



**AGENDA**  
**REGULAR COUNCIL MEETING**  
**Wednesday, April 1, 2026 @ 6:00 PM**  
**Council Chambers, 1 Parklane Drive, Strathmore AB**

	Page
<b>1. CALL TO ORDER</b>	
1.1. Traditional Land Acknowledgement for the First Meeting in April (Matsiyikapisaisom)	
<b>2. CONFIRMATION OF AGENDA</b>	
<b>3. CLOSED MEETING</b>	
3.1. Council CAO Dialogue – Advice from officials – ATIA S. 29(1)(b)(iii)	
3.2. Board and Committee Appointments (Public) – Disclosure harmful to personal privacy – ATIA S. 20(1)	
<b>4. PUBLIC HEARING</b>	
4.1. Municipal Development Plan Amending Bylaw No. 25-25 (Amendment No. 2, 60-80 Wheatland Trail) Public Hearing <a href="#">Agenda Item - AIR-26-089 - Pdf</a>	4 - 19
4.2. Land Use Bylaw Amending Bylaw No. 25-26 (60-80 Wheatland Trail) Public Hearing <a href="#">Agenda Item - AIR-26-090 - Pdf</a>	20 - 34
<b>5. BYLAWS</b>	
5.1. Municipal Development Plan Amending Bylaw No. 25-25 (Amendment No. 2, 60-80 Wheatland Trail) Proposed Second and Third Reading Report <a href="#">Agenda Item - AIR-26-088 - Pdf</a>	35 - 48
5.2. Land Use Bylaw Amending Bylaw No. 25-26 (60-80 Wheatland Trail) Second and Third Reading Report <a href="#">Agenda Item - AIR-26-091 - Pdf</a>	49 - 61
<b>6. PUBLIC COMMENTS</b>	
<p>Members of the public are welcome to provide comments regarding items on the agenda in person during the Council meeting, virtually, or in writing. Should you wish to provide public comments virtually or in writing, please fill out the Request to Speak at a Council Meeting form that can be located on the Town's website and submit it to: <a href="mailto:LSAdmin@strathmore.ca">LSAdmin@strathmore.ca</a> by the end of the day on the Sunday before the Council meeting. In order to ensure procedural fairness, Council requests that the public refrain from speaking on items that have been or will be heard through a public hearing process.</p>	
<b>7. DELEGATIONS</b>	
<p>Members of the public and community organizations are welcome to attend a Regular Council Meeting as a delegation to present an item to Town Council for consideration. If you are interested in attending as a delegation please fill out the Delegation Request form that can be located on the Town's website and submit it to: <a href="mailto:LSAdmin@strathmore.ca">LSAdmin@strathmore.ca</a> by noon, seven (7) days before a Regular Council Meeting.</p>	
<b>8. CONSENT AGENDA</b>	

- 9.1 Regular Council Meeting Minutes – March 18, 2026
- 12.2.1 Community Futures Wild Rose – Board Package – January 8, 2026
- 12.2.2 Community Futures Wild Rose – Board Package – February 5, 2026
- 12.2.3 Community Futures Wild Rose – Board Package – March 5, 2026
- 12.2.4 WADEMESA Meeting Minutes – March 16, 2026
- 12.2.5 WADEMESA Call Volumes – February 2026
- 12.2.6 Strathmore Library Board Meeting Minutes – February 17, 2026
- 12.2.7 Wheatland Housing Management Body (WHMB) Meeting Minutes – February 19, 2026
- 12.2.8 WHMB Annual Report – 2025
- 12.2.9 WHMB Site Manager Report
- 12.2.10 WHMB 2025 Audited Financial Statement

**9. CONFIRMATION OF MINUTES**

- 9.1. Regular Council Meeting Minutes – March 18, 2026 62 - 72  
[Agenda Item - AIR-26-085 - Pdf](#)

**10. BUSINESS**

**11. BYLAWS**

- 11.1. 2026 Central Trunk Sewer Borrowing Bylaw No. 26-02 73 - 78  
[Agenda Item - AIR-25-281 - Pdf](#)
- 11.2. Designated Officer Bylaw No. 26-06 79 - 92  
[Agenda Item - AIR-26-037 - Pdf](#)

**12. COUNCILLOR INFORMATION & INQUIRIES**

12.1. QUESTIONS BETWEEN COUNCILLORS AND COUNCIL STATEMENTS

12.2. BOARD AND COMMITTEE REPORTS

- 12.2.1. Community Futures Wild Rose – Board Package – January 8, 2026 93 - 155  
[Community Futures Wild Rose – Board Package – January 8, 2026](#)
- 12.2.2. Community Futures Wild Rose – Board Package – February 5, 2026 156 - 179  
[Community Futures Wild Rose Board Package – February 5, 2026](#)
- 12.2.3. Community Futures Wild Rose – Board Package – March 5, 2026 180 - 206  
[Community Futures Wild Rose – Board Package – March 5, 2026](#)
- 12.2.4. Strathmore Library Board Meeting Minutes – February 17, 2026 207 - 209  
[Strathmore Library Board Meeting Minutes - February 17, 2026](#)
- 12.2.5. WADEMESA Call Volumes – February 2026 210 - 212  
[WADEMESA Call Volumes – February 2026](#)
- 12.2.6. WADEMESA Meeting Minutes – March 16, 2026 213  
[WADEMESA Meeting Minutes – March 16, 2026](#)
- 12.2.7. Wheatland Housing Management Body (WHMB) Meeting Minutes – February 19, 2026 214 - 219  
[Wheatland Housing Management Body \(WHMB\) Meeting Minutes – February 19, 2026 Redacted](#)
- 12.2.8. WHMB Annual Report – 2025 220 - 228

[WHMB Annual Report - 2025](#)

12.2.9. WHMB Site Manager Report 229 - 250  
[WHMB Site Manager Report](#)

12.2.10. WHMB 2025 Audited Financial Statement 251 - 263  
[WHMB 2025 Audited Financial Statement](#)

12.3. QUESTION AND ANSWER PERIOD

12.4. ADMINISTRATIVE INQUIRIES

12.5. NOTICES OF MOTION

**13. CORRESPONDENCE**

**14. CLOSED MEETING**

14.1. CAO Performance Review – Confidential evaluations – ATIA S. 22(1)

**15. ADJOURNMENT**



# Request for Decision

To: Council

Staff Contact: Kevin Scoble, Chief Administrative Officer

Date Prepared: March 24, 2026

Meeting Date: April 1, 2026

**SUBJECT:** **Municipal Development Plan Amending Bylaw No. 25-25 (Amendment No. 2, 60-80 Wheatland Trail) Public Hearing**

**RECOMMENDATION:** THAT Council proceed with a Public Hearing for Bylaw No. 25-25 on April 1, 2026, in accordance with Section 692(1) of the *Municipal Government Act, RSA 2000, cM-26*;

AND THAT Council take into consideration all information received at the Public Hearing on April 1, 2026 regarding Bylaw No. 25-25 being a bylaw to amend the Town's Municipal Development Plan Bylaw No. 14-03.

**STRATEGIC PRIORITIES:**



Affordable Living



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

**HOW THE STRATEGIC PRIORITIES ARE MET:**

The proposed, concurrent amendments to the Town's Municipal Development Plan (MDP) and Land Use Bylaw (LUB) contribute towards some of Strathmore's strategic priorities.

The applications propose residential and non-residential development in a central location in town, located at 60-80 Wheatland Trail, adjacent to Crystal Ridge and Hillview. The proposal includes a variety of housing options, including duplexes, townhomes, and apartments. A mixture of housing choices to cater to different lifestyles and incomes is critical for healthy communities. The applications also propose neighbourhood commercial development which contributes to diversifying the municipal tax base, expanding business and employment opportunities in Town, and offering services for residents. The C1 Neighbourhood Commercial District is a flexible land use district and can include uses such as childcare, health services,

restaurants, personal service stores, retail stores, convenience stores, professional offices, and more. There are also discretionary uses listed in the LUB.

The amendments would also contribute positively to the Economic Development strategic priority area by encouraging the promotion of non-residential and mixed use development that not only achieves a favorable tax assessment split, but also generates employment and investment opportunities in Strathmore.

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## **SUSTAINABILITY**

### **ECONOMIC SUSTAINABILITY:**

Promoting growth within the Town's non-residential tax assessment base will provide for a more robust local economy that features a broader range of job opportunities for employment and investment in the local community. Non-residential tax assessment base growth also provides more value to residential taxpayers without transferring tax burden to existing businesses.

Promoting higher density residential development within the Town in a central location is a more efficient way of using municipal resources such as infrastructure, public amenities, and institutions.

### **SOCIAL SUSTAINABILITY:**

The applications propose multiple housing forms and neighbourhood commercial businesses. A mix of housing forms contributes to a healthy community by offering housing for different lifestyles and incomes. Neighbourhood commercial expands business and employment opportunities in Town, broadens non-residential tax sources, and provides locations for businesses to offer services to residents.

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## **IMPLICATIONS OF RECOMMENDATION:**

### **GENERAL:**

The proposed MDP and LUB amendments will allow administration to receive applications for subdivisions and development permits on the lands, which represent some of the next steps of development. Different types of housing and neighbourhood commercial development is proposed. There are many policies in Strathmore's MDP which supports the proposed applications. There are also many planning best practices which support the proposed applications and a detailed review is included below in the "Background" section of the report.

### **ORGANIZATIONAL:**

Staff will invest the time necessary in preparing further reports and actively engaging with the public as appropriate.

If the amendments are supported by Council, staff will be able to accept future applications for subdivisions, development permits, building permits, and more.

### **FINANCIAL:**

Promoting growth within the Town's non-residential tax assessment base will contribute positively toward and act to support the financial sustainability of municipal operations, while at the same time resulting in a reduced reliance on the residential tax assessment base.

Promoting residential growth at higher densities within the Town is a more efficient way at providing municipal services to residents.

### **POLICY:**

With respect to the [Municipal Government Act, R.S.A. 2000, Chapter M-26](#) (MGA), Section 632(3) requires municipalities to address future land use within an MDP.

With respect to Bylaw 25-25 that proposes to amend the Town's MDP, Section 692(1)(f) of the MGA requires that a public hearing be held prior to the second reading of any bylaw that would amend a statutory plan - in this case the Town's MDP. Section 692(6) further allows for a bylaw to amend a statutory plan without public notice or holding a public hearing only where the amendment corrects clerical, grammatical, technical, or typographical errors and the amendment does not materially affect the bylaw in principle or substance. The proposed amendment to the MDP does not meet or satisfy any of the exclusions afforded to a Council as it relates to a public hearing under Section 692(6) of the MGA.

### **IMPLEMENTATION:**

The statutory Public Hearing for the proposed bylaw has been advertised in accordance with Section 606 of the MGA. The Public Hearing has also been advertised on the Town's social media accounts and website.

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### **BACKGROUND:**

Concurrent applications to amend Municipal Development Plan #14-03 (MDP) and Land Use Bylaw #14-11 (LUB) were received by the Development Services department in October 2025, with the applications later being deemed complete on November 4, 2025 after the applicant submitted additional required information and payment. The proposed applications propose a mix of residential and commercial land uses, including R3 High Density Residential District, R2X Medium Density Attached Housing District, and C1 Neighbourhood Commercial District.

The lands are known as 40 and 60 Wheatland Trail, but have also been referred to as 60 and 80 Wheatland Trail. Municipal addressing will be modified accordingly through the

development process. Both the MDP and LUB amendment applications have been made by Harpreet Singh Dhillon with Green Maple Enterprises Inc., the Strathmore Golf Course (north parcel) and Joanne E Turner and William E Turner, Executors for William E Turner (south parcel). The legal addresses for the proposed applications are Block 2, Plan 9012129 for the south parcel currently containing a residential home and Lot 1, Block 1, Plan 1910233 for the north parcel adjacent to the golf course. Both properties are currently involved in a land sale with real estate agent, Chris Reid.

The applications would allow for future subdivision and development permit applications to be accepted by administration for apartments, townhomes, duplexes, multi-unit, retail stores, restaurants, professional services, health services, and more.

The subject lands are near the communities of Hillview and Crystal Ridge and are adjacent to the Strathmore Golf Course. Currently both parcels of the subject lands are shown as "Open Space" in the Town's MDP. The applicant has submitted concurrent MDP and LUB amendment applications for Council's consideration. The MDP amendment proposes to label the lands as "Residential" and "Commercial" enabling a LUB amendment to come to Council for decision. The LUB amendment proposes a mixture of residential and commercial land uses, including R3, R2X, and C1.

Regarding the LUB, the lands are currently designated UR Urban Reserve (the southern parcel, Block 2, Plan 9012129) and P1 Public Service District (the northern parcel Lot 1, Block 1, Plan 1910233). The southern parcel has existed as a residential property and can be described as an acreage. The northern parcel was part of the golf course and was subdivided in 2019. Staff believe urban reserve, in this context, is an outdated municipal land use designation, which is similar to AG Agriculture General District land, land which is intended as a holding zone and which is intended to change in the future as the community develops. A municipal land use designation of urban reserve in Strathmore does not have any similarities or connections to the provincially designated municipal, environmental, or school reserves. FUD Future Urban Development is a more modern land use district used in communities instead of the outdated UR Urban Reserve district.

The applications to amend the MDP and the LUB were circulated in December 2025 to both internal departments and to external agencies and utilities. We have received comments from the circulation, although there are no comments that raise immediate concerns. Some utilities have requested more information from the developer if the project progresses, which, in our opinion, is a standard response. Discussions with Alberta Transportation and Economic Corridors (ATEC) regarding site access are on-going and there is discussion occurring between ATEC, the Town, and the developer. The developer has been in contact with the Government of Alberta to discuss the Water Act and other environmental and wildlife regulations. There was an open house for the proposed project on July 30, 2025 which was advertised in the newspaper. For the MDP and LUB to be amended, public hearings for each proposed amendment must be held. The *Municipal Government Act* requires an advertisement in the local newspaper for two consecutive weeks and for adjacent landowners to be mailed notice of a public hearing. In addition to the legislated requirements, notice will be put on our website and social media.

The Development Services department reviews applications and provides a professional planning recommendation to Council. The department reviews existing planning policy in effect within the municipality. The department also considers modern planning practices and best planning practices when reviewing applications.

Development Services has been working to update the MDP. The applications are in line with the Planning department's recent updates which are under development, and will be brought before Council later in 2026. We anticipate future recommendations and updates to the MDP to be presented to Council by the planning department in the future and we do not see any conflicts in the applications being proposed today.

Strathmore's MDP is the highest-level planning document for the town. It is a guiding document which looks many years into the future. The following policies in the MDP #14-03 support the applications through the following policies:

### 2.1 Growth Management

- Policy 2.1.3. Applications shall ensure that an orderly progression and staging of land development occurs based on the availability of infrastructure and to ensure fiscal sustainability.
- Policy 2.1.6. The municipality shall seek to undertake reviews of potential redevelopment areas and intensification opportunities in established areas as opportunities and servicing allow.

### 2.2 Community and Neighbourhood Design

- Policy 2.2.8. Applications shall consider the integration of commercial uses within an Area Structure Plan to meet the needs of the neighbourhood residents. (*Note from the Planning Department: no Area Structure Plan is required for land parcels of this size, the parcels are smaller than the area described/required in our MDP.*)
- Policy 2.2.10. Each neighbourhood or community shall include a focal point where services may be available and socialization is encouraged. These services may include, but are not limited to, commercial areas, school site(s), community site(s), transit destinations or hubs, and parks or plazas or any combination of these noted uses.
- Policy 2.2.13. Mixed use developments shall be encouraged to serve the local needs of the community, generate vitality and encourage pedestrian movements.

### 2.3 Economic Development

- Policy 2.3.1. The Town of Strathmore shall work towards ensuring there is ample commercial and industrial developable land within the municipal boundary over the 30 year growth horizon.
- Policy 2.3.2. The Town shall encourage businesses that provide employment that would allow Strathmore residents to work and live in the Town without needing to commute.

### 3.2 Residential Development

- 3.2.1. The Town of Strathmore shall ensure that all new development shall provide a wide range of housing type to meet varying housing needs based on income and lifestyle.

- 3.2.5. The Town encourages multi-unit high density development to locate in proximity to shopping facilities, institutional uses, parks and open spaces and have good access to major roadways and future public transit service.
- 3.2.10. Mixed use developments with a residential and commercial component, that encourages a range of lifestyle and work options and promote pedestrian commuting, shall be promoted within the Downtown and Brentwood Business Park and in neighbourhood commercial districts.
- 3.2.13. The municipality shall consider the inclusion of non-residential uses such as local commercial services, religious institutions or public services that serve the needs of the community for integration into residential areas and ensure appropriate integration, buffering and linking.

#### 3.4 Commercial Development

- 3.4.4. The Town shall seek to attract commercial developments to further substantiate Strathmore's place as a regional service center and provide employment and growth to the community.
- 3.4.5. The Town shall require developers of large residential communities to provide for a parcel for Neighbourhood Commercial use.

#### 4.2. Underground Utilities and Solid Waste

- 4.2.2. Developers shall be solely responsible for the cost and installation of services to proposed development. Over sizing of infrastructure shall require cost recovery policies for future development.

In addition to existing planning policy, Development Services have reviewed and analyzed the applications based on modern planning best practices. The planning department views the application as a positive step for Strathmore and we have included the reasons why we support the applications below:

#### The applications promote many planning best practices (residential development).

There are a mixture of housing forms proposed in the development, including duplexes, townhomes, and apartments. Modern planning best practices are clear; a mixture of housing choices to cater to different lifestyles and incomes is critical for healthy communities. Access to housing is one of the defining qualities used when indexing communities regarding quality of life.

Strathmore is made up of predominately low density, single detached residential homes and the planning department has been encouraging and recommending different types of housing where appropriate within the community. The provision of a wider range of housing options for people including families with lower income, students, seniors, and individuals with disabilities is a key issue for many municipalities in Alberta and for communities across Canada.

Referring to a planning report from February 4, 2025, the vacancy rate in Strathmore for primary rental market dwelling units is currently low at 1.8% according to the Canada Mortgage and Housing Corporation (CMHC) [CMHC's Housing Market Information Portal](#) as of October 2025. For reference purposes, healthy vacancy rates trend to be between 3-5% depending on the source. Land ownership type (i.e. the choice of an owner to rent a property or not) is not up

to the Town of Strathmore, the planning department anticipates some properties will be owned and some will be rented within the site, but certainty is unknown. Also, it is not known if future multiunit development will be partnering with the CHMC to provide affordable housing, as defined by the CMHC.

Supporting and encouraging multiunit development, including townhomes and apartments, is a more efficient way of using land. Strathmore is located within the boundaries of the [South Saskatchewan Regional Plan](#), and the plan encourages promoting higher densities than current practice. Higher density development is a more efficient way of delivering municipal services such as water and wastewater. The proposed development is adjacent to existing services and infrastructure. New infrastructure will not need to be built and encouraging multiunit development is a more efficient way of using municipal taxes and resources. The Infrastructure Department has commented, these parcels can be serviced without the need of significant investment from the Town and fit within current master servicing studies.

In Development Service's opinion, the land uses which are proposed adjacent to existing communities represent appropriate transitions and appropriate adjacent development. We also believe the land use for the site is organized in a way which modern planning practices would support, with higher densities (apartments) and commercial being central within the development and lower densities (townhomes, duplexes) being adjacent to existing communities and surrounding the development. The use and density of land is appropriate in our opinion, and the applications are in line with the planning departments goals, policies, and plans.

The applications promote many planning best practices (mixed use, commercial development). There is a mixture of residential and commercial development proposed in the applications. Residential development is discussed above, and the commercial components of the site are proposed as being C1 Neighbourhood Commercial. C1 is a flexible land use district and can include development such as childcare, health services, restaurants, personal service stores, retail stores, convenience stores, professional offices and more. Some of the discretionary uses include indoor recreational facilities, liquor stores, pet care, and veterinary services. A full list of permitted and discretionary uses and each of the definitions can be found in [Strathmore's Land Use Bylaw 14-11](#).

