to Apply for Development Permit	Double

(Permit fees double if construction starts prior to approval of development permit)

- Development Officer recommends adding the following new “Development Permit Fee” Variance – further fifty percent (50%) of initial Development Permit Fee
- No other changes recommended or proposed for Development Permit Fees.

BYLAW AMENDMENTS APPLICATION FEES:

(Application fees do not guarantee approval)

Land Use Re-Districting Application	\$500.00 + all associated costs
Amendment to Land Use Bylaw	\$500.00 + all associated costs
Amendment to Municipal Development Plan	\$500.00 + all associated costs
Amendment to Intermunicipal Development Plan	\$500.00 + all associated costs
Amendment to Area Structure or Redevelopment Plan	\$500.00 + all associated costs

- No changes recommended or proposed for Bylaw Amendments Application Fees

LETTER OF COMPLIANCE:

Standard	\$100.00
Rush (Less than 72 hours)	\$200.00

- Development Officer recommends changing the wording “Rush (less than 72 hours)” to “Rush (~~less than 72 hours~~) (3 Business Days)”
- No other changes recommended or proposed for Letter of Compliance

30

SUBDIVISION FEES:

Subdivision Application Fee	\$400.00
Additional Lots (per lot)	\$200.00
Endorsement &/or Condo Plan Endorsement Fees (per lot or unit)	\$50.00
Plan Cancellation Bylaw (Lot Consolidation)	\$750.00

- Development Officer recommends changing the amount "Plan Cancellation Fee (Lot Consolidation)" from \$750.00 to **\$1,000**
"Plan Cancellation Fee (Lot Consolidation)" **~~\$750~~ \$1,000**

APPEAL FEES:

Assessment Appeal Fee (residential)(refundable if successful)	\$50.00
Assessment Appeal Fee (non-residential)(refundable if successful)	\$150.00
Development Permit Appeal Fee	\$150.00
Subdivision Appeal Fee	\$150.00
Food Vendor, Mobile Sales Vendor, Amusement Vendor Appeal Fee	\$25.00
Hawker, Peddler or Busker Appeal Fee	\$25.00

- No changes recommended or proposed for Appeal Fees

Thank you for the opportunity to provide these recommendations.

Sincerely,



Paul Hanlan RPP MCIP CMMML
Development Officer

31

What is a Strategic Plan?

A strategic plan is a formally approved document that outlines longer term vision, goals and priorities of the elected council. It typically spans the council term and reflects what elected officials have heard as priorities from the community.

The strategic plan communicates council's direction to both community and administration. It demonstrates to the public how council is responding to community input while supporting transparency and accountability in delivering those priorities.

Council's role is to participate in creating and approving the strategic plan. Once adopted administration is responsible for determining how to operationalize the plan. This includes developing business plans, master plans, policies, bylaws and budgets. Simply put, the strategic plan sets the direction and administration drives the processes that achieve the priorities identified within the plan.

What is Strategic Planning?

Strategic planning is a systematic process the council uses to set the short and long-term direction for the municipality. It provides a structured way to identify what matters most to the community, set future goals and ensure that decisions and resources are aligned accordingly.

While administration deals with many day-to-day issues, strategic planning affords council the opportunity to:

- Reflect on community needs and aspirations.
- Translate identified areas of focus into clear priorities.
- Provide direction to Administration through strategic direction and prioritized goals; and,
- Create a shared vision that guides decisions over time.

Strong planning processes helps council to lead with intention, respond to changing needs and focus on the greatest long-term value to a community. Strategic planning ensures that municipal growth and development are thoughtful, coordinated and positioned for success now and well into the future.

Why does a strategic plan matter?

It helps council stay focused on the goals they have identified even when priorities compete, or unexpected issues emerge.

The strategic planning process should create space for meaningful collaboration. Each elected official may be elected with different priorities and visions for the community. The process creates opportunity for council to bring those ideas to the table, discuss them openly and work toward a direction everyone can stand behind. A shared direction is essential as the decisions council makes can shape the community for generations to come.

Without a strategic plan, council risks making decisions in isolation without a shared direction. The plan functions as a framework for council to:

- Align decisions with community needs and values.
- Provide consistent direction to administration.
- Measure progress and adapt when needed.
- Demonstrate leadership and accountability to the public.

The strategic plan is also essential for the Chief Administrative Officer (CAO). It provides the clarity needed to lead their teams to delivering services, drafting plans, policies legislation that aligns with councils goals. It serves as a benchmark for evaluating both organizational performance and the CAO's effectiveness in advancing the priorities of council. should play an important role in determining the performance of both the CAO and the organization they lead.

Building a Home

Likening strategic planning to the process of building a home, council would prioritize the neighbourhood to build in and type of house they'd like, while pointing to goals of creating a net-zero, energy-efficient home, accounting for appropriate on-street parking, and ensuring the neighbourhood should be serviced with fibre optic Internet.