Encouraging neighbourhood commercial uses near residential areas where appropriate can create great communities. Being able to access commercial services and businesses close to where you live is a convenience many people are looking for. Being able to walk, ride a bicycle, or drive a short distance to access services can improve quality of life in a community. Also very important are commercial nodes located within or near residential neighbourhoods.

Encouraging a mix of commercial and residential development helps diversify the tax base. The mixture and incorporation of new commercial development helps the community be a place to work and live in and it distributes the municipal tax requirement among different sectors. A diversified tax base is important for the health and financial stability of the community and is one of the planning department's strategic goals. Strathmore's MDP includes a municipal-wide tax revenue ratio target of 70% residential sources and 30% non-

residential sources. The applications submitted include both residential and commercial components and will help contribute to the goal. Without a strong commercial and industrial sector, Strathmore would be a very different community. Some of our newer communities have no new commercial or industrial components proposed and it's important to continuously monitor Strathmore's municipal tax fabric and have informed and targeted economic development occur.

The lands are centrally located and are near existing amenities and community services and buildings.

The application proposes development adjacent to Brent Boulevard which includes existing amenities such as schools, rinks, the civic center, the hospital, and more. The development encourages use of these existing amenities and it will help the Town with strategic and efficient community service delivery.

Land is included for municipal reserve, and the lands are proposed to have connections to Brent Boulevard and Highway #817 (Wheatland Trail).

The subdivision design is not yet final and no decisions have been made, but the applications appear to support multiple modes of transportation, including driving, biking, and walking. Pathways and other connections are typically explored and reviewed during administration's review of future subdivision and development permit applications. During the subdivision stage, the Town is entitled, through the *Municipal Government Act*, to acquire 10% of all developable land for public use, such as pathways and open space. There is a deferred reserve caveat on the certificate of title, and the Town will inherit these municipal reserve lands at the subdivision stage, if the MDP and LUB amendments are supported.

Development is occurring on lands located somewhat northerly-centrally in Strathmore and which are currently under-utilized.

Efficient land use is described above. No new infrastructure is needed and land is not located on the outskirts of the community, nor in a location where services and infrastructure would need to be dramatically extended. Adjacent development exists and is comprised of residential, institutional, and commercial uses. The applications and all studies and information received by administration to date indicate the lands are appropriate for development. The developer will need to meet all regulations and requirements from all levels of government in Canada. Some of the regulations and requirements are not under Strathmore's jurisdiction, including access to a highway. Wildlife and Water Act approval will be required from the Government of Alberta.

The proposed development is modern and will provide modern housing and room for commercial space.

The planning department has not received an application for a potential mixed-use community node like this in some time. We believe the applications to represent a positive step for Strathmore and for any future residents who chose to live in the new community, if supported.

The proposed development may result in new residents and new businesses coming to town, it represents significant investment.

The Town is growing and planning staff believe Strathmore to be a welcoming community which is economically viable.

The development services department will collect all fees, levies, and other charges in the fees bylaw throughout the process.

### **KEY ISSUE(S)/CONCEPT(S):**

The developer has submitted concurrent applications to amend the MDP and the LUB in Strathmore. Bylaw 25-25 proposes to amend the MDP, while Bylaw 25-26 proposes to amend the LUB.

- The MDP amendment proposes to change the MDP's Land Use Concept Figure (Figure 2) to label the lands as "residential" and "commercial". Currently, the lands are shown as "open space". The [existing MDP can be found here on the Town's website](#).
- The LUB amendment proposed to change the LUB's Land Use Map (Schedule A) to designate the lands R2X, R3, and C1. Currently, the lands are designated P1 (north parcel) and UR (south parcel). The [existing LUB can be found here on the Town's website](#).

If supported, administration would be able to accept applications for subdivisions and development permits, which represent some of the next steps of development. The proposed residential development for the land includes duplexes, townhomes, and apartments. C1 is a flexible neighbourhood commercial land use district and can include childcare, health services, restaurants, personal service stores, retail stores, convenience stores, professional offices and more. Some of the discretionary uses include indoor recreational facilities, liquor stores, pet care, and veterinary services. A full list of permitted and discretionary uses and each of the definitions can be found in Strathmore LUB, linked above.

### **DESIRED OUTCOMES:**

That Council take into consideration all information received at the Public Hearing on April 1, 2026 regarding Bylaw No. 25-25 being a bylaw to amend the Town's Municipal Development Plan Bylaw No. 14-03.

### **COMMUNICATIONS:**

Staff has advertised the public hearing by including written notices in the Strathmore Times (March 11, 2026 and March 18, 2026), on the Town's social media accounts, as well as publishing the notice on the Town's website. Notice of the public hearing was mailed to adjacent landowners. At the time of writing this report, staff have not received any letters, emails or phone calls with respect to the proposed bylaw.

### **ALTERNATIVE ACTIONS/MOTIONS:**

**ATTACHMENTS:**

[Attachment I 60-80 Wheatland Trail - Key Plan 1](#)

[Attachment II 60-80 Wheatland Trail - Key Plan 2](#)

[Attachment III MDPA Bylaw No. 25-25 \(60-80 Wheatland Trail Green Maple Enterprise Inc\) Strathmore Times March 11 and 18 2026 Advertisements](#)

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Chuck Procter, Manager of Development Services

Approved  
- 26 Mar  
2026

Jamie Dugdale, Director of Infrastructure, Operations, and Development Services

Approved  
- 26 Mar  
2026

Mark Pretzlaff, Director of Community and Protective Services

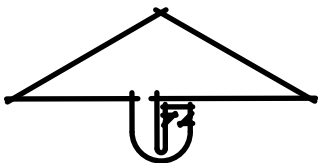
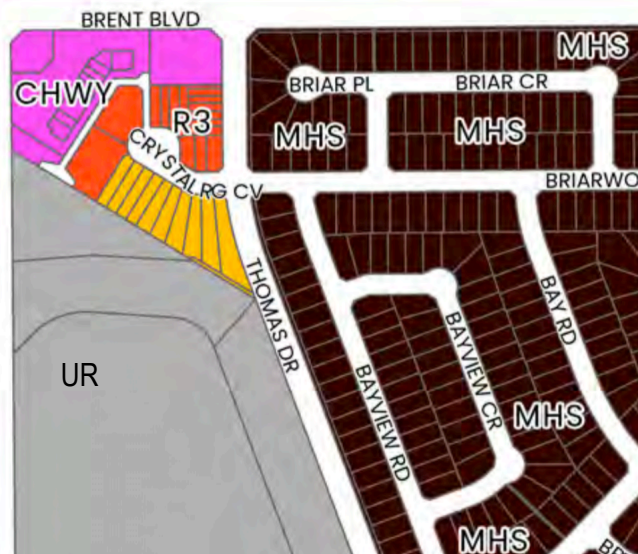
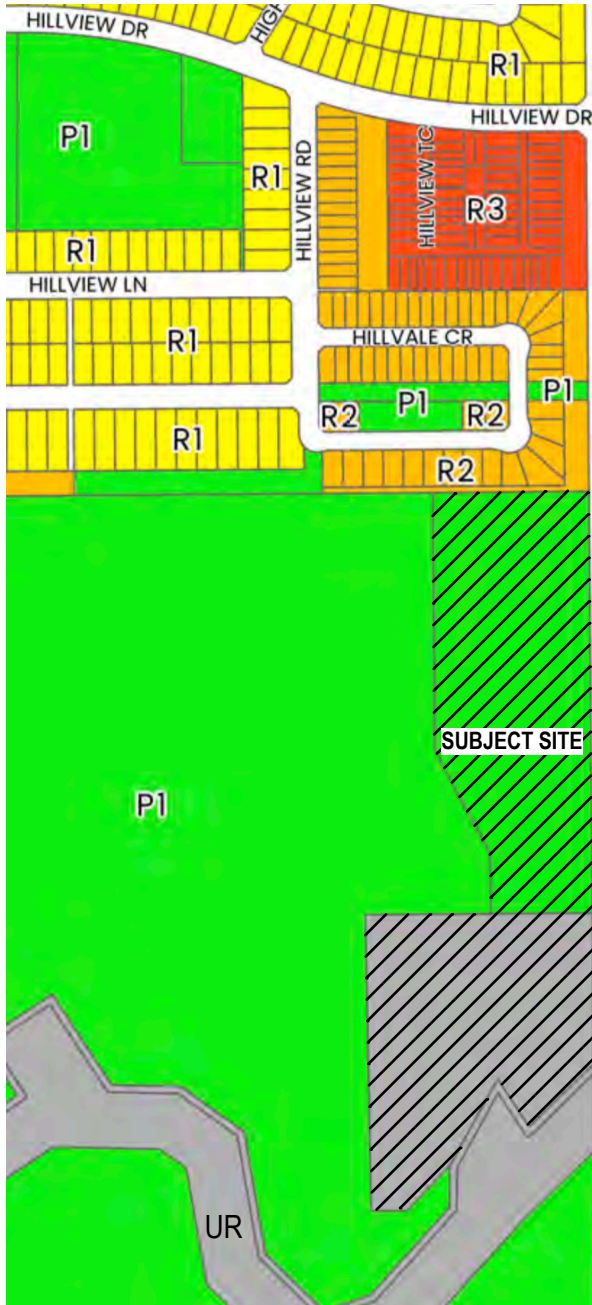
Approved  
- 26 Mar  
2026

### Municipal Map with Proposed Site





Rick Balbi Architect Ltd.  
 5917 1<sup>st</sup> A<sup>ve</sup> Street SW  
 Calgary, Alberta, T2H 0G4  
 403 253 2853, 403 253 3078 Fax



**KEY PLAN**  
 NO SCALE

# GREEN MAPLE ESTATES

STRATHMORE, AB

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**BYLAW NO. 25-25  
TOWN OF STRATHMORE  
IN THE PROVINCE OF ALBERTA****BEING A BYLAW OF THE TOWN OF STRATHMORE FOR THE PURPOSE OF AMENDING THE  
TOWN'S MUNICIPAL DEVELOPMENT PLAN.**

**WHEREAS** it is desirable to amend Bylaw No. 14-03, as amended, being the Town of Strathmore Municipal Development Plan;

**AND WHEREAS** pursuant to Section 632(3) of the *Municipal Government Act*, R.S.A. 2000, c. M-26 and amendments thereto, a Municipal Development Plan must address the future land use within the municipality.

**AND WHEREAS** Council has held a public hearing prior to second reading of this bylaw pursuant to Section 692(1) of the *Municipal Government Act*, R.S.A. 2000, c. M-26 and amendments thereto;

**NOW THEREFORE BE IT RESOLVED THAT** the Municipal Council of the Town of Strathmore, in the Province of Alberta, duly assembled **HEREBY ENACTS AS FOLLOWS:**

**1. SHORT TITLE**

1.1 This Bylaw may be cited as the "Municipal Development Plan Amendment No. 2".;

**2. AMENDMENT**

2.1 THAT the Town of Strathmore Municipal Development Plan attached and forming part of Bylaw No. 14-03, is hereby amended as follows:

a) By deleting Figure 2 Land Use Concept and adding Figure 2 Land Use Concept as shown below in Schedule "A" to this Bylaw.;

**3. EFFECTIVE DATE**

3.1 This Bylaw shall come into force and effect upon receiving third and final reading and having been signed accordingly.

**READ A FIRST TIME** this \_\_\_\_ day of \_\_\_\_\_, 2026

**PUBLIC HEARING HELD** this \_\_\_\_ day of \_\_\_\_\_, 2026

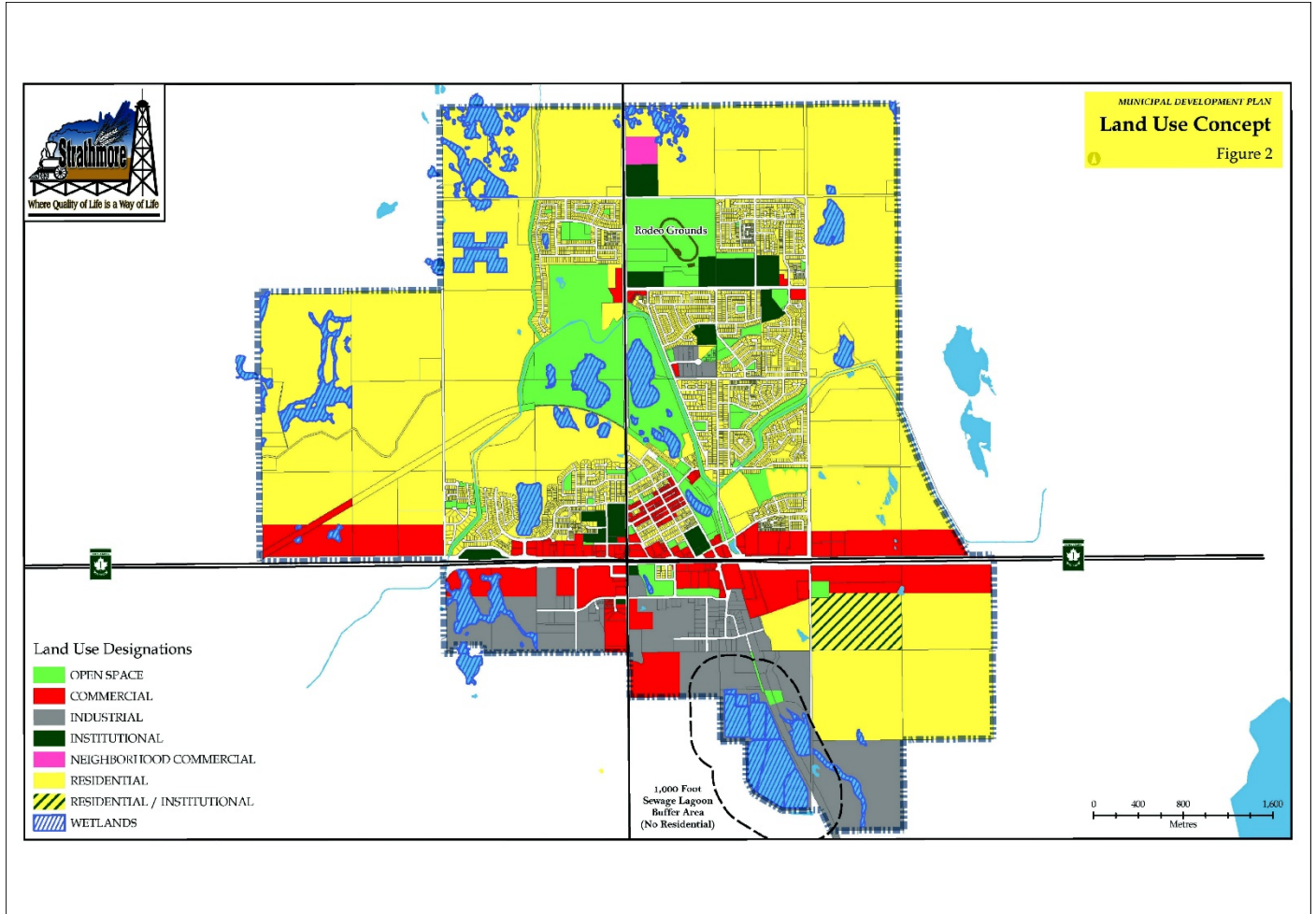
**READ A SECOND TIME** this \_\_\_\_ day of \_\_\_\_\_, 2026

**READ A THIRD AND FINAL TIME** this \_\_\_\_ day of \_\_\_\_\_, 2026

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MAYOR

Schedule "A"



# County to indicate support for Alberta research facility

JOHN WATSON  
Local Journalism Initiative Reporter

Wheatland County council is supporting a letter to the federal government from Lacombe County protesting the closure of the Lacombe Research and Development Centre.

Correspondence to Wheatland County, dated Feb. 24, indicated Lacombe County intends to rally support from municipal districts and counties across Alberta aiming to reverse the decision to close the facility.

“I do certainly see the value in research and development in agriculture, and I think if this were in our municipality, we would be looking for support from our other municipalities,” said Coun. Shannon Laprise.

“You can close research centers in various places, but we do not have many research stations in Alberta dealing with the climates that we have got and the agriculture that we need,” added Coun. Keith Clayton.

The closure of the facility is reported to represent the loss of more than 100 jobs in a small labour market, as well as the loss of student placements and early career opportunities essential to Canada’s agri-food workforce.

Additionally, concerns have been raised regarding the damage to agricultural research and scientific trials which cannot be replicated elsewhere without the loss of data and local infrastructure value.

“I can’t see losing that or editing that and trying to integrate it into wherever else they are planning on moving it. It is a very important place; there has been so

much in the feed barleys and feed oats that come out of there for feed,” said Coun. Glenn Koester.

“Molting is a different side, but feed for our livestock sector is very competitive and most of it for silage ... a lot of those studies, really come from the Lacombe center. I know by far, the barley feeds, the feed for our livestock, is highly dependent on them and to lose it would (set us) back by 50 years. That is our edge in the market.”

The Lacombe Research and Development Centre has been in operation for 119 years, currently described as being a cornerstone of Canadian agricultural innovation and public interest research.

Research through the facility includes integrated crop protection, climate-smart agriculture, livestock and crop genetics, production efficiency, and is Canada’s only federally operated meat sciences program.

“I can support the idea of the letter, but I think that the government has already made their decision and it is not going to change anything,” said Coun. Rick Laurson.

Agriculture and Agri-food Canada have indicated the closure of seven research sites across Canada as part of budget savings identified by the federal government which come amid efforts to reduce the size of the public service.

Despite the closures, the process of which could take up to 12 months. A total of 17 research centres – at least one in each province, will remain in operation.

Olds College has expressed interest in taking up several of the projects which had been underway at the Lacombe facility.



## Great performance

The Strathmore United Church played host to the Arts on 817 Concert Series on March 7. The church was full of lively music as the École Brentwood choir performed as the opening act before headliner A cappella group ONCUE took the stage for the evening main set.

Melissa Piche Photos



## Notice of Public Hearing.

April 1, 2026 at 7 p.m.

### Municipal Development Plan Amending Bylaw No. 25-25 (Amendment No. 2, 60-80)

Please be advised that the Town of Strathmore has received a Municipal Development Plan Amendment application on those lands described as 40 and 60 Wheatland Trail, also referred to as 60 and 80 Wheatland Trail. The legal addresses for the proposed applications are Block 2, Plan 9012129 for the parcel currently containing a residential home, and Lot 1, Block 1, Plan 1910233 for the parcel adjacent to the golf course.

The applications propose a mix of residential and commercial land uses, including R3 High Density Residential District, R2X Medium Density Attached Housing District, and C1 Neighbourhood Commercial District. The applications would allow for future subdivision and development permit applications to be accepted by administration for a variety of housing and non-residential options including apartments, townhomes, duplexes, multi-unit, retail stores, restaurants, professional services, health services, and more.

### Public Hearing Process

A copy of the proposed Bylaw may be inspected by the public during regular office hours, 8:30 a.m. to 4:30 p.m., Monday to Friday at the Town Office (1 Parklane Drive, Strathmore, AB), or can be found on the Town website, [Strathmore.ca/PublicHearings](http://Strathmore.ca/PublicHearings) Please contact the Town Office if you would like an opportunity to review and provide input on the proposed amendments prior to the Public Hearing.

The Public Hearing will be held via ZOOM AND in Council Chambers, Strathmore Municipal Building, 1 Parklane Drive, Strathmore Alberta on **Wednesday, April 1, 2026**, commencing at 7:00 p.m. with procedures in accordance with the *Municipal Government Act*, Section 199 and the Town of Strathmore Council Procedural Bylaw No. 23-17 and amendments thereto. Any person or group of persons, or person acting on someone’s behalf, who claims to be affected by any of the proposed bylaw may present suggestions or concerns by making a submission to the public hearing. Please contact Legislative Services at [LSAdmin@strathmore.ca](mailto:LSAdmin@strathmore.ca) by **12:00 noon on Wednesday, March 25, 2026**, in order to register to present.

Written submissions to the Public Hearing or the name of any person wishing to make an oral presentation at the Public Hearing must be received by the Planning and Development Department prior to 12:00 noon on Wednesday, March 25, 2026, as outlined in Bylaw No. 23-17 and amendments thereto. If your written submission is not received by this time, please provide fifteen (15) copies for distribution at the Public Hearing. Each person wishing to address Council at the Public Hearing shall complete their verbal presentation within five minutes.

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**Please contact Legislative Services at (403) 934 3133 prior to attending a Public Hearing** to determine the order of Bylaw presentations in the Council Agenda to ensure efficient use of your time.

## Notice of Public Hearing.

April 1, 2026 at 7:05 p.m.

### Land Use Bylaw Amending Bylaw No. 25-26 (60-80 Wheatland Trail)

Please be advised that the Town of Strathmore has received a Land Use Bylaw Amendment application on those lands described as 40 and 60 Wheatland Trail, also referred to as 60 and 80 Wheatland Trail. The legal addresses for the proposed applications are Block 2, Plan 9012129 for the parcel currently containing a residential home, and Lot 1, Block 1, Plan 1910233 for the parcel adjacent to the golf course.

The applications propose a mix of residential and commercial land uses, including R3 High Density Residential District, R2X Medium Density Attached Housing District, and C1 Neighbourhood Commercial District. The applications would allow for future subdivision and development permit applications to be accepted by administration for a variety of housing and non-residential options including apartments, townhomes, duplexes, multi-unit, retail stores, restaurants, professional services, health services, and more.

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**Upcoming Council Meetings**

**March 18, 2026 | 6 p.m.**

**April 1, 2026 | 6 p.m.**

**April 8, 2026 | 6 p.m.**

Regular Meeting of Council

Regular Meeting of Council

Committee of the Whole

**Come Say Hi**

Hearing from the community is really important to us, so you're welcome at any Council or Committee of the Whole meeting. You do not need to call ahead or register to observe Strathmore Council in action. There is ample public seating and additional standing room if needed. You can also watch livestreamed meetings online as they happen, or catch up later on YouTube.

Notices coming out in February.

**Property assessment notices.**

On February 18, 2026, more than 6,400 annual property assessment notices were mailed out, signaling the start of the 2025 Customer Inquiry Period, which wraps up in April.

The Customer Inquiry Period is an important time for property owners to check, compare, and review their assessment for accuracy, fairness, and equity.

When you receive your notice, there's a few things you should do.

- Review the details on your assessment notice.
- Check what makes up your property's assessment value and compare it with similar properties in your neighbourhood using our property search function, found at [Strathmore.ca/Assessment](http://Strathmore.ca/Assessment)
- Contact the Town's assessor, Wildrose Assessment Services, for one-on-one support by calling 403-343-3357. Their property assessment experts can answer most assessment related questions with no formal complaint fees required. To help address concerns, please have your latest assessment notice in front of you with the account number and validation group information ready.
- If you disagree with your property's assessment, you can file a formal appeal with the Assessment Review Board by the deadline stated on your latest property assessment notice. You can find information on this process at [Strathmore.ca/Assessment](http://Strathmore.ca/Assessment)

**Notice of Public Hearing.**

**April 1, 2026 at 7 p.m.**

**Municipal Development Plan Amending Bylaw No. 25-25 (Amendment No. 2, 60-80)**

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**Notice of Public Hearing.**

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**Please save water.**

It really makes a difference.

**Stage 4 Water Restrictions.**

The City of Calgary has enacted Stage 4 Water Restrictions due to a water main break and have asked surrounding communities to do so as well. Effective March 9, 2026, the Town of Strathmore has also implemented Stage 4 Water Restrictions. These restrictions mean:

- No outdoor water use (e.g., flooding outdoor ice surfaces)
- Indoor facilities such as pools, rinks, and recreation facilities will remain open

Please consider taking the following steps to reduce water consumption:

- Limit showers to under 3 minutes
- Flush toilets only when necessary
- Run dishwashers and laundry only when full

As we navigate Stage 4 Water Restrictions, our water system operator, EPCOR, is proactively topping our reservoirs to ensure we have adequate water reserves to support essential services and maintain system stability. While EPCOR manages operations behind the scenes, our community's continued efforts to conserve water remain critical. Reduced demand helps keep reservoir levels strong and supports system reliability until Calgary's system is fully restored.

For more information on Stage 4 Water Restrictions, please visit: [Strathmore.ca/WaterRestrictions](http://Strathmore.ca/WaterRestrictions)



# Request for Decision

To: Council

**Staff Contact:** Kevin Scoble, Chief Administrative Officer

**Date Prepared:** March 25, 2026

**Meeting Date:** April 1, 2026

**SUBJECT:** Land Use Bylaw Amending Bylaw No. 25-26 (60-80 Wheatland Trail) Public Hearing

**RECOMMENDATION:** THAT Council proceed with a Public Hearing for Bylaw No. 25-26 on April 1, 2026, in accordance with Section 692(1) of the *Municipal Government Act, RSA 2000, cM-26*;

AND THAT Council take into consideration all information received at the Public Hearing on April 1, 2026 regarding Bylaw No. 25-26 being a bylaw to amend the Town's Land Use Bylaw No. 14-11.

## STRATEGIC PRIORITIES:



Affordable Living



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

## **HOW THE STRATEGIC PRIORITIES ARE MET:**

The proposed, concurrent amendments to the Town's Municipal Development Plan (MDP) and Land Use Bylaw (LUB) contribute towards some of Strathmore's strategic priorities.

The applications propose residential and non-residential development in a central location in town, located at 60-80 Wheatland Trail, which is adjacent to Crystal Ridge and Hillview. The proposal includes a variety of housing options, including duplexes, townhomes, and apartments. A mixture of housing choices to cater to different lifestyles and incomes is critical for healthy communities. The applications also propose neighbourhood commercial development which contributes to diversifying the municipal tax base, expanding business and employment opportunities in Town, and offering services for residents. The C1 Neighbourhood Commercial District is a flexible land use district and can include uses such as childcare,

health services, restaurants, personal service stores, retail stores, convenience stores, professional offices, and more. There are also discretionary uses listed in the LUB.

The amendments would also contribute positively to the Economic Development strategic priority area by encouraging the promotion of non-residential and mixed use development that not only achieves a favorable tax assessment split, but also generates employment and investment opportunities in Strathmore.

## **SUSTAINABILITY**

### **ECONOMIC SUSTAINABILITY:**

Promoting growth within the Town's non-residential tax assessment base will provide for a more robust local economy that features a broader range of job opportunities for employment and investment in the local community. Non-residential tax assessment base growth also provides more value to residential taxpayers without transferring tax burden to existing businesses.

Promoting higher density residential development within the Town in a central location is a more efficient way of using municipal resources such as infrastructure, public amenities, and institutions.

### **SOCIAL SUSTAINABILITY:**

The applications propose multiple housing forms and neighbourhood commercial businesses. A mix of housing forms contributes to a healthy community by offering housing for different lifestyles and incomes. Neighbourhood commercial expands business and employment opportunities in Town, broadens non-residential tax sources, and provides locations for businesses to offer services to residents.

## **IMPLICATIONS OF RECOMMENDATION:**

### **GENERAL:**

The proposed MDP and LUB amendments will allow administration to receive applications for subdivisions and development permits on the lands, which represent some of the next steps of development. Different types of housing and neighbourhood commercial development is proposed. There are many policies in Strathmore's MDP which supports the proposed applications. There are also many planning best practices which support the proposed applications and a detailed review is included below in the "Background" section of the report.

### **ORGANIZATIONAL:**

Staff will invest the time necessary in preparing further reports and actively engaging with the public as appropriate.

If the amendments are supported by Council, staff will be able to accept future applications for subdivisions, development permits, building permits, and more.

### **FINANCIAL:**

Promoting growth within the Town's non-residential tax assessment base will contribute positively toward and act to support the financial sustainability of municipal operations, while at the same time resulting in a reduced reliance on the residential tax assessment base.

Promoting residential growth at higher densities within the Town is a more efficient way at providing municipal services to residents.

### **POLICY:**

With respect to the [Municipal Government Act, R.S.A. 2000, Chapter M-26](#) (MGA), Section 640(1) requires municipalities to pass a land use bylaw, which must divide the municipality into districts of the number and area the council considers appropriate.

With respect to Bylaw 25-26 that proposes to amend the Town's LUB, Section 692(1)(f) of the MGA requires that a public hearing be held prior to the second reading of any bylaw that would amend a statutory plan - in this case the Town's LUB.

### **IMPLEMENTATION:**

Staff will advertise the public hearing in accordance with Section 606 of the MGA.

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### **BACKGROUND:**

Concurrent applications to amend Municipal Development Plan #14-03 (MDP) and Land Use Bylaw #14-11 (LUB) were received by the Development Services department in October 2025, with the applications later being deemed complete on November 4, 2025 after the applicant submitted additional required information and payment. The proposed applications propose a mix of residential and commercial land uses, including R3 High Density Residential District, R2X Medium Density Attached Housing District, and C1 Neighbourhood Commercial District.

The lands are known as 40 and 60 Wheatland Trail, but have also been referred to as 60 and 80 Wheatland Trail. Municipal addressing will be modified accordingly through the development process. Both the MDP and LUB amendment applications have been made by Harpreet Singh Dhillon with Green Maple Enterprises Inc., the Strathmore Golf Course (north parcel) and Joanne E Turner and William E Turner, Executors for William E Turner (south parcel). The legal addresses for the proposed applications are Block 2, Plan 9012129 for the south parcel currently containing a residential home and Lot 1, Block 1, Plan 1910233 for the

north parcel adjacent to the golf course. Both properties are currently involved in a land sale with real estate agent, Chris Reid.

The applications would allow for future subdivision and development permit applications to be accepted by administration for apartments, townhomes, duplexes, multi-unit, retail stores, restaurants, professional services, health services, and more.

The subject lands are near the communities of Hillview and Crystal Ridge and are adjacent to the Strathmore Golf Course. Currently both parcels of the subject lands are shown as "Open Space" in the Town's MDP. The applicant has submitted concurrent MDP and LUB amendment applications for Council's consideration. The MDP amendment proposes to label the lands as "Residential" and "Commercial" enabling a LUB amendment to come to Council for decision. The LUB amendment proposes a mixture of residential and commercial land uses, including R3, R2X, and C1.

Regarding the LUB, the lands are currently designated UR Urban Reserve (the southern parcel, Block 2, Plan 9012129) and P1 Public Service District (the northern parcel Lot 1, Block 1, Plan 1910233). The southern parcel has existed as a residential property and can be described as an acreage. The northern parcel was part of the golf course and was subdivided in 2019. Staff believe urban reserve, in this context, is an outdated municipal land use designation, which is similar to AG Agriculture General District land, land which is intended as a holding zone and which is intended to change in the future as the community develops. A municipal land use designation of urban reserve in Strathmore does not have any similarities or connections to the provincially designated municipal, environmental, or school reserves. FUD Future Urban Development is a more modern land use district used in communities instead of the outdated UR Urban Reserve district.

The applications to amend the MDP and the LUB were circulated in December 2025 to both internal departments and to external agencies and utilities. We have received comments from the circulation, although there are no comments that raise immediate concerns. Some utilities have requested more information from the developer if the project progresses, which, in our opinion, is a standard response. Discussions with Alberta Transportation and Economic Corridors (ATEC) regarding site access are on-going and there is discussion occurring between ATEC, the Town, and the developer. The developer has been in contact with the Government of Alberta to discuss the Water Act and other environmental and wildlife regulations. There was an open house for the proposed project on July 30, 2025 which was advertised in the newspaper. For the MDP and LUB to be amended, public hearings for each proposed amendment must be held. The *Municipal Government Act* requires an advertisement in the local newspaper for two consecutive weeks and for adjacent landowners to be mailed notice of a public hearing. In addition to the legislated requirements, notice will be put on our website and social media.

The Development Services department reviews applications and provides a professional planning recommendation to Council. The department reviews existing planning policy in effect within the municipality. The department also considers modern planning practices and best planning practices when reviewing applications.

Development Services has been working to update the MDP. The applications are in line with the Planning department's recent updates which are under development, and will be brought before Council later in 2026. We anticipate future recommendations and updates to the MDP to be presented to Council by the planning department in the future and we do not see any conflicts in the applications being proposed today.

Strathmore's MDP is the highest-level planning document for the town. It is a guiding document which looks many years into the future. The following policies in the MDP #14-03 support the applications through the following policies:

### 2.1 Growth Management

- Policy 2.1.3. Applications shall ensure that an orderly progression and staging of land development occurs based on the availability of infrastructure and to ensure fiscal sustainability.
- Policy 2.1.6. The municipality shall seek to undertake reviews of potential redevelopment areas and intensification opportunities in established areas as opportunities and servicing allow.

### 2.2 Community and Neighbourhood Design

- Policy 2.2.8. Applications shall consider the integration of commercial uses within an Area Structure Plan to meet the needs of the neighbourhood residents. *(Note from the Planning Department: no Area Structure Plan is required for land parcels of this size, the parcels are smaller than the area described/required in our MDP.)*
- Policy 2.2.10. Each neighbourhood or community shall include a focal point where services may be available and socialization is encouraged. These services may include, but are not limited to, commercial areas, school site(s), community site(s), transit destinations or hubs, and parks or plazas or any combination of these noted uses.
- Policy 2.2.13. Mixed use developments shall be encouraged to serve the local needs of the community, generate vitality and encourage pedestrian movements.

### 2.3 Economic Development

- Policy 2.3.1. The Town of Strathmore shall work towards ensuring there is ample commercial and industrial developable land within the municipal boundary over the 30 year growth horizon.
- Policy 2.3.2. The Town shall encourage businesses that provide employment that would allow Strathmore residents to work and live in the Town without needing to commute.

### 3.2 Residential Development

- 3.2.1. The Town of Strathmore shall ensure that all new development shall provide a wide range of housing type to meet varying housing needs based on income and lifestyle.
- 3.2.5. The Town encourages multi-unit high density development to locate in proximity to shopping facilities, institutional uses, parks and open spaces and have good access to major roadways and future public transit service.
- 3.2.10. Mixed use developments with a residential and commercial component, that encourages a range of lifestyle and work options and promote pedestrian commuting,

shall be promoted within the Downtown and Brentwood Business Park and in neighbourhood commercial districts.

- 3.2.13. The municipality shall consider the inclusion of non-residential uses such as local commercial services, religious institutions or public services that serve the needs of the community for integration into residential areas and ensure appropriate integration, buffering and linking.

#### 3.4 Commercial Development

- 3.4.4. The Town shall seek to attract commercial developments to further substantiate Strathmore's place as a regional service center and provide employment and growth to the community.
- 3.4.5. The Town shall require developers of large residential communities to provide for a parcel for Neighbourhood Commercial use.

#### 4.2. Underground Utilities and Solid Waste

- 4.2.2. Developers shall be solely responsible for the cost and installation of services to proposed development. Over sizing of infrastructure shall require cost recovery policies for future development.

In addition to existing planning policy, Development Services have reviewed and analyzed the applications based on modern planning best practices. The planning department views the application as a positive step for Strathmore and we have included the reasons why we support the applications below:

#### The applications promote many planning best practices (residential development).

There are a mixture of housing forms proposed in the development, including duplexes, townhomes, and apartments. Modern planning best practices are clear; a mixture of housing choices to cater to different lifestyles and incomes is critical for healthy communities. Access to housing is one of the defining qualities used when indexing communities regarding quality of life.

Strathmore is made up of predominately low density, single detached residential homes and the planning department has been encouraging and recommending different types of housing where appropriate within the community. The provision of a wider range of housing options for people including families with lower income, students, seniors, and individuals with disabilities is a key issue for many municipalities in Alberta and for communities across Canada.

Referring to a planning report from February 4, 2025, the vacancy rate in Strathmore for primary rental market dwelling units is currently low at 1.8% according to the Canada Mortgage and Housing Corporation (CMHC) [CMHC's Housing Market Information Portal](#) as of October 2025. For reference purposes, healthy vacancy rates trend to be between 3-5% depending on the source. Land ownership type (i.e. the choice of an owner to rent a property or not) is not up to the Town of Strathmore, the planning department anticipates some properties will be owned and some will be rented within the site, but certainty is unknown. Also, it is not known if future multiunit development will be partnering with the CHMC to provide affordable housing, as defined by the CMHC.

Supporting and encouraging multiunit development, including townhomes and apartments, is a more efficient way of using land. Strathmore is located within the boundaries of the [South Saskatchewan Regional Plan](#), and the plan encourages promoting higher densities than current practice. Higher density development is a more efficient way of delivering municipal services such as water and wastewater. The proposed development is adjacent to existing services and infrastructure. New infrastructure will not need to be built and encouraging multiunit development is a more efficient way of using municipal taxes and resources. The Infrastructure Department has commented, these parcels can be serviced without the need of significant investment from the Town and fit within current master servicing studies.

In Development Service's opinion, the land uses which are proposed adjacent to existing communities represent appropriate transitions and appropriate adjacent development. We also believe the land use for the site is organized in a way which modern planning practices would support, with higher densities (apartments) and commercial being central within the development and lower densities (townhomes, duplexes) being adjacent to existing communities and surrounding the development. The use and density of land is appropriate in our opinion, and the applications are in line with the planning departments goals, policies, and plans.

The applications promote many planning best practices (mixed use, commercial development). There is a mixture of residential and commercial development proposed in the applications. Residential development is discussed above, and the commercial components of the site are proposed as being C1 Neighbourhood Commercial. C1 is a flexible land use district and can include development such as childcare, health services, restaurants, personal service stores, retail stores, convenience stores, professional offices and more. Some of the discretionary uses include indoor recreational facilities, liquor stores, pet care, and veterinary services. A full list of permitted and discretionary uses and each of the definitions can be found in [Strathmore's Land Use Bylaw 14-11](#).

Encouraging neighbourhood commercial uses near residential areas where appropriate can create great communities. Being able to access commercial services and businesses close to where you live is a convenience many people are looking for. Being able to walk, ride a bicycle, or drive a short distance to access services can improve quality of life in a community. Also very important are commercial nodes located within or near residential neighbourhoods.

Encouraging a mix of commercial and residential development helps diversify the tax base. The mixture and incorporation of new commercial development helps the community be a place to work and live in and it distributes the municipal tax requirement among different sectors. A diversified tax base is important for the health and financial stability of the community and is one of the planning department's strategic goals. Strathmore's MDP includes a municipal-wide tax revenue ratio target of 70% residential sources and 30% non-residential sources. The applications submitted include both residential and commercial components and will help contribute to the goal. Without a strong commercial and industrial sector, Strathmore would be a very different community. Some of our newer communities have no new commercial or industrial components proposed and it's important to continuously

monitor Strathmore's municipal tax fabric and have informed and targeted economic development occur.

The lands are centrally located and are near existing amenities and community services and buildings.

The application proposes development adjacent to Brent Boulevard which includes existing amenities such as schools, rinks, the civic center, the hospital, and more. The development encourages use of these existing amenities and it will help the Town with strategic and efficient community service delivery.

Land is included for municipal reserve, and the lands are proposed to have connections to Brent Boulevard and Highway #817 (Wheatland Trail).

The subdivision design is not yet final and no decisions have been made, but the applications appear to support multiple modes of transportation, including driving, biking, and walking. Pathways and other connections are typically explored and reviewed during administration's review of future subdivision and development permit applications. During the subdivision stage, the Town is entitled, through the *Municipal Government Act*, to acquire 10% of all developable land for public use, such as pathways and open space. There is a deferred reserve caveat on the certificate of title, and the Town will inherit these municipal reserve lands at the subdivision stage, if the MDP and LUB amendments are supported.

Development is occurring on lands located somewhat northerly-centrally in Strathmore and which are currently under-utilized.

Efficient land use is described above. No new infrastructure is needed and land is not located on the outskirts of the community, nor in a location where services and infrastructure would need to be dramatically extended. Adjacent development exists and is comprised of residential, institutional, and commercial uses. The applications and all studies and information received by administration to date indicate the lands are appropriate for development. The developer will need to meet all regulations and requirements from all levels of government in Canada. Some of the regulations and requirements are not under Strathmore's jurisdiction, including access to a highway. Wildlife and Water Act approval will be required from the Government of Alberta.

The proposed development is modern and will provide modern housing and room for commercial space.

The planning department has not received an application for a potential mixed-use community node like this in some time. We believe the applications to represent a positive step for Strathmore and for any future residents who chose to live in the new community, if supported.