Administration would then be the architects, the engineers, the tradespeople, and the designers in building the home and executing council's vision.

Creating the Strategic Plan

Creating a strategic plan starts with engagement. Councils' responsibility is to bring forward what they have heard from their community. All the feedback, including, aspirations and concerns, must be interpreted through a broad, long-term lens.

Best practice suggests that a strategic plan align with the council term, though some municipalities may extend it into the following year to give a newly elected council time to govern before setting new priorities.

Strategic planning typically occurs within six months of a municipal election. This timing gives council an opportunity to work through their first budget season before setting long-term goals and priorities. It also allows the incoming council to review the previous plan and use those lessons to shape a new one for their term.

Aligning the strategic plan with the council term and in some cases bridging one year into the next term can create predictability for both council and administration.

Council's role is to provide a clear vision and direction for the community. By collectively defining priorities, articulated goals, and a set course for the municipality. Council looks beyond the day-to-day so they can focus on the "big picture": What kind of community residents want to live in five, 10, or 20 years down the line, and what bucketed steps are required to get there.

As a process, strategic planning can vary from one organization to the next. Some organizations, handle strategic planning internally, while others bring in a third-party, facilitator.

Similarly, some municipalities will seek to conduct public engagement prior to strategic planning so that council is equipped with a strong understanding of residents' needs and priorities; others will further test the draft strategic plan with the community through a second round of engagement, to make sure they're on the right track before finalizing the plan

Economic Development	Community Services
<ul style="list-style-type: none"> • The Town develops a clear understanding of barriers to development and works to remove barriers • The Town explores land acquisition to expand commercial and industrial economic opportunities • The Town works to attract development to vacant land • The Town maintains a competitive tax and fee structure with surrounding communities • Business can expect a consistent and solutions based/customer focused approach to development • Development opportunities and the benefits of locating, developing or expanding in Hinton are consistently communicated and marketed • The Town is committed to the update and implementation of the Town's Economic Development and Tourism Strategic Plan • The Town develops a proactive approach to business retention and expansion • The Town continues to work towards the full development of Bount Lands including options for Seniors' Housing • The Town utilizes Expressions of Interest, collaboration, and other strategies to attract investment and development • The Town supports partners in promoting tourism including participation in a Destination Marketing Organization 	<ul style="list-style-type: none"> • The community's outdoor experience and trail system connectivity is maintained and maximized • The Town completes an independent and systematic review of the services and service levels for the 2023 budget cycle • Seniors remain in Hinton through a variety of transitional housing options • The Town clearly communicates and shares information with stakeholders through a variety of communication mediums
	

Figure 13. Example of Alberta-based municipal Strategic Plan (Town of Hinton 2022-2025), showing strategic pillars, and two of those pillars populated with goals.

If a third-party facilitator is involved, council may be asked to engage through a survey or one-on-one interviews prior to strategic planning. Members of Administration may be similarly engaged, for the same purpose.

Strategic planning is often conducted through a workshop with all members of council, often lasting a full day or two. Members of the senior leadership team may be invited, and the CAO is typically involved to provide operational insights and context to council's discussions. A written strategic plan outlines the vision, mission, and a series of local values council will achieve.

Vision: Describes the desired state of the community, answering the question, "What do we want to be when we grow up?" A Vision is aspirational, forward-looking, and paints a picture of the kind of community council, and the organization, are working to create.

Mission: Explains the municipality's core purpose and role, answering the question, "What do we do, and for whom?" A Mission Statement focuses on the present, describing how the municipality serves its residents and fulfills its responsibilities.

Values: Guiding principles and beliefs that shape how council and administration conduct their work, while answering the question, "What do we stand for?" Values create a foundation for decision-making, and set expectations for behaviour, both within the organization and in interactions with residents.

A common Vision is, "A great place to work, live, and play," covering all bases while cementing an overall approach to community building. More definition and local context are often sought these days, and can lead to longer, multi-faceted vision statements, "A vibrant, innovative, and sustainable community that meets residents' needs today while setting the community up to thrive tomorrow." Alternatively, councils may look for a vision statement that is short, clear, memorable, and aligned with one key thought, (e.g. "Success grows here!").

While the mission statement is more tactical in nature, it still belongs in a strategic plan as a path to follow in all municipal decisions made. An example of a basic mission statement would be, "To provide quality services, responsive governance, and responsible stewardship of community resources." While not flashy, it states the organization's goals and duties in serving its community.

Values, meanwhile, can be broad or very specific, depending on the direction taken by council. Often, they'll include terms that connect in one form or another with council's strategic direction, or to meet the community where they are. Common examples include, accountability, transparency, collaboration, innovation, inclusivity, respect, and sustainability.