The proposed development may result in new residents and new businesses coming to town, it represents significant investment.

The Town is growing and planning staff believe Strathmore to be a welcoming community which is economically viable.

The development services department will collect all fees, levies, and other charges in the fees bylaw throughout the process.

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### **KEY ISSUE(S)/CONCEPT(S):**

The developer has submitted concurrent applications to amend the MDP and the LUB in Strathmore. Bylaw 25-25 proposes to amend the MDP, while Bylaw 25-26 proposes to amend the LUB.

- The MDP amendment proposes to change the MDP's Land Use Concept Figure (Figure 2) to label the lands as "residential" and "commercial". Currently, the lands are shown as "open space". The [existing MDP can be found here on the Town's website](#).
- The LUB amendment proposed to change the LUB's Land Use Map (Schedule A) to designate the lands R2X, R3, and C1. Currently, the lands are designated P1 (north parcel) and UR (south parcel). The [existing LUB can be found here on the Town's website](#).

If supported, administration would be able to accept applications for subdivisions and development permits, which represent some of the next steps of development. The proposed residential development for the land includes duplexes, townhomes, and apartments. C1 is a flexible neighbourhood commercial land use district and can include childcare, health services, restaurants, personal service stores, retail stores, convenience stores, professional offices and more. Some of the discretionary uses include indoor recreational facilities, liquor stores, pet care, and veterinary services. A full list of permitted and discretionary uses and each of the definitions can be found in Strathmore LUB, linked above.

### **DESIRED OUTCOMES:**

That Council take into consideration all information received at the Public Hearing on April 1, 2026 regarding Bylaw No. 25-26 being a bylaw to amend the Town's Land Use Bylaw No. 14-11.

### **COMMUNICATIONS:**

Staff has advertised the public hearing by including written notices in the Strathmore Times (March 11, 2026 and March 18, 2026), on the Town's social media accounts, as well as publishing the notice on the Town's website. Notice of the public hearing was mailed to adjacent landowners. At the time of writing this report, staff have not received any letters, emails or phone calls with respect to the proposed bylaw.

### **ALTERNATIVE ACTIONS/MOTIONS:**

### **ATTACHMENTS:**

[Attachment I LUBA Bylaw No. 25-26 \(60-80 Wheatland Trail Green Maple Enterprise Inc\) Strathmore Times March 11 and 18 2026 Advertisements](#)

Chuck Procter, Manager of Development Services

Approved  
- 26 Mar  
2026

Jamie Dugdale, Director of Infrastructure, Operations, and Development Services

Approved  
- 26 Mar  
2026

Mark Pretzlaff, Director of Community and Protective Services

Approved  
- 26 Mar  
2026

**BYLAW NO. 25-26  
TOWN OF STRATHMORE  
IN THE PROVINCE OF ALBERTA**

**BEING A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA  
TO AMEND THE LAND USE BYLAW NO. 14-11.**

**WHEREAS** the *Municipal Government Act, being Chapter M-26, of the Revised Statutes of Alberta 2000* and amendments thereto provides authority for the Town to regulate such matters;

**AND WHEREAS** Council holds public hearings as required by Section 692 of the *Municipal Government Act, R.S.A. 2000, c.M-26* as amended;

**NOW THEREFORE BE IT RESOLVED THAT** the Municipal Council of the Town of Strathmore, in the Province of Alberta duly assembled **HEREBY ENACTS AS FOLLOWS:**

**1. SHORT TITLE**

1.1 This Bylaw may be cited as the "Land Use Bylaw Amending Bylaw No. 25-26"

**2. AMENDMENTS**

2.1 That Bylaw No. 14-11 Schedule A – Land Use District Map is amended by changing the land use designation of Block 2, Plan 9012129 and Lot 1, Block 1, Plan 1910233, from "UR" Urban Reserve and "P1" Public Service District to "R2X" Medium Density Attached Housing District, "C1" Neighbourhood Commercial District, "P1" Public Service District, and "R3" High Density Residential District as shown below in Schedule "A" to this Bylaw.

**3. EFFECTIVE DATE**

3.1 This Bylaw shall come into force and effect upon receiving third and final reading and being signed.

**READ A FIRST TIME** this \_\_\_\_\_ day of 2026

**PUBLIC HEARING HELD** this \_\_\_\_\_ day of \_\_\_\_\_, 2026

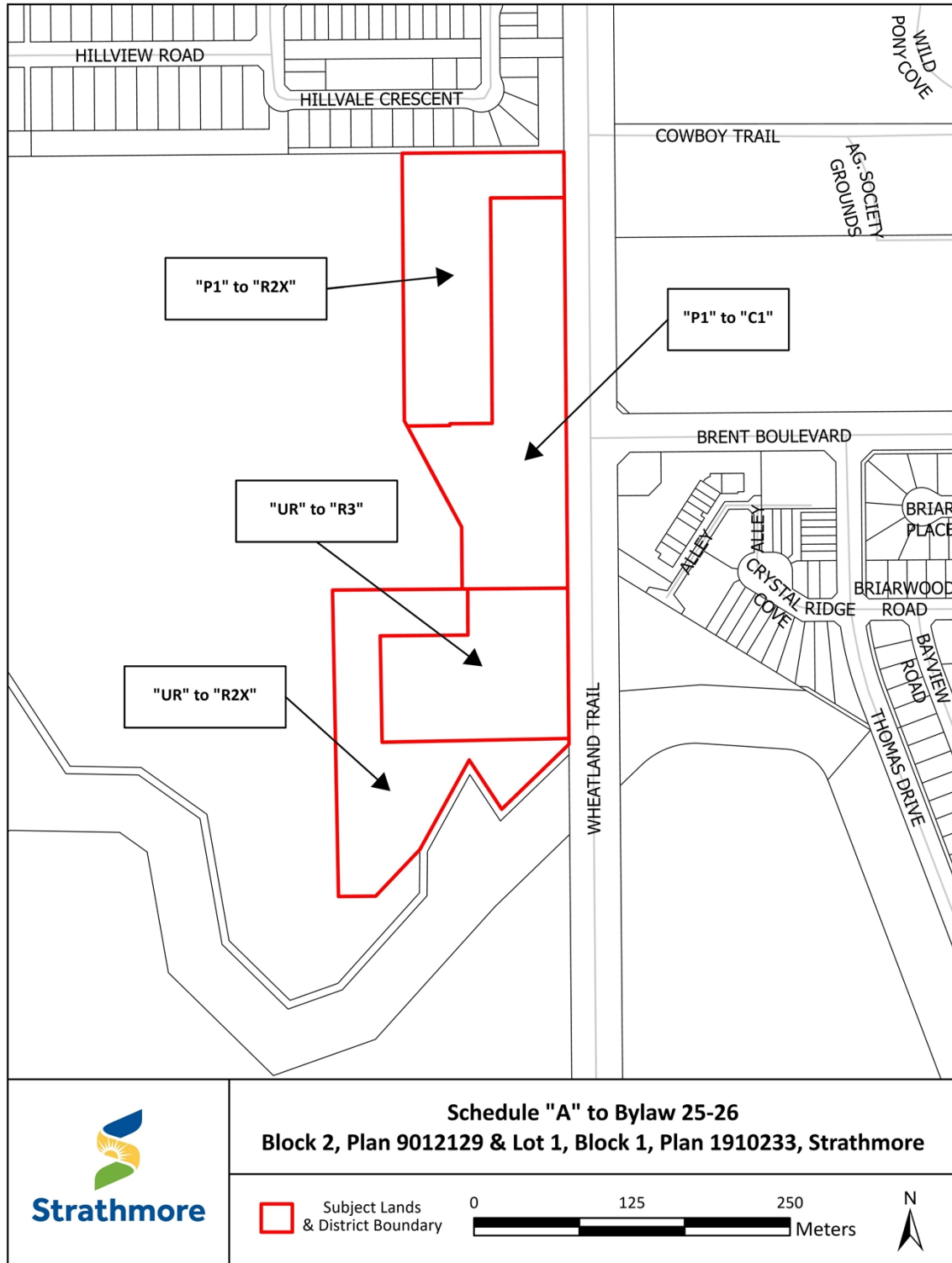
**READ A SECOND TIME** this \_\_\_\_\_ day of \_\_\_\_\_, 2026

**READ A THIRD AND FINAL TIME** this \_\_\_\_ day of \_\_\_\_\_, 2026

\_\_\_\_\_  
MAYOR

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

**Schedule "A"**



Spatial Reference: PCS NAD 1983 3TM 114

# County to indicate support for Alberta research facility

JOHN WATSON  
Local Journalism Initiative Reporter

Wheatland County council is supporting a letter to the federal government from Lacombe County protesting the closure of the Lacombe Research and Development Centre.

Correspondence to Wheatland County, dated Feb. 24, indicated Lacombe County intends to rally support from municipal districts and counties across Alberta aiming to reverse the decision to close the facility.

“I do certainly see the value in research and development in agriculture, and I think if this were in our municipality, we would be looking for support from our other municipalities,” said Coun. Shannon Laprise.

“You can close research centers in various places, but we do not have many research stations in Alberta dealing with the climates that we have got and the agriculture that we need,” added Coun. Keith Clayton.

The closure of the facility is reported to represent the loss of more than 100 jobs in a small labour market, as well as the loss of student placements and early career opportunities essential to Canada’s agri-food workforce.

Additionally, concerns have been raised regarding the damage to agricultural research and scientific trials which cannot be replicated elsewhere without the loss of data and local infrastructure value.

“I can’t see losing that or editing that and trying to integrate it into wherever else they are planning on moving it. It is a very important place; there has been so

much in the feed barleys and feed oats that come out of there for feed,” said Coun. Glenn Koester.

“Molting is a different side, but feed for our livestock sector is very competitive and most of it for silage ... a lot of those studies, really come from the Lacombe center. I know by far, the barley feeds, the feed for our livestock, is highly dependent on them and to lose it would (set us) back by 50 years. That is our edge in the market.”

The Lacombe Research and Development Centre has been in operation for 119 years, currently described as being a cornerstone of Canadian agricultural innovation and public interest research.

Research through the facility includes integrated crop protection, climate-smart agriculture, livestock and crop genetics, production efficiency, and is Canada’s only federally operated meat sciences program.

“I can support the idea of the letter, but I think that the government has already made their decision and it is not going to change anything,” said Coun. Rick Laurson.

Agriculture and Agri-food Canada have indicated the closure of seven research sites across Canada as part of budget savings identified by the federal government which come amid efforts to reduce the size of the public service.

Despite the closures, the process of which could take up to 12 months. A total of 17 research centres – at least one in each province, will remain in operation.

Olds College has expressed interest in taking up several of the projects which had been underway at the Lacombe facility.



## Great performance

The Strathmore United Church played host to the Arts on 817 Concert Series on March 7. The church was full of lively music as the École Brentwood choir performed as the opening act before headliner A cappella group ONCUE took the stage for the evening main set.

Melissa Piche Photos



## Notice of Public Hearing.

April 1, 2026 at 7 p.m.

### Municipal Development Plan Amending Bylaw No. 25-25 (Amendment No. 2, 60-80)

Please be advised that the Town of Strathmore has received a Municipal Development Plan Amendment application on those lands described as 40 and 60 Wheatland Trail, also referred to as 60 and 80 Wheatland Trail. The legal addresses for the proposed applications are Block 2, Plan 9012129 for the parcel currently containing a residential home, and Lot 1, Block 1, Plan 1910233 for the parcel adjacent to the golf course.

The applications propose a mix of residential and commercial land uses, including R3 High Density Residential District, R2X Medium Density Attached Housing District, and C1 Neighbourhood Commercial District. The applications would allow for future subdivision and development permit applications to be accepted by administration for a variety of housing and non-residential options including apartments, townhomes, duplexes, multi-unit, retail stores, restaurants, professional services, health services, and more.

### Public Hearing Process

A copy of the proposed Bylaw may be inspected by the public during regular office hours, 8:30 a.m. to 4:30 p.m., Monday to Friday at the Town Office (1 Parklane Drive, Strathmore, AB), or can be found on the Town website, [Strathmore.ca/PublicHearings](http://Strathmore.ca/PublicHearings) Please contact the Town Office if you would like an opportunity to review and provide input on the proposed amendments prior to the Public Hearing.

The Public Hearing will be held via ZOOM AND in Council Chambers, Strathmore Municipal Building, 1 Parklane Drive, Strathmore Alberta on **Wednesday, April 1, 2026**, commencing at 7:00 p.m. with procedures in accordance with the *Municipal Government Act*, Section 199 and the Town of Strathmore Council Procedural Bylaw No. 23-17 and amendments thereto. Any person or group of persons, or person acting on someone’s behalf, who claims to be affected by any of the proposed bylaw may present suggestions or concerns by making a submission to the public hearing. Please contact Legislative Services at [LSAdmin@strathmore.ca](mailto:LSAdmin@strathmore.ca) by **12:00 noon on Wednesday, March 25, 2026**, in order to register to present.

Written submissions to the Public Hearing or the name of any person wishing to make an oral presentation at the Public Hearing must be received by the Planning and Development Department prior to 12:00 noon on Wednesday, March 25, 2026, as outlined in Bylaw No. 23-17 and amendments thereto. If your written submission is not received by this time, please provide fifteen (15) copies for distribution at the Public Hearing. Each person wishing to address Council at the Public Hearing shall complete their verbal presentation within five minutes.

Please note that written submissions will become public documents once submitted to the Town, unless otherwise requested.

**Please contact Legislative Services at (403) 934 3133 prior to attending a Public Hearing** to determine the order of Bylaw presentations in the Council Agenda to ensure efficient use of your time.

## Notice of Public Hearing.

April 1, 2026 at 7:05 p.m.

### Land Use Bylaw Amending Bylaw No. 25-26 (60-80 Wheatland Trail)

Please be advised that the Town of Strathmore has received a Land Use Bylaw Amendment application on those lands described as 40 and 60 Wheatland Trail, also referred to as 60 and 80 Wheatland Trail. The legal addresses for the proposed applications are Block 2, Plan 9012129 for the parcel currently containing a residential home, and Lot 1, Block 1, Plan 1910233 for the parcel adjacent to the golf course.

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**Upcoming Council Meetings**

**March 18, 2026 | 6 p.m.**

**April 1, 2026 | 6 p.m.**

**April 8, 2026 | 6 p.m.**

Regular Meeting of Council  
 Regular Meeting of Council  
 Committee of the Whole

**Come Say Hi**

Hearing from the community is really important to us, so you're welcome at any Council or Committee of the Whole meeting. You do not need to call ahead or register to observe Strathmore Council in action. There is ample public seating and additional standing room if needed. You can also watch livestreamed meetings online as they happen, or catch up later on YouTube.

Notices coming out in February.

**Property assessment notices.**

On February 18, 2026, more than 6,400 annual property assessment notices were mailed out, signaling the start of the 2025 Customer Inquiry Period, which wraps up in April.

The Customer Inquiry Period is an important time for property owners to check, compare, and review their assessment for accuracy, fairness, and equity.

When you receive your notice, there's a few things you should do.

- Review the details on your assessment notice.
- Check what makes up your property's assessment value and compare it with similar properties in your neighbourhood using our property search function, found at [Strathmore.ca/Assessment](http://Strathmore.ca/Assessment)
- Contact the Town's assessor, Wildrose Assessment Services, for one-on-one support by calling 403-343-3357. Their property assessment experts can answer most assessment related questions with no formal complaint fees required. To help address concerns, please have your latest assessment notice in front of you with the account number and validation group information ready.
- If you disagree with your property's assessment, you can file a formal appeal with the Assessment Review Board by the deadline stated on your latest property assessment notice. You can find information on this process at [Strathmore.ca/Assessment](http://Strathmore.ca/Assessment)

**Notice of Public Hearing.**

**April 1, 2026 at 7 p.m.**

**Municipal Development Plan Amending Bylaw No. 25-25 (Amendment No. 2, 60-80)**

Please be advised that the Town of Strathmore has received a Municipal Development Plan Amendment application on those lands described as 40 and 60 Wheatland Trail, also referred to as 60 and 80 Wheatland Trail. The legal addresses for the proposed applications are Block 2, Plan 9012129 for the parcel currently containing a residential home, and Lot 1, Block 1, Plan 1910233 for the parcel adjacent to the golf course.

The applications propose a mix of residential and commercial land uses, including R3 High Density Residential District, R2X Medium Density Attached Housing District, and C1 Neighbourhood Commercial District. The applications would allow for future subdivision and development permit applications to be accepted by administration for a variety of housing and non-residential options including apartments, townhomes, duplexes, multi-unit, retail stores, restaurants, professional services, health services, and more.

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**Notice of Public Hearing.**

**April 1, 2026 at 7:05 p.m.**

**Land Use Bylaw Amending Bylaw No. 25-26 (60-80 Wheatland Trail)**

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The applications propose a mix of residential and commercial land uses, including R3 High Density Residential District, R2X Medium Density Attached Housing District, and C1 Neighbourhood Commercial District. The applications would allow for future subdivision and development permit applications to be accepted by administration for a variety of housing and non-residential options including apartments, townhomes, duplexes, multi-unit, retail stores, restaurants, professional services, health services, and more.

**Public Hearing Process**

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**Please save water.**

It really makes a difference.

**Stage 4 Water Restrictions.**

The City of Calgary has enacted Stage 4 Water Restrictions due to a water main break and have asked surrounding communities to do so as well. Effective March 9, 2026, the Town of Strathmore has also implemented Stage 4 Water Restrictions. These restrictions mean:

- No outdoor water use (e.g., flooding outdoor ice surfaces)
- Indoor facilities such as pools, rinks, and recreation facilities will remain open

Please consider taking the following steps to reduce water consumption:

- Limit showers to under 3 minutes
- Flush toilets only when necessary
- Run dishwashers and laundry only when full

As we navigate Stage 4 Water Restrictions, our water system operator, EPCOR, is proactively topping our reservoirs to ensure we have adequate water reserves to support essential services and maintain system stability. While EPCOR manages operations behind the scenes, our community's continued efforts to conserve water remain critical. Reduced demand helps keep reservoir levels strong and supports system reliability until Calgary's system is fully restored.

For more information on Stage 4 Water Restrictions, please visit: [Strathmore.ca/WaterRestrictions](http://Strathmore.ca/WaterRestrictions)



# Request for Decision

To: Council

Staff Contact: Kevin Scoble, Chief Administrative Officer

Date Prepared: March 31, 2026

Meeting Date: April 1, 2026

**SUBJECT:** **Municipal Development Plan Amending Bylaw No. 25-25 (Amendment No. 2, 60-80 Wheatland Trail) Proposed Second and Third Reading Report**

**RECOMMENDATION:** THAT Council give Second Reading to Bylaw No. 25-25, being a bylaw to amend the Town of Strathmore Municipal Development Plan;

THAT Council give Third Reading to Bylaw No. 25-25, being a bylaw to amend the Town of Strathmore Municipal Development Plan.

**STRATEGIC PRIORITIES:**



Affordable Living



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

**HOW THE STRATEGIC PRIORITIES ARE MET:**

The proposed, concurrent amendments to the Town's Municipal Development Plan (MDP) and Land Use Bylaw (LUB) contribute towards some of Strathmore's strategic priorities.

The applications propose residential and non-residential development in a central location in town, located at 60-80 Wheatland Trail, adjacent to Crystal Ridge and Hillview. The proposal includes a variety of housing options, including duplexes, townhomes, and apartments. A mixture of housing choices to cater to different lifestyles and incomes is critical for healthy communities. The applications also propose neighbourhood commercial development which contributes to diversifying the municipal tax base, expanding business and employment opportunities in Town, and offering services for residents. The C1 Neighbourhood Commercial District is a flexible land use district and can include uses such as childcare, health services,

restaurants, personal service stores, retail stores, convenience stores, professional offices, and more. There are also discretionary uses listed in the LUB.

The amendments would also contribute positively to the Economic Development strategic priority area by encouraging the promotion of non-residential and mixed use development that not only achieves a favorable tax assessment split, but also generates employment and investment opportunities in Strathmore.

## **SUSTAINABILITY**

### **ECONOMIC SUSTAINABILITY:**

Promoting growth within the Town's non-residential tax assessment base will provide for a more robust local economy that features a broader range of job opportunities for employment and investment in the local community. Non-residential tax assessment base growth also provides more value to residential taxpayers without transferring tax burden to existing businesses.

Promoting higher density residential development within the Town in a central location is a more efficient way of using municipal resources such as infrastructure, public amenities, and institutions.

### **SOCIAL SUSTAINABILITY:**

The applications propose multiple housing forms and neighbourhood commercial businesses. A mix of housing forms contributes to a healthy community by offering housing for different lifestyles and incomes. Neighbourhood commercial expands business and employment opportunities in Town, broadens non-residential tax sources, and provides locations for businesses to offer services to residents.

## **IMPLICATIONS OF RECOMMENDATION:**

### **GENERAL:**

The proposed MDP and LUB amendments will allow administration to receive applications for subdivisions and development permits on the lands, which represent some of the next steps of development. Different types of housing and neighbourhood commercial development is proposed. There are many policies in Strathmore's MDP which supports the proposed applications. There are also many planning best practices which support the proposed applications and a detailed review is included below in the "Background" section of the report.

### **ORGANIZATIONAL:**

Staff will invest the time necessary in preparing further reports and actively engaging with the public as appropriate.

If the amendments are supported by Council, staff will be able to accept future applications for subdivisions, development permits, building permits, and more.

### **FINANCIAL:**

Promoting growth within the Town's non-residential tax assessment base will contribute positively toward and act to support the financial sustainability of municipal operations, while at the same time resulting in a reduced reliance on the residential tax assessment base.

Promoting residential growth at higher densities within the Town is a more efficient way at providing municipal services to residents.

### **POLICY:**

With respect to the [Municipal Government Act, R.S.A. 2000, Chapter M-26](#) (MGA), Section 632(3) requires municipalities to address future land use within an MDP.

With respect to Bylaw 25-25 that proposes to amend the Town's MDP, Section 692(1)(f) of the MGA requires that a public hearing be held prior to the second reading of any bylaw that would amend a statutory plan - in this case the Town's MDP. Section 692(6) further allows for a bylaw to amend a statutory plan without public notice or holding a public hearing only where the amendment corrects clerical, grammatical, technical, or typographical errors and the amendment does not materially affect the bylaw in principle or substance. The proposed amendment to the MDP does not meet or satisfy any of the exclusions afforded to a Council as it relates to a public hearing under Section 692(6) of the MGA.

### **IMPLEMENTATION:**

The statutory Public Hearing for the proposed bylaw has been advertised in accordance with Section 606 of the MGA. The Public Hearing has also been advertised on the Town's social media accounts and website.

### **BACKGROUND:**

Concurrent applications to amend Municipal Development Plan #14-03 (MDP) and Land Use Bylaw #14-11 (LUB) were received by the Development Services department in October 2025, with the applications later being deemed complete on November 4, 2025 after the applicant submitted additional required information and payment. The proposed applications propose a mix of residential and commercial land uses, including R3 High Density Residential District, R2X Medium Density Attached Housing District, and C1 Neighbourhood Commercial District.

The lands are known as 40 and 60 Wheatland Trail, but have also been referred to as 60 and 80 Wheatland Trail. Municipal addressing will be modified accordingly through the development process. Both the MDP and LUB amendment applications have been made by

Harpreet Singh Dhillon with Green Maple Enterprises Inc., the Strathmore Golf Course (north parcel) and Joanne E Turner and William E Turner, Executors for William E Turner (south parcel). The legal addresses for the proposed applications are Block 2, Plan 9012129 for the south parcel currently containing a residential home and Lot 1, Block 1, Plan 1910233 for the north parcel adjacent to the golf course. Both properties are currently involved in a land sale with real estate agent, Chris Reid.

The applications would allow for future subdivision and development permit applications to be accepted by administration for apartments, townhomes, duplexes, multi-unit, retail stores, restaurants, professional services, health services, and more.

The subject lands are near the communities of Hillview and Crystal Ridge and are adjacent to the Strathmore Golf Course. Currently both parcels of the subject lands are shown as "Open Space" in the Town's MDP. The applicant has submitted concurrent MDP and LUB amendment applications for Council's consideration. The MDP amendment proposes to label the lands as "Residential" and "Commercial" enabling a LUB amendment to come to Council for decision. The LUB amendment proposes a mixture of residential and commercial land uses, including R3, R2X, and C1.

Regarding the LUB, the lands are currently designated UR Urban Reserve (the southern parcel, Block 2, Plan 9012129) and P1 Public Service District (the northern parcel Lot 1, Block 1, Plan 1910233). The southern parcel has existed as a residential property and can be described as an acreage. The northern parcel was part of the golf course and was subdivided in 2019. Staff believe urban reserve, in this context, is an outdated municipal land use designation, which is similar to AG Agriculture General District land, land which is intended as a holding zone and which is intended to change in the future as the community develops. A municipal land use designation of urban reserve in Strathmore does not have any similarities or connections to the provincially designated municipal, environmental, or school reserves. FUD Future Urban Development is a more modern land use district used in communities instead of the outdated UR Urban Reserve district.

The applications to amend the MDP and the LUB were circulated in December 2025 to both internal departments and to external agencies and utilities. We have received comments from the circulation, although there are no comments that raise immediate concerns. Some utilities have requested more information from the developer if the project progresses, which, in our opinion, is a standard response. Discussions with Alberta Transportation and Economic Corridors (ATEC) regarding site access are on-going and there is discussion occurring between ATEC, the Town, and the developer. The developer has been in contact with the Government of Alberta to discuss the Water Act and other environmental and wildlife regulations. There was an open house for the proposed project on July 30, 2025 which was advertised in the newspaper. For the MDP and LUB to be amended, public hearings for each proposed amendment must be held. The *Municipal Government Act* requires an advertisement in the local newspaper for two consecutive weeks and for adjacent landowners to be mailed notice of a public hearing. In addition to the legislated requirements, notice will be put on our website and social media.

The Development Services department reviews applications and provides a professional planning recommendation to Council. The department reviews existing planning policy in effect within the municipality. The department also considers modern planning practices and best planning practices when reviewing applications.

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Strathmore's MDP is the highest-level planning document for the town. It is a guiding document which looks many years into the future. The following policies in the MDP #14-03 support the applications through the following policies:

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- 3.2.5. The Town encourages multi-unit high density development to locate in proximity to shopping facilities, institutional uses, parks and open spaces and have good access to major roadways and future public transit service.
- 3.2.10. Mixed use developments with a residential and commercial component, that encourages a range of lifestyle and work options and promote pedestrian commuting, shall be promoted within the Downtown and Brentwood Business Park and in neighbourhood commercial districts.
- 3.2.13. The municipality shall consider the inclusion of non-residential uses such as local commercial services, religious institutions or public services that serve the needs of the community for integration into residential areas and ensure appropriate integration, buffering and linking.

#### 3.4 Commercial Development

- 3.4.4. The Town shall seek to attract commercial developments to further substantiate Strathmore's place as a regional service center and provide employment and growth to the community.
- 3.4.5. The Town shall require developers of large residential communities to provide for a parcel for Neighbourhood Commercial use.

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- 4.2.2. Developers shall be solely responsible for the cost and installation of services to proposed development. Over sizing of infrastructure shall require cost recovery policies for future development.

In addition to existing planning policy, Development Services have reviewed and analyzed the applications based on modern planning best practices. The planning department views the application as a positive step for Strathmore and we have included the reasons why we support the applications below:

#### The applications promote many planning best practices (residential development).

There are a mixture of housing forms proposed in the development, including duplexes, townhomes, and apartments. Modern planning best practices are clear; a mixture of housing choices to cater to different lifestyles and incomes is critical for healthy communities. Access to housing is one of the defining qualities used when indexing communities regarding quality of life.

Strathmore is made up of predominately low density, single detached residential homes and the planning department has been encouraging and recommending different types of housing where appropriate within the community. The provision of a wider range of housing options for people including families with lower income, students, seniors, and individuals with disabilities is a key issue for many municipalities in Alberta and for communities across Canada.

Referring to a planning report from February 4, 2025, the vacancy rate in Strathmore for primary rental market dwelling units is currently low at 1.8% according to the Canada Mortgage and Housing Corporation (CMHC) [CMHC's Housing Market Information Portal](#) as of October 2025. For reference purposes, healthy vacancy rates trend to be between 3-5% depending on the source. Land ownership type (i.e. the choice of an owner to rent a property or not) is not up

to the Town of Strathmore, the planning department anticipates some properties will be owned and some will be rented within the site, but certainty is unknown. Also, it is not known if future multiunit development will be partnering with the CHMC to provide affordable housing, as defined by the CMHC.

Supporting and encouraging multiunit development, including townhomes and apartments, is a more efficient way of using land. Strathmore is located within the boundaries of the [South Saskatchewan Regional Plan](#), and the plan encourages promoting higher densities than current practice. Higher density development is a more efficient way of delivering municipal services such as water and wastewater. The proposed development is adjacent to existing services and infrastructure. New infrastructure will not need to be built and encouraging multiunit development is a more efficient way of using municipal taxes and resources. The Infrastructure Department has commented, these parcels can be serviced without the need of significant investment from the Town and fit within current master servicing studies.

In Development Service's opinion, the land uses which are proposed adjacent to existing communities represent appropriate transitions and appropriate adjacent development. We also believe the land use for the site is organized in a way which modern planning practices would support, with higher densities (apartments) and commercial being central within the development and lower densities (townhomes, duplexes) being adjacent to existing communities and surrounding the development. The use and density of land is appropriate in our opinion, and the applications are in line with the planning departments goals, policies, and plans.

The applications promote many planning best practices (mixed use, commercial development). There is a mixture of residential and commercial development proposed in the applications. Residential development is discussed above, and the commercial components of the site are proposed as being C1 Neighbourhood Commercial. C1 is a flexible land use district and can include development such as childcare, health services, restaurants, personal service stores, retail stores, convenience stores, professional offices and more. Some of the discretionary uses include indoor recreational facilities, liquor stores, pet care, and veterinary services. A full list of permitted and discretionary uses and each of the definitions can be found in [Strathmore's Land Use Bylaw 14-11](#).

Encouraging neighbourhood commercial uses near residential areas where appropriate can create great communities. Being able to access commercial services and businesses close to where you live is a convenience many people are looking for. Being able to walk, ride a bicycle, or drive a short distance to access services can improve quality of life in a community. Also very important are commercial nodes located within or near residential neighbourhoods.

Encouraging a mix of commercial and residential development helps diversify the tax base. The mixture and incorporation of new commercial development helps the community be a place to work and live in and it distributes the municipal tax requirement among different sectors. A diversified tax base is important for the health and financial stability of the community and is one of the planning department's strategic goals. Strathmore's MDP includes a municipal-wide tax revenue ratio target of 70% residential sources and 30% non-

residential sources. The applications submitted include both residential and commercial components and will help contribute to the goal. Without a strong commercial and industrial sector, Strathmore would be a very different community. Some of our newer communities have no new commercial or industrial components proposed and it's important to continuously monitor Strathmore's municipal tax fabric and have informed and targeted economic development occur.

The lands are centrally located and are near existing amenities and community services and buildings.

The application proposes development adjacent to Brent Boulevard which includes existing amenities such as schools, rinks, the civic center, the hospital, and more. The development encourages use of these existing amenities and it will help the Town with strategic and efficient community service delivery.

Land is included for municipal reserve, and the lands are proposed to have connections to Brent Boulevard and Highway #817 (Wheatland Trail).

The subdivision design is not yet final and no decisions have been made, but the applications appear to support multiple modes of transportation, including driving, biking, and walking. Pathways and other connections are typically explored and reviewed during administration's review of future subdivision and development permit applications. During the subdivision stage, the Town is entitled, through the *Municipal Government Act*, to acquire 10% of all developable land for public use, such as pathways and open space. There is a deferred reserve caveat on the certificate of title, and the Town will inherit these municipal reserve lands at the subdivision stage, if the MDP and LUB amendments are supported.

Development is occurring on lands located somewhat northerly-centrally in Strathmore and which are currently under-utilized.

Efficient land use is described above. No new infrastructure is needed and land is not located on the outskirts of the community, nor in a location where services and infrastructure would need to be dramatically extended. Adjacent development exists and is comprised of residential, institutional, and commercial uses. The applications and all studies and information received by administration to date indicate the lands are appropriate for development. The developer will need to meet all regulations and requirements from all levels of government in Canada. Some of the regulations and requirements are not under Strathmore's jurisdiction, including access to a highway. Wildlife and Water Act approval will be required from the Government of Alberta.

The proposed development is modern and will provide modern housing and room for commercial space.

The planning department has not received an application for a potential mixed-use community node like this in some time. We believe the applications to represent a positive step for Strathmore and for any future residents who chose to live in the new community, if supported.

The proposed development may result in new residents and new businesses coming to town, it represents significant investment.

The Town is growing and planning staff believe Strathmore to be a welcoming community which is economically viable.

The development services department will collect all fees, levies, and other charges in the fees bylaw throughout the process.

### **KEY ISSUE(S)/CONCEPT(S):**

The developer has submitted concurrent applications to amend the MDP and the LUB in Strathmore. Bylaw 25-25 proposes to amend the MDP, while Bylaw 25-26 proposes to amend the LUB.

- The MDP amendment proposes to change the MDP's Land Use Concept Figure (Figure 2) to label the lands as "residential" and "commercial". Currently, the lands are shown as "open space". The [existing MDP can be found here on the Town's website](#).
- The LUB amendment proposed to change the LUB's Land Use Map (Schedule A) to designate the lands R2X, R3, and C1. Currently, the lands are designated P1 (north parcel) and UR (south parcel). The [existing LUB can be found here on the Town's website](#).

If supported, administration would be able to accept applications for subdivisions and development permits, which represent some of the next steps of development. The proposed residential development for the land includes duplexes, townhomes, and apartments. C1 is a flexible neighbourhood commercial land use district and can include childcare, health services, restaurants, personal service stores, retail stores, convenience stores, professional offices and more. Some of the discretionary uses include indoor recreational facilities, liquor stores, pet care, and veterinary services. A full list of permitted and discretionary uses and each of the definitions can be found in Strathmore LUB, linked above.

### **DESIRED OUTCOMES:**

Staff are supportive of Municipal Development Plan Amendment No.2 and recommend that Council proceed with a second reading and third reading of Bylaw No. 25-25.

### **COMMUNICATIONS:**

Staff has advertised the public hearing by including written notices in the Strathmore Times (March 11, 2026 and March 18, 2026), on the Town's social media accounts, as well as publishing the notice on the Town's website. Notice of the public hearing was mailed to adjacent landowners. At the time of writing this report, staff have not received any letters, emails or phone calls with respect to the proposed bylaw.

### **ALTERNATIVE ACTIONS/MOTIONS:**

**ATTACHMENTS:**

[Attachment I 60-80 Wheatland Trail - Key Plan 1](#)

[Attachment II 60-80 Wheatland Trail - Key Plan 2](#)

[Attachment III MDPA Bylaw No. 25-25 \(60-80 Wheatland Trail Green Maple Enterprise Inc\)](#)

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Chuck Procter, Manager of Development Services

Approved  
- 26 Mar  
2026

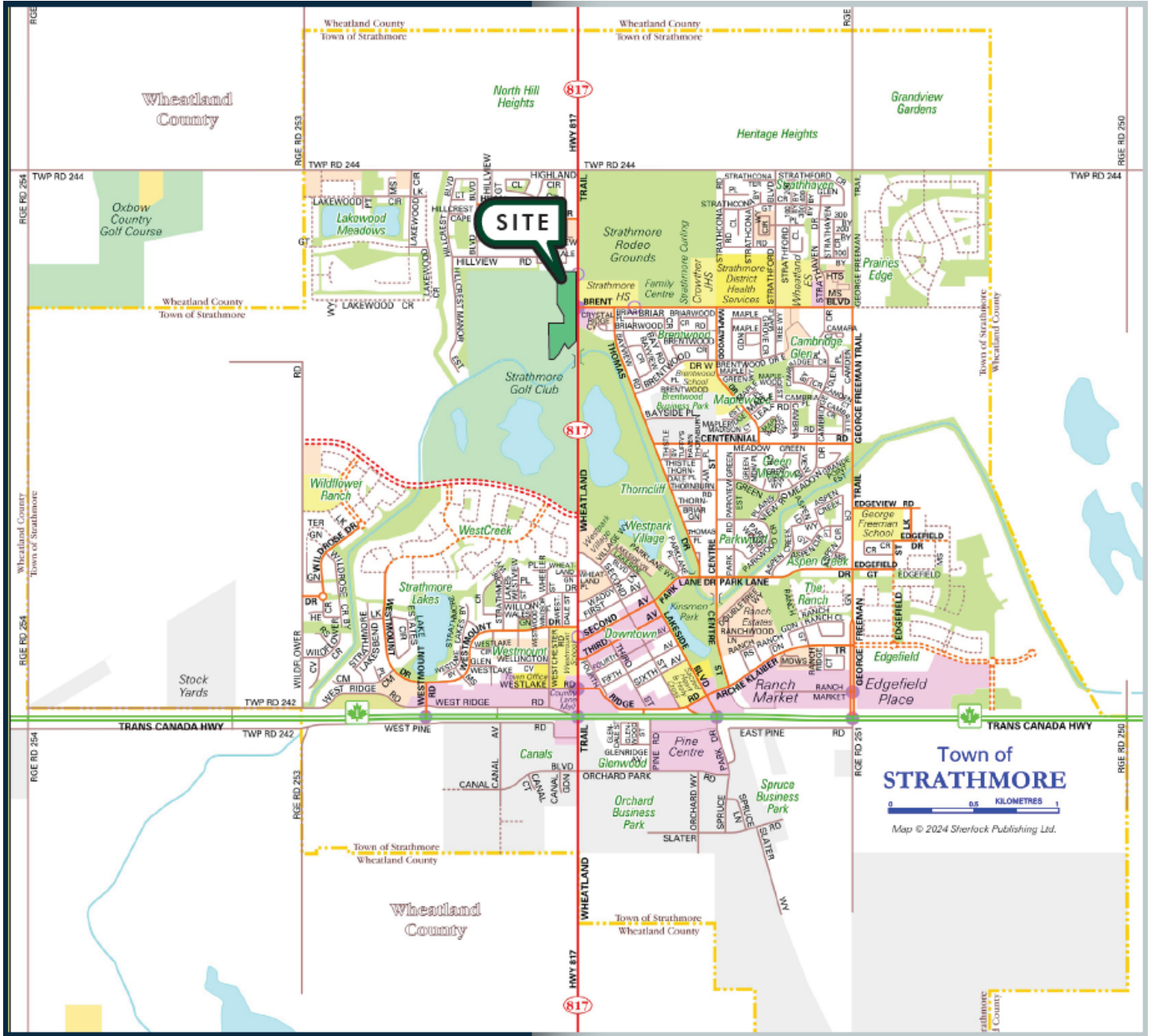
Jamie Dugdale, Director of Infrastructure, Operations, and Development Services

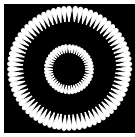
Approved  
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Mark Pretzlaff, Director of Community and Protective Services