Applicability of Values

There are times at which council will identify a series of Values they feel speak to their governance role appropriately, acting as a lens through which they can make decisions. Those Values, however, are not always fully representative of municipal staff. There are times at which, therefore, Corporate Visioning is undertaken, to identify internal operational improvements (e.g. increased interdepartmental collaboration), at which time a series of Corporate Values will be identified that speak more to operations, such as, "Safety," "Responsive," and "Teamwork."

Most of the time should be spent on identifying council's priorities (e.g. economic development, infrastructure renewal, environmental sustainability, community well-being, etc.), which are then translated into strategic goals and measurable outcomes. Performance indicators present how success will be tracked as goals are executed, measuring progress made, efforts underway, and whether adjustments are required. Well-defined outcomes ensure that goals can be monitored, evaluated, effectively communicated, and improved over time.



Figure 14. Example Strategic Planning

Approving and Owning the Plan

Once the strategic plan is drafted, council approval marks its transition from concept to commitment. Approval should ideally be unanimous. If it isn't, every effort should be made to revise the plan in a way that reflects a shared vision of all members of council.

The plan is typically adopted at a regularly scheduled meeting of council. This is an opportunity for all members to publicly express their support, highlight alignment with resident engagement and reaffirm their commitment to working with administration to deliver on the plans the priorities.

A strategic plan that is strongly endorsed and actively used throughout the council term creates a foundation for respectful, aligned and forward-thinking conversations that are relevant for all interested parties.

An adopted strategic plan is not meant to be static. The plan should provide enough structure to guide decisions, but enough flexibility to adapt over time. Council must be proactive in revisiting or adjusting the plan if priorities shift significantly or if external factors (e.g., economic pressures, emergencies) alter the municipal landscape.

Using the Strategic Plan and Keeping It Alive

To keep the strategic plan alive and relevant, council should actively reference it in their work. This includes council meetings, conversations with administration and engagement with the community. When bringing forward items for discussion, council members should connect their proposals to the goals or priorities outlined in the plan.

Council can also demonstrate alignment when responding to issues raised by the public, showing how community concerns are reflected in the strategic direction already established.

When raising new ideas or responding to recommendations:

- Be specific about which strategic goal or priority is being advanced.
- Consider how the item supports measurable outcomes listed in the plan.

Strategic plans that are clearly written and easy to reference become powerful tools for guiding decisions, aligning priorities, and building trust within the community and organization.

37

Aligning Decisions to the Strategic Plan

Items brought forward for council consideration whether initiated by the public, administration, or council members themselves should clearly demonstrate an alignment to the strategic plan. This connection reinforces that decisions being made are in service of council's established goals and priorities.

The strategic plan serves as a decision-making filter, helping council assess whether a proposal meaningfully advances community priorities. Items that align well with the plan are more likely to receive support, while those that do not may require stronger justification. The meaningful advancement of community goals can be applied across the entire strategic planning framework. Whether it's a policy, bylaw, service level adjustment or budget decisions, each recommendation should clearly show how it aligns to the strategic plan.

Using the Plan to Drive Budgeting and Resourcing

Once adopted the strategic plan should inform the corporate business plans which set the framework for departmental business plans (if used). This framework should drive development of a municipal budget that is ultimately aligned to the service delivery, program development and major investments reflected in council's vision. Strategic alignment must be evident in councils' financial decisions to ensure that the resources a municipality allocates each year are tied directly to its stated goals and vision.

Accountability

A strategic plan builds accountability by turning council's priorities into visible, measurable expectations and then tying organizational performance, budget and service level decisions back to those priorities. For council the plan represents a public commitment. How well its priorities are advanced influences public trust. For administration, particularly the CAO the plan becomes a primary benchmark on the performance evaluation, with most reporting tied directly to the progress made on strategic priorities.

Throughout the organization, alignment to the strategic plan is expected. Departmental business plans, master plans, bylaws, policies, and procedures should all be developed with the strategic plan as their foundation.

The strategic plan should not be a static document. It is meant to be used as a tool for day-to-day governance:

Decision-making: As appropriate and realistic, decisions should connect to a strategic goal (without being forced).

Ensure Alignment: Requests for Decision, policies, service level changes, and new initiatives should advance the Strategic Plan's implementation in one form or another.

Budgeting: Funding requests should demonstrate strategic impact.

Accountability: If a motion doesn't align with the strategic plan, council can ask for stronger justification, adjust the proposal to improve alignment, defer it for later consideration, or decide not to proceed.

Transparency: The connection between the Strategic Plan and decisions made should be clearly communicated internally and publicly.

Progress Tracking: Measure success to assess meaningful progress on the Strategic Plan on an ongoing basis.

Revisit and Refresh: Regularly review and adjust the plan, based on emerging needs, changing circumstances and challenges, and/or community feedback.