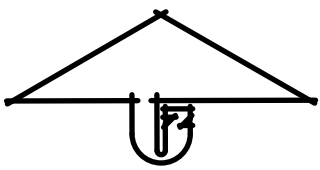
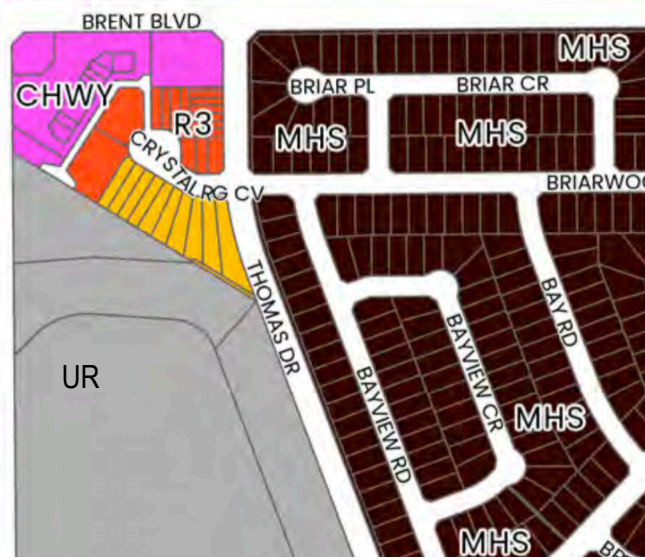
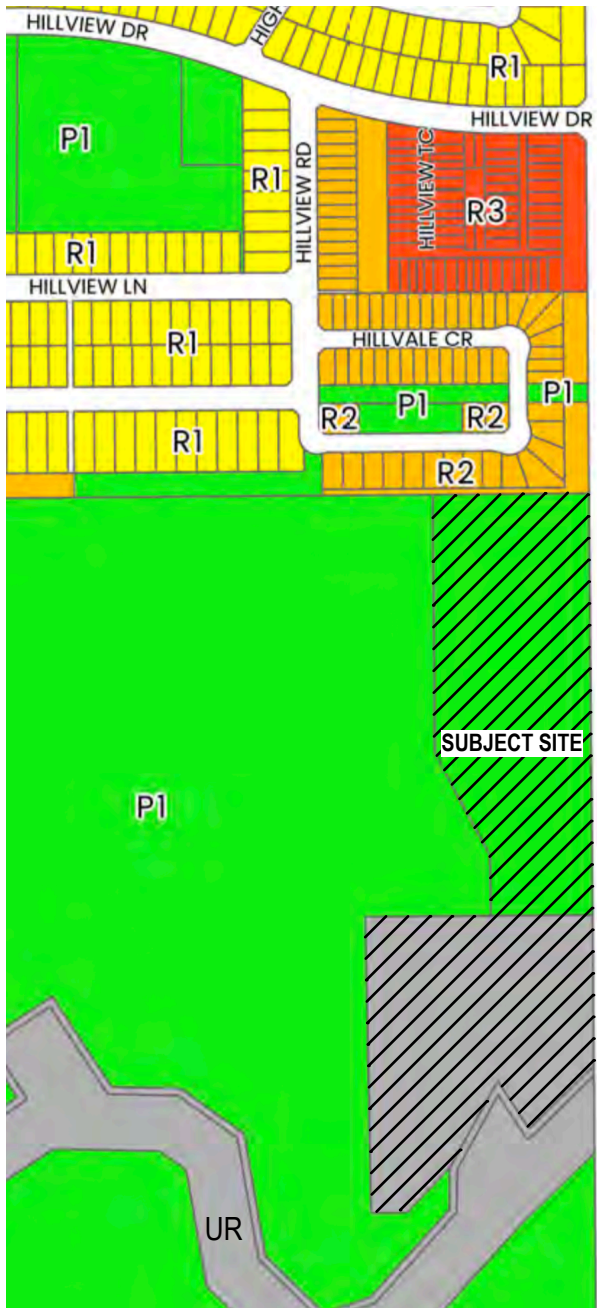
Approved  
- 26 Mar  
2026

# Municipal Map with Proposed Site





Rick Balbi Architect Ltd.  
 5917 1<sup>st</sup> A Street SW  
 Calgary, Alberta, T2H 0G4  
 403 253 2853, 403 253 3078 Fax



**KEY PLAN**  
 NO SCALE

# GREEN MAPLE ESTATES

STRATHMORE, AB

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**BYLAW NO. 25-25  
TOWN OF STRATHMORE  
IN THE PROVINCE OF ALBERTA****BEING A BYLAW OF THE TOWN OF STRATHMORE FOR THE PURPOSE OF AMENDING THE  
TOWN'S MUNICIPAL DEVELOPMENT PLAN.**

**WHEREAS** it is desirable to amend Bylaw No. 14-03, as amended, being the Town of Strathmore Municipal Development Plan;

**AND WHEREAS** pursuant to Section 632(3) of the *Municipal Government Act*, R.S.A. 2000, c. M-26 and amendments thereto, a Municipal Development Plan must address the future land use within the municipality.

**AND WHEREAS** Council has held a public hearing prior to second reading of this bylaw pursuant to Section 692(1) of the *Municipal Government Act*, R.S.A. 2000, c. M-26 and amendments thereto;

**NOW THEREFORE BE IT RESOLVED THAT** the Municipal Council of the Town of Strathmore, in the Province of Alberta, duly assembled **HEREBY ENACTS AS FOLLOWS:**

**1. SHORT TITLE**

1.1 This Bylaw may be cited as the "Municipal Development Plan Amendment No. 2".;

**2. AMENDMENT**

2.1 THAT the Town of Strathmore Municipal Development Plan attached and forming part of Bylaw No. 14-03, is hereby amended as follows:

a) By deleting Figure 2 Land Use Concept and adding Figure 2 Land Use Concept as shown below in Schedule "A" to this Bylaw.;

**3. EFFECTIVE DATE**

3.1 This Bylaw shall come into force and effect upon receiving third and final reading and having been signed accordingly.

**READ A FIRST TIME** this \_\_\_\_ day of \_\_\_\_\_, 2026

**PUBLIC HEARING HELD** this \_\_\_\_ day of \_\_\_\_\_, 2026

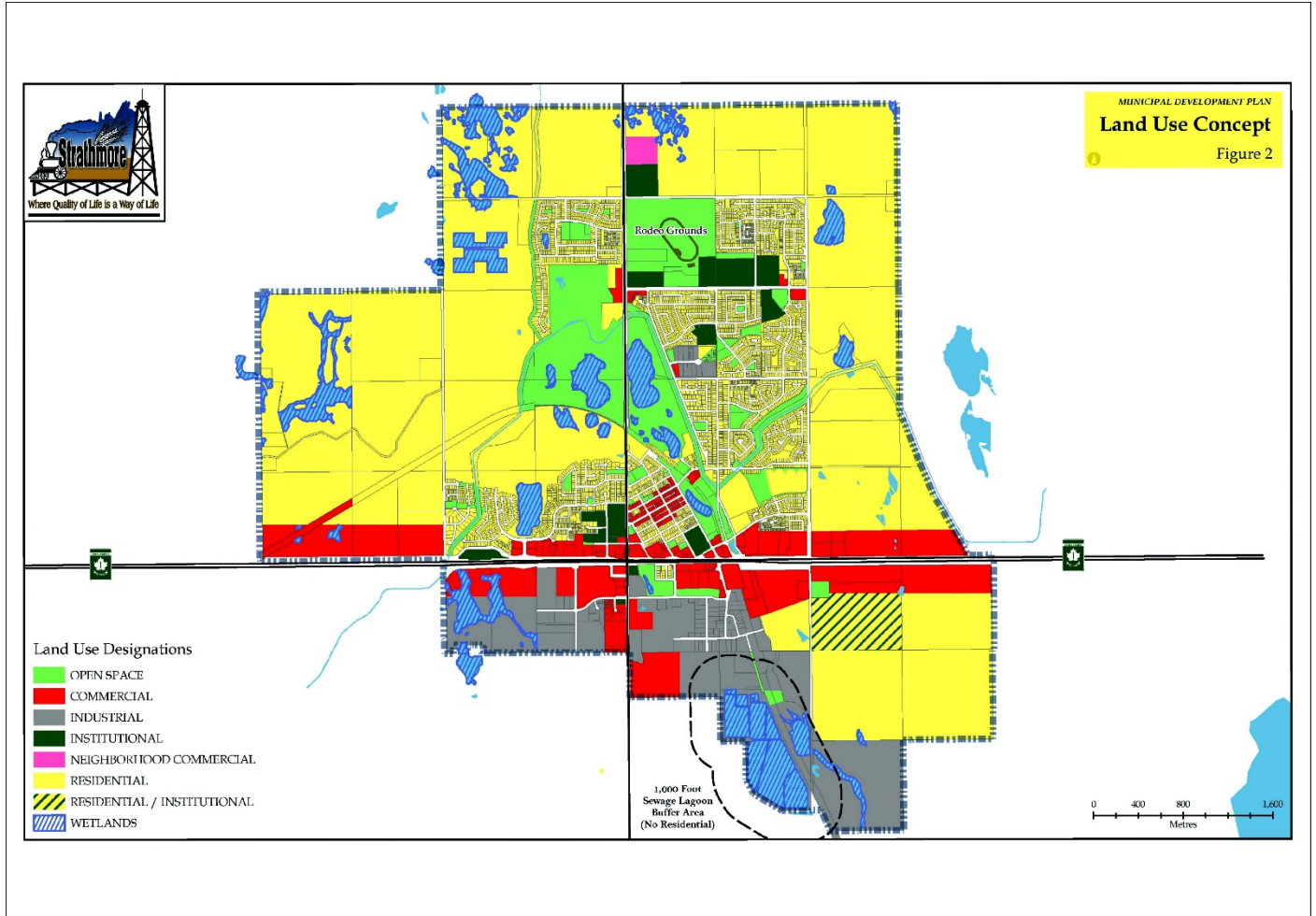
**READ A SECOND TIME** this \_\_\_\_ day of \_\_\_\_\_, 2026

**READ A THIRD AND FINAL TIME** this \_\_\_\_ day of \_\_\_\_\_, 2026

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MAYOR

Schedule "A"





# Request for Decision

**To:** Council

**Staff Contact:** Kevin Scoble, Chief Administrative Officer

**Date Prepared:** March 25, 2026

**Meeting Date:** April 1, 2026

**SUBJECT:** Land Use Bylaw Amending Bylaw No. 25-26 (60-80 Wheatland Trail) Second and Third Reading Report

**RECOMMENDATION:** THAT Council give Second Reading to Bylaw No. 25-26, being a bylaw to amend the Town of Strathmore Land Use Bylaw;

THAT Council give Third Reading to Bylaw No. 25-26, being a bylaw to amend the Town of Strathmore Land Use Bylaw.

**STRATEGIC PRIORITIES:**



Affordable Living



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

**HOW THE STRATEGIC PRIORITIES ARE MET:**

The proposed, concurrent amendments to the Town's Municipal Development Plan (MDP) and Land Use Bylaw (LUB) contribute towards some of Strathmore's strategic priorities.

The applications propose residential and non-residential development in a central location in town, located at 60-80 Wheatland Trail, which is adjacent to Crystal Ridge and Hillview. The proposal includes a variety of housing options, including duplexes, townhomes, and apartments. A mixture of housing choices to cater to different lifestyles and incomes is critical for healthy communities. The applications also propose neighbourhood commercial development which contributes to diversifying the municipal tax base, expanding business and employment opportunities in Town, and offering services for residents. The C1 Neighbourhood Commercial District is a flexible land use district and can include uses such as childcare, health services, restaurants, personal service stores, retail stores, convenience stores, professional offices, and more. There are also discretionary uses listed in the LUB.

The amendments would also contribute positively to the Economic Development strategic priority area by encouraging the promotion of non-residential and mixed use development that not only achieves a favorable tax assessment split, but also generates employment and investment opportunities in Strathmore.

---

## **SUSTAINABILITY**

### **ECONOMIC SUSTAINABILITY:**

Promoting growth within the Town's non-residential tax assessment base will provide for a more robust local economy that features a broader range of job opportunities for employment and investment in the local community. Non-residential tax assessment base growth also provides more value to residential taxpayers without transferring tax burden to existing businesses.

Promoting higher density residential development within the Town in a central location is a more efficient way of using municipal resources such as infrastructure, public amenities, and institutions.

### **SOCIAL SUSTAINABILITY:**

The applications propose multiple housing forms and neighbourhood commercial businesses. A mix of housing forms contributes to a healthy community by offering housing for different lifestyles and incomes. Neighbourhood commercial expands business and employment opportunities in Town, broadens non-residential tax sources, and provides locations for businesses to offer services to residents.

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## **IMPLICATIONS OF RECOMMENDATION:**

### **GENERAL:**

The proposed MDP and LUB amendments will allow administration to receive applications for subdivisions and development permits on the lands, which represent some of the next steps of development. Different types of housing and neighbourhood commercial development is proposed. There are many policies in Strathmore's MDP which supports the proposed applications. There are also many planning best practices which support the proposed applications and a detailed review is included below in the "Background" section of the report.

### **ORGANIZATIONAL:**

Staff will invest the time necessary in preparing further reports and actively engaging with the public as appropriate.

If the amendments are supported by Council, staff will be able to accept future applications for subdivisions, development permits, building permits, and more.

### **FINANCIAL:**

Promoting growth within the Town's non-residential tax assessment base will contribute positively toward and act to support the financial sustainability of municipal operations, while at the same time resulting in a reduced reliance on the residential tax assessment base.

Promoting residential growth at higher densities within the Town is a more efficient way at providing municipal services to residents.

### **POLICY:**

With respect to the [Municipal Government Act, R.S.A. 2000, Chapter M-26](#) (MGA), Section 640(1) requires municipalities to pass a land use bylaw, which must divide the municipality into districts of the number and area the council considers appropriate.

With respect to Bylaw 25-26 that proposes to amend the Town's LUB, Section 692(1)(f) of the MGA requires that a public hearing be held prior to the second reading of any bylaw that would amend a statutory plan - in this case the Town's LUB.

### **IMPLEMENTATION:**

Staff will advertise the public hearing in accordance with Section 606 of the MGA.

### **BACKGROUND:**

Concurrent applications to amend Municipal Development Plan #14-03 (MDP) and Land Use Bylaw #14-11 (LUB) were received by the Development Services department in October 2025, with the applications later being deemed complete on November 4, 2025 after the applicant submitted additional required information and payment. The proposed applications propose a mix of residential and commercial land uses, including R3 High Density Residential District, R2X Medium Density Attached Housing District, and C1 Neighbourhood Commercial District.

The lands are known as 40 and 60 Wheatland Trail, but have also been referred to as 60 and 80 Wheatland Trail. Municipal addressing will be modified accordingly through the development process. Both the MDP and LUB amendment applications have been made by Harpreet Singh Dhillon with Green Maple Enterprises Inc., the Strathmore Golf Course (north parcel) and Joanne E Turner and William E Turner, Executors for William E Turner (south parcel). The legal addresses for the proposed applications are Block 2, Plan 9012129 for the south parcel currently containing a residential home and Lot 1, Block 1, Plan 1910233 for the north parcel adjacent to the golf course. Both properties are currently involved in a land sale with real estate agent, Chris Reid.

The applications would allow for future subdivision and development permit applications to be accepted by administration for apartments, townhomes, duplexes, multi-unit, retail stores, restaurants, professional services, health services, and more.

The subject lands are near the communities of Hillview and Crystal Ridge and are adjacent to the Strathmore Golf Course. Currently both parcels of the subject lands are shown as "Open Space" in the Town's MDP. The applicant has submitted concurrent MDP and LUB amendment applications for Council's consideration. The MDP amendment proposes to label the lands as "Residential" and "Commercial" enabling a LUB amendment to come to Council for decision. The LUB amendment proposes a mixture of residential and commercial land uses, including R3, R2X, and C1.

Regarding the LUB, the lands are currently designated UR Urban Reserve (the southern parcel, Block 2, Plan 9012129) and P1 Public Service District (the northern parcel Lot 1, Block 1, Plan 1910233). The southern parcel has existed as a residential property and can be described as an acreage. The northern parcel was part of the golf course and was subdivided in 2019. Staff believe urban reserve, in this context, is an outdated municipal land use designation, which is similar to AG Agriculture General District land, land which is intended as a holding zone and which is intended to change in the future as the community develops. A municipal land use designation of urban reserve in Strathmore does not have any similarities or connections to the provincially designated municipal, environmental, or school reserves. FUD Future Urban Development is a more modern land use district used in communities instead of the outdated UR Urban Reserve district.

The applications to amend the MDP and the LUB were circulated in December 2025 to both internal departments and to external agencies and utilities. We have received comments from the circulation, although there are no comments that raise immediate concerns. Some utilities have requested more information from the developer if the project progresses, which, in our opinion, is a standard response. Discussions with Alberta Transportation and Economic Corridors (ATEC) regarding site access are on-going and there is discussion occurring between ATEC, the Town, and the developer. The developer has been in contact with the Government of Alberta to discuss the Water Act and other environmental and wildlife regulations. There was an open house for the proposed project on July 30, 2025 which was advertised in the newspaper. For the MDP and LUB to be amended, public hearings for each proposed amendment must be held. The *Municipal Government Act* requires an advertisement in the local newspaper for two consecutive weeks and for adjacent landowners to be mailed notice of a public hearing. In addition to the legislated requirements, notice will be put on our website and social media.

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before Council later in 2026. We anticipate future recommendations and updates to the MDP to be presented to Council by the planning department in the future and we do not see any conflicts in the applications being proposed today.

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of the community for integration into residential areas and ensure appropriate integration, buffering and linking.

### 3.4 Commercial Development

- 3.4.4. The Town shall seek to attract commercial developments to further substantiate Strathmore's place as a regional service center and provide employment and growth to the community.
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Strathmore is made up of predominately low density, single detached residential homes and the planning department has been encouraging and recommending different types of housing where appropriate within the community. The provision of a wider range of housing options for people including families with lower income, students, seniors, and individuals with disabilities is a key issue for many municipalities in Alberta and for communities across Canada.

Referring to a planning report from February 4, 2025, the vacancy rate in Strathmore for primary rental market dwelling units is currently low at 1.8% according to the Canada Mortgage and Housing Corporation (CMHC) [CMHC's Housing Market Information Portal](#) as of October 2025. For reference purposes, healthy vacancy rates trend to be between 3-5% depending on the source. Land ownership type (i.e. the choice of an owner to rent a property or not) is not up to the Town of Strathmore, the planning department anticipates some properties will be owned and some will be rented within the site, but certainty is unknown. Also, it is not known if future multiunit development will be partnering with the CHMC to provide affordable housing, as defined by the CMHC.

Supporting and encouraging multiunit development, including townhomes and apartments, is a more efficient way of using land. Strathmore is located within the boundaries of the [South Saskatchewan Regional Plan](#), and the plan encourages promoting higher densities than current practice. Higher density development is a more efficient way of delivering municipal

services such as water and wastewater. The proposed development is adjacent to existing services and infrastructure. New infrastructure will not need to be built and encouraging multiunit development is a more efficient way of using municipal taxes and resources. The Infrastructure Department has commented, these parcels can be serviced without the need of significant investment from the Town and fit within current master servicing studies.

In Development Service's opinion, the land uses which are proposed adjacent to existing communities represent appropriate transitions and appropriate adjacent development. We also believe the land use for the site is organized in a way which modern planning practices would support, with higher densities (apartments) and commercial being central within the development and lower densities (townhomes, duplexes) being adjacent to existing communities and surrounding the development. The use and density of land is appropriate in our opinion, and the applications are in line with the planning departments goals, policies, and plans.

The applications promote many planning best practices (mixed use, commercial development). There is a mixture of residential and commercial development proposed in the applications. Residential development is discussed above, and the commercial components of the site are proposed as being C1 Neighbourhood Commercial. C1 is a flexible land use district and can include development such as childcare, health services, restaurants, personal service stores, retail stores, convenience stores, professional offices and more. Some of the discretionary uses include indoor recreational facilities, liquor stores, pet care, and veterinary services. A full list of permitted and discretionary uses and each of the definitions can be found in [Strathmore's Land Use Bylaw 14-11](#).

Encouraging neighbourhood commercial uses near residential areas where appropriate can create great communities. Being able to access commercial services and businesses close to where you live is a convenience many people are looking for. Being able to walk, ride a bicycle, or drive a short distance to access services can improve quality of life in a community. Also very important are commercial nodes located within or near residential neighbourhoods.

Encouraging a mix of commercial and residential development helps diversify the tax base. The mixture and incorporation of new commercial development helps the community be a place to work and live in and it distributes the municipal tax requirement among different sectors. A diversified tax base is important for the health and financial stability of the community and is one of the planning department's strategic goals. Strathmore's MDP includes a municipal-wide tax revenue ratio target of 70% residential sources and 30% non-residential sources. The applications submitted include both residential and commercial components and will help contribute to the goal. Without a strong commercial and industrial sector, Strathmore would be a very different community. Some of our newer communities have no new commercial or industrial components proposed and it's important to continuously monitor Strathmore's municipal tax fabric and have informed and targeted economic development occur.

The lands are centrally located and are near existing amenities and community services and buildings.

The application proposes development adjacent to Brent Boulevard which includes existing amenities such as schools, rinks, the civic center, the hospital, and more. The development encourages use of these existing amenities and it will help the Town with strategic and efficient community service delivery.

Land is included for municipal reserve, and the lands are proposed to have connections to Brent Boulevard and Highway #817 (Wheatland Trail).

The subdivision design is not yet final and no decisions have been made, but the applications appear to support multiple modes of transportation, including driving, biking, and walking. Pathways and other connections are typically explored and reviewed during administration's review of future subdivision and development permit applications. During the subdivision stage, the Town is entitled, through the *Municipal Government Act*, to acquire 10% of all developable land for public use, such as pathways and open space. There is a deferred reserve caveat on the certificate of title, and the Town will inherit these municipal reserve lands at the subdivision stage, if the MDP and LUB amendments are supported.

Development is occurring on lands located somewhat northerly-centrally in Strathmore and which are currently under-utilized.

Efficient land use is described above. No new infrastructure is needed and land is not located on the outskirts of the community, nor in a location where services and infrastructure would need to be dramatically extended. Adjacent development exists and is comprised of residential, institutional, and commercial uses. The applications and all studies and information received by administration to date indicate the lands are appropriate for development. The developer will need to meet all regulations and requirements from all levels of government in Canada. Some of the regulations and requirements are not under Strathmore's jurisdiction, including access to a highway. Wildlife and Water Act approval will be required from the Government of Alberta.

The proposed development is modern and will provide modern housing and room for commercial space.

The planning department has not received an application for a potential mixed-use community node like this in some time. We believe the applications to represent a positive step for Strathmore and for any future residents who chose to live in the new community, if supported.

The proposed development may result in new residents and new businesses coming to town, it represents significant investment.

The Town is growing and planning staff believe Strathmore to be a welcoming community which is economically viable.

The development services department will collect all fees, levies, and other charges in the fees bylaw throughout the process.

**KEY ISSUE(S)/CONCEPT(S):**

The developer has submitted concurrent applications to amend the MDP and the LUB in Strathmore. Bylaw 25-25 proposes to amend the MDP, while Bylaw 25-26 proposes to amend the LUB.

- The MDP amendment proposes to change the MDP's Land Use Concept Figure (Figure 2) to label the lands as "residential" and "commercial". Currently, the lands are shown as "open space". The [existing MDP can be found here on the Town's website](#).
- The LUB amendment proposed to change the LUB's Land Use Map (Schedule A) to designate the lands R2X, R3, and C1. Currently, the lands are designated P1 (north parcel) and UR (south parcel). The [existing LUB can be found here on the Town's website](#).

If supported, administration would be able to accept applications for subdivisions and development permits, which represent some of the next steps of development. The proposed residential development for the land includes duplexes, townhomes, and apartments. C1 is a flexible neighbourhood commercial land use district and can include childcare, health services, restaurants, personal service stores, retail stores, convenience stores, professional offices and more. Some of the discretionary uses include indoor recreational facilities, liquor stores, pet care, and veterinary services. A full list of permitted and discretionary uses and each of the definitions can be found in Strathmore LUB, linked above.

**DESIRED OUTCOMES:**

Staff are supportive of the Land Use Bylaw amendment and recommend that Council proceed with a second reading and third reading of Bylaw No. 25-26.

**COMMUNICATIONS:**

Staff has advertised the public hearing by including written notices in the Strathmore Times (March 11, 2026 and March 18, 2026), on the Town's social media accounts, as well as publishing the notice on the Town's website. Notice of the public hearing was mailed to adjacent landowners. At the time of writing this report, staff have not received any letters, emails or phone calls with respect to the proposed bylaw.

**ALTERNATIVE ACTIONS/MOTIONS:****ATTACHMENTS:**

[Attachment I LUBA Bylaw No. 25-26 \(60-80 Wheatland Trail Green Maple Enterprise Inc\)](#)

Chuck Procter, Manager of Development Services

Approved  
- 26 Mar  
2026

Jamie Dugdale, Director of Infrastructure, Operations, and Development

Approved

Services

Mark Pretzlaff, Director of Community and Protective Services

- 26 Mar  
2026  
Approved  
- 26 Mar  
2026

**BYLAW NO. 25-26  
TOWN OF STRATHMORE  
IN THE PROVINCE OF ALBERTA****BEING A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA  
TO AMEND THE LAND USE BYLAW NO. 14-11.**

**WHEREAS** the *Municipal Government Act, being Chapter M-26, of the Revised Statutes of Alberta 2000* and amendments thereto provides authority for the Town to regulate such matters;

**AND WHEREAS** Council holds public hearings as required by Section 692 of the *Municipal Government Act, R.S.A. 2000, c.M-26* as amended;

**NOW THEREFORE BE IT RESOLVED THAT** the Municipal Council of the Town of Strathmore, in the Province of Alberta duly assembled **HEREBY ENACTS AS FOLLOWS:**

**1. SHORT TITLE**

1.1 This Bylaw may be cited as the "Land Use Bylaw Amending Bylaw No. 25-26"

**2. AMENDMENTS**

2.1 That Bylaw No. 14-11 Schedule A – Land Use District Map is amended by changing the land use designation of Block 2, Plan 9012129 and Lot 1, Block 1, Plan 1910233, from "UR" Urban Reserve and "P1" Public Service District to "R2X" Medium Density Attached Housing District, "C1" Neighbourhood Commercial District, "P1" Public Service District, and "R3" High Density Residential District as shown below in Schedule "A" to this Bylaw.

**3. EFFECTIVE DATE**

3.1 This Bylaw shall come into force and effect upon receiving third and final reading and being signed.

**READ A FIRST TIME** this \_\_\_\_\_ day of 2026

**PUBLIC HEARING HELD** this \_\_\_\_\_ day of \_\_\_\_\_, 2026

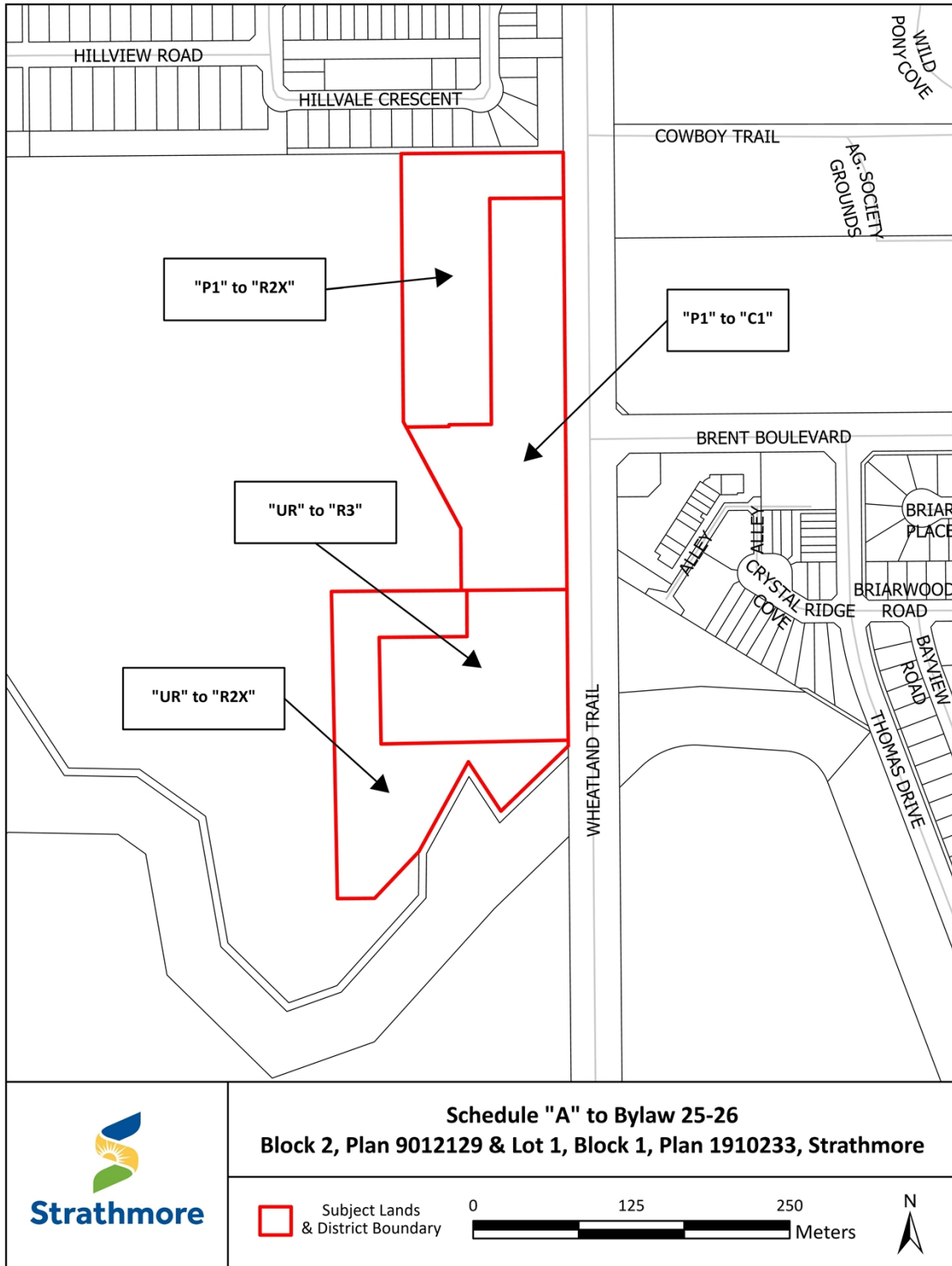
**READ A SECOND TIME** this \_\_\_\_\_ day of \_\_\_\_\_, 2026

**READ A THIRD AND FINAL TIME** this \_\_\_\_ day of \_\_\_\_\_, 2026

\_\_\_\_\_  
MAYOR

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

**Schedule "A"**



Spatial Reference: PCS NAD 1983 3TM 114



# Request for Decision

To: Council

Staff Contact: Kevin Scoble, Chief Administrative Officer

Date Prepared: March 18, 2026

Meeting Date: April 1, 2026

**SUBJECT:** Regular Council Meeting Minutes – March 18, 2026

**RECOMMENDATION:** THAT Council adopt the March 18, 2026 Regular Council Meeting Minutes as presented in Attachment I.

**STRATEGIC PRIORITIES:**



Affordable Living



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

**HOW THE STRATEGIC PRIORITIES ARE MET:**

N/A

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**SUSTAINABILITY**

**ECONOMIC SUSTAINABILITY:**

N/A

**SOCIAL SUSTAINABILITY:**

N/A

**ENVIRONMENTAL SUSTAINABILITY:**

N/A

**IMPLICATIONS OF RECOMMENDATION:**

**GENERAL:**

Pursuant to Section 208(1)(iii) of the *Municipal Government Act*, the minutes of the March 18, 2026 Regular Council Meeting are given to Council for adoption.

**ORGANIZATIONAL:**

N/A

**OPERATIONAL:**

N/A

**FINANCIAL:**

N/A

**POLICY:**

N/A

**IMPLEMENTATION:**

N/A

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**BACKGROUND:**

N/A

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**KEY ISSUE(S)/CONCEPT(S):**

N/A

**DESIRED OUTCOMES:**

N/A

**COMMUNICATIONS:**

Once signed, the March 18, 2026 Regular Council Meeting Minutes will be posted on the Town's website.

**ALTERNATIVE ACTIONS/MOTIONS:**

1. Council may adopt the recommended motion.
2. Council may provide further direction regarding the Regular Council Meeting Minutes.

**ATTACHMENTS:**

[Attachment I: REGULAR COUNCIL - 18 Mar 2026 - Meeting Minutes](#)

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Veronica Anderson, Legislative Services Officer

Approved  
- 19 Mar  
2026

Johnathan Strathdee, Manager of Legislative Services

Approved  
- 23 Mar  
2026



# MINUTES

## REGULAR COUNCIL MEETING

6:00 PM - Wednesday, March 18, 2026

Council Chambers, 1 Parklane Drive, Strathmore AB

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- COUNCIL PRESENT:** Mayor Pat Fule, Councillor Claude Brown, Councillor Jim Chisholm, Councillor Matt Hyde, Councillor Melissa Langmaid, and Councillor Richard Wegener
- COUNCIL ABSENT:** Deputy Mayor Brent Wiley
- STAFF PRESENT:** Kevin Scoble (Chief Administrative Officer), Jamie Dugdale (Director of Infrastructure, Operations, and Development Services), Mark Pretzlaff (Director of Community and Protective Services), Kara Rusk (Director of Strategic, Administrative, and Financial Services), and Johnathan Strathdee (Manager of Legislative Services)

### 1. **CALL TO ORDER**

Mayor Fule called the March 18, 2026 Regular Council Meeting to order at 6:01 p.m.

### 2. **CONFIRMATION OF AGENDA**

#### **Resolution No. 071.03.26**

Moved by Councillor Wegener

THAT Council defer item: 13.2. CAO Performance Review – Confidential evaluations – ATIA S. 29(1)(b)(iii) to the April 1, 2026 Regular Council Meeting.

AND THAT Council adopt the March 18, 2026 Regular Council Meeting Agenda as amended.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, and Councillor Wegener

**AGAINST:** None.

**CARRIED**

### 3. **CLOSED MEETING**

#### **Resolution No. 072.03.26**

Moved by Councillor Brown

THAT Council move In Camera to discuss an item related to section 29(1)(a) of the *Access to Information Act* at 6:04 p.m.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, and Councillor Wegener

**AGAINST:** None.

**CARRIED**

**3.1. Annexation Agreement with Wheatland County – Advice from officials – ATIA S. 29(1)(a)**

**Resolution No. 073.03.26**

Moved by Councillor Langmaid

THAT Council move out of Camera at 6:53 p.m.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, and Councillor Wegener

**AGAINST:** None.

**CARRIED**

**Resolution No. 074.03.26**

Moved by Councillor Langmaid

THAT Council recess the March 18, 2026 Regular Council Meeting until 7:00 p.m.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, and Councillor Wegener

**AGAINST:** None.

**CARRIED**

Mayor Fule reconvened the March 18, 2026 Regular Council Meeting at 7:00 p.m.

**Resolution No. 075.03.26**

Moved by Councillor Brown

THAT Council direct the Mayor and Chief Administrative Officer to execute the annexation agreement with Wheatland County, subject to administrative changes at the discretion of the Chief Administrative Officer;

AND THAT the details of the discussion remain confidential pursuant to S. 28(1)(a) and 29(1)(a) of the *Access to Information Act*.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, and Councillor Wegener

**AGAINST:** None.

**CARRIED**

**4. PUBLIC HEARING**

None.

**5. PUBLIC COMMENTS**

None.

## 6. DELEGATIONS

### 6.1. Delegation – True North Society

- Courtney Helfrich, Executive Director
- Amanda Vanderlaan, Manager of Research and Development

## 7. CONSENT AGENDA

### **Resolution No. 076.03.26**

Moved by Councillor Langmaid

THAT Council adopt the recommendations of the following agenda reports by an omnibus motion:

- 8.1 Regular Council Meeting Minutes – March 4, 2026
- 8.2 Special Council Meeting Minutes – March 11, 2026
- 9.5 Operating Budget Amendment – Reserve Transfer – 2026 Water Continuity Project – Emergency Response Funding
- 9.6 2026 Budget Change of Scope – Reservoir Projects
- 9.7 Wheatland Housing Management Body (WHMB) – Lodge Capital Maintenance Reserve Fund
- 9.8 Alberta Municipalities 2026 Call for Resolutions
- 11.2.1 WADEMSA Call Volumes – January 2026
- 11.2.2 WADEMSA – January 19, 2026 Regular Board Meeting Minutes
- 11.2.3 Municipal Library Board – Regular Meeting Minutes – November 18, 2025
- 11.2.4 Municipal Library Board – Regular and Annual Organizational Meeting Minutes January 2026
- 12.1 Fire Dispatch Services Letter from Village of Rockyford – March 2, 2026
- 12.2 Standard Rural Fire Association Response to March 2, 2026 Fire Dispatch Services Letter

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, and Councillor Wegener

**AGAINST:** None.

**CARRIED**

## 8. CONFIRMATION OF MINUTES

### 8.1. Regular Council Meeting Minutes – March 4, 2026

The following motion was adopted by the consent agenda:

THAT Council adopt the March 4, 2026 Regular Council Meeting Minutes as presented in Attachment I.

**8.2. Special Council Meeting Minutes – March 11, 2026**

The following motion was adopted by the consent agenda:

THAT Council adopt the March 11, 2026 Special Council Meeting Minutes as presented in Attachment I.

**9. BUSINESS**

**9.1. 2026-2030 Council Strategic Planning**

**Resolution No. 077.03.26**

Moved by Councillor Chisholm

THAT Council adopt the 2026-2029 Council Strategic Plan, as presented in Attachment I.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, and Councillor Wegener

**AGAINST:** None.

**CARRIED**

**9.2. Strategic Planning Policy No.1114**

**Resolution No. 078.03.26**

Moved by Councillor Langmaid

THAT Council adopt Strategic Planning Policy No.1114, as presented in Attachment I;

AND THAT Council rescind Strategic Planning Policy No. 1110.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, and Councillor Wegener

**AGAINST:** None.

**CARRIED**

**9.3. Medical Services Update**

**Resolution No. 079.03.26**

Moved by Councillor Hyde

THAT Council direct Administration to continue work with local and regional stakeholders for the purpose of pursuing a CT Scanner for Strathmore, including lobbying the provincial government.

AND THAT Council direct Administration to work with regional municipalities to

draft a joint letter to the Province (including relevant MLAs) for the purpose pursuing a CT Scanner in Strathmore.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, and Councillor Wegener

**AGAINST:** None.

**CARRIED**

**9.4. Happy Gang Building Lease**

**Resolution No. 080.03.26**

Moved by Councillor Wegener

THAT Council authorize the Chief Administrative Officer to execute the amended 2026 lease agreement with Happy Gang, revising Section 3.1.2 on page 3, paragraph 1, to replace '86%' with '84%.'

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, and Councillor Wegener

**AGAINST:** None.

**CARRIED**

**9.5. 2026 Operating Budget Amendment – Reserve Transfer – Water Continuity Project – Emergency Response Funding**

The following motion was adopted by the consent agenda:

THAT Council authorize the pre-approval of the transfer of \$300,000 from the Water Capital Reserve Fund to the Water Operating Budget, with funds only to be used in the event of an emergency relating to water.

**9.6. 2026 Budget Change of Scope – Reservoir Projects**

The following motion was adopted by the consent agenda:

THAT Council authorize a change of scope for the Reservoir Projects, halting any further work on the Brentwood Reservoir Decommissioning and allowing for preliminary design of Wildflower Reservoir Expansion to occur.

**9.7. Wheatland Housing Management Body (WHMB) – Capital Maintenance Reserve Fund**

The following motion was adopted by the consent agenda:

THAT Council approve the establishment of a *Lodge Capital Maintenance Reserve Fund* by the Wheatland Housing Management Body (WHMB).

AND THAT Council direct Administration respond to the WHMB indicating the desire to establish a total annual contribution limit of \$350,000 on their Capital Reserve Fund balances.

**9.8. Alberta Municipalities 2026 Call for Resolutions**

**10. BYLAWS**

**10.1. Bylaw No. 25-27, Land Use Bylaw Amending Bylaw (Lakewood Phase 2 Amendments: Secondary Suites, Garage Suites, and Reduced Side Yard Setbacks)**

**Resolution No. 081.03.26**

Moved by Councillor Langmaid

THAT Council give First Reading to Bylaw No. 25-27, being a bylaw to amend the Town of Strathmore Land Use Bylaw;

AND THAT Council direct Town Administration to schedule a public hearing for Bylaw No. 25-27 on April 15, 2026, at 6:00 p.m.in Council Chambers.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, and Councillor Wegener

**AGAINST:** None.

**CARRIED**

**11. COUNCILLOR INFORMATION & INQUIRIES**

**11.1. QUESTIONS BETWEEN COUNCILLORS AND COUNCIL STATEMENTS**

**11.1.1. Welcoming of New Businesses**

Councillor Brown thanked new businesses in the Town of Strathmore, Hidden Treasures and Garage Sale, for bringing affordable items to residents.

**11.1.2. Grand Opening of Kickstand**

Councillor Langmaid shared that the Mayor and herself attended the grand opening service of Kickstand that is operated by the Trellis Society. Kickstand offers Mental Health, Wellness and Health Services for ages 11-25 in an all-in-one inclusive space.

**11.1.3 5 for Life – Book Sale**

Mayor Fule mentioned that he attended the 5 for Life book sale and thanked the volunteers for a job well done on bringing books into the community, selling books at a reasonable cost and encouraging young families to read.

**11.2. BOARD AND COMMITTEE REPORTS**

**11.2.1. WADEMSA Call Volumes – January 2026**

**11.2.2. WADEMSA – January 19, 2026 Regular Board Meeting Minutes**

**11.2.3. Municipal Library Board – Regular and Annual Organizational Meeting Minutes January 2026**

**11.2.4. Municipal Library Board – Regular Meeting Minutes – November 18, 2025**

**11.3. QUESTION AND ANSWER PERIOD**

None.

**11.4. ADMINISTRATIVE INQUIRIES**

None.

**11.5. NOTICES OF MOTION**

None.

**12. CORRESPONDENCE**

**12.1. Fire Dispatch Services Letter from Village of Rockyford – March 2, 2026**

**12.2. Standard Rural Fire Association Response to March 2, 2026 Fire Dispatch Services Letter**

**13. CLOSED MEETING**

**Resolution No. 082.03.26**

Moved by Councillor Chisholm

THAT Council move In Camera to discuss an item related to section 29(1)(b)(iii) and 22(1) of the *Access to Information Act* at 8:05 p.m.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, and Councillor Wegener

**AGAINST:** None.

**CARRIED**

**13.1. Council CAO Dialogue – Advice from officials – ATIA S. 29(1)(b)(iii)**

**Resolution No. 083.03.26**

Moved by Councillor Langmaid

THAT Council move out of Camera at 9:46 p.m.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, and Councillor Wegener

**AGAINST:** None.

**CARRIED**

**14. ADJOURNMENT**

Mayor Fule adjourned the March 18, 2026 Regular Council Meeting at 9:46 p.m.

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Mayor

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Director of Strategic, Administrative,  
and Financial Services



# Request for Decision

**To:** Council

**Staff Contact:** Kevin Scoble, Chief Administrative Officer

**Date Prepared:** March 15, 2026

**Meeting Date:** April 1, 2026

**SUBJECT:** 2026 Central Trunk Sewer Borrowing Bylaw No. 26-02

**RECOMMENDATION:** THAT Council give Second Reading to Bylaw No. 26-02, being the Central Trunk Sewer Borrowing Bylaw.

THAT Council give Third Reading to Bylaw No. 26-02, being the Central Trunk Sewer Borrowing Bylaw.

**STRATEGIC PRIORITIES:**



Affordable Living



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

**HOW THE STRATEGIC PRIORITIES ARE MET:**

Wastewater management is an essential service for residents and business of the Town of Strathmore. Funding this project appropriately is critical to ensure that it can proceed but also to ensure that the finances are managed in a financially sustainable manner.

**SUSTAINABILITY**

**ECONOMIC SUSTAINABILITY:**

The project contains the upsizing of existing sewer line in Strathmore, which has the potential to enhance Economic Development in the Town.

**SOCIAL SUSTAINABILITY:**

N/A

**ENVIRONMENTAL SUSTAINABILITY:**

Waste Water management is a key component of environmental sustainability for the Town of Strathmore.

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**IMPLICATIONS OF RECOMMENDATION:****GENERAL:**

The Town's Central Trunk Sewer collects sewage from approximately 80% of the current Town. Additional development in the North and West also connect to this trunk and its capacity is becoming limited. Upgrading of the trunk before development is required to ensure that future development occurs when the market allows it and an opportunity is not missed due to insufficient servicing.

Lakewood, Westcreek, Wildflower, and the Proposed Strathmore West will all contribute to this system.

**ORGANIZATIONAL:**

N/A

**OPERATIONAL:**

Approximately 5-10 hours of staff time is estimated to produce this report, advertise the borrowing, and complete required debt application documentation to secure the financing. The upgrades to the Central Trunk Sewer are not anticipated to have a material operational impact once completed - i.e. the amount of maintenance required will not change from current.

**FINANCIAL:**

The Central Trunk Sewer project is scheduled for for three years, from 2026-2028. Administration recommends taking three separate draws on this debt: in 2026, 2027, and 2028.

The loan borrowing drawings on the project will match the debt-financed budgets for those years:

\$2,322,000 - 2026 Debt Budgeted Loan Drawing  
 \$1,213,000 - 2027 Debt Budgeted Loan Drawing  
\$1,392,000 - 2028 Debt Budgeted Loan Drawing  
 \$4,927,000 - Total Debenture authorized by the Bylaw

The interest rate on a 25-year loan from the Government of Alberta is 4.36% as at March 16, 2026. This represents an annual debt servicing cost of approximately \$154,000 to the Town on

a first drawing of \$2,322,000 loan, of which the funds to repay the loan must be levied on taxpayers of the municipality. The total amount authorized by this Bylaw, \$4,927,000 over three years of drawing, represents a \$328,000 annual debt servicing to the Town.

The total budget for the project is:

<b>Funding Source:</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Waste Water Offsite Levies:	850,000	275,000	60,000	1,185,000
Waste Water Reserve:	793,000	372,000	363,000	1,528,000
Debt:	2,322,000	1,213,000	1,392,000	4,927,000
<b>Total:</b>	<b>3,965,000</b>	<b>1,860,000</b>	<b>1,815,000</b>	<b>7,640,000</b>

The Budget amounts not financed by debt are financed by Waste Water Offsite Levies and Waste Water Reserves.

**POLICY:**

Long-Term Debt borrowing is described in Section 251(1) of the *Municipal Government Act*. Under Section 606(2) of the *Municipal Government Act*, the Borrowing Bylaw must be published at least once a week for 2 consecutive weeks in at least one newspaper in Strathmore. The Town utilizes the Strathmore Times for these advertisements.

**IMPLEMENTATION:**

Once the Bylaw is approved, it is anticipated that the funds will be received by the Town in approximately September 2026 (i.e. to coincide with the majority of vendor payment obligations).

**BACKGROUND:**

Council approved the Town's 2026-2035 Capital Budget on November 5, 2025. Project #5337 Central Trunk Sewer Upgrade in the amount of \$7,640,000 (2026: \$3,965,000; 2027: \$1,860,000; 2028: \$1,815,000) financed by debt, offsite levy, and reserve sources was approved as part of this budget. This Bylaw is the official approval required by Council to direct Administration to take the steps required to obtain the financing for the debt component of the 2026 Capital Budget.

Council formally approved the entirety of the 2026-2028 Capital Budget for the Central Trunk Sewer project in the amount of \$7,640,000 at the January 21, 2026 Regular Council Meeting.

Council held First Reading of the Bylaw at the January 21, 2026 Regular Council Meeting.

Administration advertised the Borrowing Bylaw in accordance with Section 606(2) of the MGA in the February 11th and February 18th 2026 editions of the Strathmore Times. No inquiries or

concerns regarding the proposed borrowings were brought to Administration's attention as a result of the advertisements.

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**KEY ISSUE(S)/CONCEPT(S):**

The cost of the upgrades exceed what is available to draw from Reserves, or to fund with incoming/expected grants. Borrowing funds for the construction allows for all taxpayers, both current and future, to contribute to the cost.

**DESIRED OUTCOMES:**

The intent of the Borrowing Bylaw is to provide MGA-required approval from Council to Administration to obtain debt financing required for all three phases of construction of the Central Trunk Sewer Upgrades.

**COMMUNICATIONS:**

Administration advertised the Borrowing Bylaw in accordance with Section 606(2) of the MGA in the February 11th and February 18th 2026 editions of the Strathmore Times.

**ALTERNATIVE ACTIONS/MOTIONS:**

Council may defer discussion on the Bylaw to a future Committee of the Whole Meeting.

**ATTACHMENTS:**

[Attachment I: Bylaw No. 26-02 2026 Central Trunk Sewer Borrowing Bylaw](#)

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Riley Brolly, Manager of Financial Planning, Budgeting & Reporting

Approved  
- 26 Mar  
2026

Leana Ashbacher, Senior Manager of Financial Services

Approved  
- 26 Mar  
2026

Kara Rusk, Director of Strategic, Administrative, and Financial Services

Approved  
- 26 Mar  
2026

Mark Pretzlaff, Director of Community and Protective Services

Approved  
- 26 Mar  
2026

**BYLAW NO. 26-02  
THE TOWN OF STRATHMORE  
IN THE PROVINCE OF ALBERTA**

**THIS BYLAW AUTHORIZES THE COUNCIL OF THE TOWN OF STRATHMORE TO INCUR INDEBTEDNESS BY BORROWING IN THE AMOUNT OF \$4,927,000 FOR THE PURPOSE OF CONSTRUCTION OF UPGRADES TO THE CENTRAL TRUNK SEWER.**

**WHEREAS**, the Council of the Municipality has decided to issue a bylaw pursuant to Section 251 of the *Municipal Government Act* to authorize the financing of construction of upgrades to the Central Trunk Sewer and the total cost of the construction financed by debt is estimated at \$4,927,000.

**AND WHEREAS**, in order to complete the construction, it will be necessary for the Municipality to borrow the sum of \$4,927,000 for a period not exceeding twenty-five (25) years, from a Canadian Chartered Bank or the Government of Alberta, by borrowing on the terms and conditions referred to in this bylaw;

**AND WHEREAS** the estimated lifespan of the construction financed under this bylaw is equal to, or more than, twenty-five years;

**AND WHEREAS**, the principal amount of the outstanding debt of the Municipality as of December 31, 2025 was \$17,170,355 and no part of the principal or interest is in arrears, and the borrowing of the amount authorized to be borrowed by this Bylaw will not cause The Town of Strathmore to exceed its debt limit;

**NOW THEREFORE**, The Council of the Town of Strathmore, in the Province of Alberta, duly assembled, hereby enacts as follows:

**1. SHORT TITLE**

- 1.1. This Bylaw may be cited as the "2026 Central Trunk Sewer Borrowing Bylaw."

**2. APPLICATION**

- 2.1. That for the purpose of Construction of Upgrades to the Central Trunk Sewer, the sum of **four million nine hundred twenty seven thousand (\$4,927,000)** to be borrowed from a Canadian Chartered Bank or The Government of Alberta on the credit and security of the

Municipality at large, of which the full sum of **four million nine hundred twenty seven thousand (\$4,927,000)** is to be paid by the Municipality at large.

- 2.2. The Chief Administrative Officer or Designate of the Municipality is hereby authorized to borrow on behalf of the Municipality for the amount and purpose as authorized by this bylaw, namely 26-02 2026 CENTRAL TRUNK SEWER BORROWING BYLAW.
- 2.3. The Municipality shall repay the indebtedness according to the repayment structure in effect, namely monthly, semi-annual, or annual equal payments of combined principal and interest installments not to exceed twenty-five (25) years calculated at a rate not exceeding the interest rate fixed by the Government of Alberta or another authorized financial institution on the date of the borrowing, and not to exceed six (6.0%) percent.
- 2.4. The Municipality shall levy and raise taxes in each year municipal taxes sufficient to pay the indebtedness.
- 2.5. The indebtedness shall be contracted on the credit and security of the Municipality.
- 2.6. The net amount borrowed under this bylaw shall be applied only to the purchase specified in this bylaw.

### **3. EFFECTIVE DATE**

- 3.1 This Bylaw shall come into full force and effect upon the date of third and final reading

**READ A FIRST TIME** this 21<sup>ST</sup> day of January, 2026

**READ A SECOND TIME** this \_\_\_\_ day of \_\_\_\_\_, 2026

**READ A THIRD AND FINAL TIME** this \_\_\_\_ day of \_\_\_\_\_, 2026

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Director of Strategic,  
Administrative and Financial Services



# Request for Decision

To: Council

Staff Contact: Kevin Scoble, Chief Administrative Officer

Date Prepared: February 11, 2026

Meeting Date: April 1, 2026

**SUBJECT:** Designated Officer Bylaw No. 26-06

**RECOMMENDATION:** THAT Council give First Reading to Bylaw No. 26-06, being the Designated Officer Bylaw.

THAT Council give Second Reading to Bylaw No. 26-06, being the Designated Officer Bylaw.

THAT Council give unanimous consent to proceed with Third and Final Reading of Bylaw 26-06, being the Designated Officer Bylaw.

THAT Council give Third and Final Reading to Bylaw 26-06, being the Designated Officer Bylaw.

## STRATEGIC PRIORITIES:



Affordable Living



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

## **HOW THE STRATEGIC PRIORITIES ARE MET:**

N/A

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## SUSTAINABILITY

### **ECONOMIC SUSTAINABILITY:**

N/A

**SOCIAL SUSTAINABILITY:**

N/A

**ENVIRONMENTAL SUSTAINABILITY:**

N/A

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**IMPLICATIONS OF RECOMMENDATION:**

**GENERAL:**

N/A

**ORGANIZATIONAL:**

N/A

**OPERATIONAL:**

N/A

**FINANCIAL:**

The financial implications include Administration's time to update the Bylaw, create a report and present the updated Bylaw to Council. In addition, financial implications are associated with the delivery of the designated officer activities, as needed throughout the course of each year.

**POLICY:**

*As per the Access to Information Act s.(98):*

*A local public body, by bylaw or other legal instrument by which the local public body acts,  
(a) must designate a person or group of persons as the head of the local public body for the purposes of this Act,*

**IMPLEMENTATION:**

N/A

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**BACKGROUND:**

On May 21, 2025 Council provided three readings to Bylaw No. 25-12, being the Designated Officer Bylaw.

**Resolution No. 162.05.25**

THAT Council give First Reading to Bylaw No. 25-12, being the Designated Officer Bylaw.

**Resolution No. 163.05.25**

THAT Council give Second Reading to Bylaw No. 25-12, being the Designated Officer Bylaw.

**Resolution No. 164.05.25**

THAT Council give unanimous consent to give third and final reading to Bylaw No. 25-12, being the Designated Officer Bylaw.

**Resolution No. 165.05.25**

THAT Council give Third Reading to Bylaw No. 25-12, being the Designated Officer Bylaw.

On June 11, 2025, The *Freedom of Information and Protection of Privacy Act* was repealed and two separate Acts and regulations, being the *Access to Information Act* (ATIA) and *Protection of Privacy Act* (POPA) were proclaimed. Administration is in the process of updating all policies and bylaws to reflect the changes to provincial legislation.

To ensure correct terminology is used for the appointed designated officers, references to FOIP have been removed and replaced with ATIA, where applicable, as seen in Attachment IV (Designated Officer Bylaw No. 26-06).

Designated Officer Bylaw No. 25-12 will be repealed and replaced if approved.

ATIA Bylaw No. 25-24 will be repealed as the Bylaw in Attachment III contains the required information outlining who the Town's designated officers are and includes information from the ATIA Bylaw that was required previously.

**KEY ISSUE(S)/CONCEPT(S):**

With the FOIP Act repealed, The Town's current Bylaw 25-12 is no longer in alignment with provincial legislation. The key issue for Council's consideration is to pass an updated Designated Officer's Bylaw to reflect the implementation of the Access to Information Act and the Protection of Privacy Act. References to FOIP have been removed and replaces with ATIA where applicable.

**DESIRED OUTCOMES:**

That Council adopt Bylaw 26-06, as presented, to ensure the organization is in alignment with the current ATIA and POPA Act with the FOIP Act being repealed on June 11, 2025.

**COMMUNICATIONS:**

Once approved, Administration will proceed with signing of the bylaw and posting of the bylaw to the Town's website.

**ALTERNATIVE ACTIONS/MOTIONS:**

1. Council could direct Administration to make changes to the bylaw and return the bylaw to a future Council meeting.

**ATTACHMENTS:**

[Attachment I: 25-12 - Designated Officer Bylaw \(ID 88869\)](#)

[Attachment II: 25-24 - ATIA Bylaw \(ID 92440\)](#)

[Attachment III: 2026 - Designated Officer Bylaw No. 26-06](#)

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Kara Rusk, Director of Strategic, Administrative, and Financial Services

Approved  
- 26 Mar  
2026

Mark Pretzlaff, Director of Community and Protective Services

Approved  
- 26 Mar  
2026

**BYLAW NO. 25-12  
OF THE TOWN OF STRATHMORE  
IN THE PROVINCE OF ALBERTA**

**BEING A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA TO ESTABLISH DESIGNATED OFFICER POSITIONS AND POWERS.**

**WHEREAS** pursuant to the *Municipal Government Act*, RSA 2000, Chapter M-26, as amended, provides that Council may pass a bylaw to establish one or more positions to carry out the powers, duties and functions of a Designated Officer;

**AND WHEREAS** Council desires to exercise its authority pursuant to the *Municipal Government Act* by establishing Designated Officer Positions;

**NOW THEREFORE BE IT RESOLVED THAT** the Municipal Council of the Town of Strathmore, in the Province of Alberta duly assembled **HEREBY ENACTS AS FOLLOWS:**

**1.0. SHORT TITLE**

1.1 This Bylaw may be cited as the "Designated Officer Bylaw".

**2.0. DEFINITIONS**

2.1 Words used in this bylaw have the same meaning as defined in the *Municipal Government Act*, with the following changes or additions:

- a) "CAO" means the person appointed to the position of Chief Administrative Officer of the Town of Strathmore, or their designate;
- b) "Director of Community and Protective Services" means the individual employed by the Town that oversees community and protective services;
- c) "FOIP Act" means the *Freedom of Information and Protection of Privacy Act*, RSA 2000, F-25 and amendments thereto;

- d) "FOIP Head" means the individual employed by the Town and appointed pursuant to Town of Strathmore FOIP Bylaw No. 21-22;
- e) "MGA" means the *Municipal Government Act*, RSA 2000, Chapter M-26 and amendments thereto;
- f) "Town" means the Town of Strathmore, a municipal corporation in the Province of Alberta;

### **3.0. DESIGNATED OFFICERS**

3.1 The following Designated Officer positions are established, and the persons appointed to these positions will have the following titles and powers, duties and functions:

- a) CAO, to carry out the powers, duties and functions set out in Town CAO Bylaw No. 18-19 and Part 6 of the MGA;
- b) FOIP Head, to carry out the powers, duties and functions set out in Town FOIP Bylaw No. 21-22 and under the authority of the FOIP Act;
- c) Community Protection Officer to carry out the powers, duties and functions set out in Part 13, Division 4 of the MGA; and
- d) Director of Community and Protective Services to support the Community Protection Officer in carrying out the powers, duties and functions set out in Part 13, Division 4 of the MGA.

### **4.0. DELEGATION OF AUTHORITY**

4.1 Designated officers may delegate any of the officer's powers, duties or functions under this or any other enactment or bylaw to an employee of the municipality.

### **5.0. ACCOUNTABILITY**

5.1 The FOIP Head, Community Protection Officer and Director of Community and Protective Services are all subject to supervision by and accountability to the CAO.

**6.0. SEVERABILITY**

- 6.1 If any section or part of this Bylaw is found in any course of law to be illegal, or beyond the power of Council to enact, such section 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 be enacted as such.

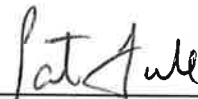
**7.0. EFFECTIVE DATE**

- 7.1 This Bylaw shall become effective when it has received third and final reading and has been signed by the Mayor and Director of Strategic, Administrative & Financial Services.

**READ A FIRST TIME THIS** 21st day of May, 2025.

**READ A SECOND TIME THIS** 21st day of May, 2025.

**READ A THIRD AND FINAL TIME THIS** 21st day of May, 2025.



MAYOR



DIRECTOR OF STRATEGIC, ADMINISTRATIVE,  
AND FINANCIAL SERVICES

**BYLAW NO. 25-24  
THE TOWN OF STRATHMORE  
IN THE PROVINCE OF ALBERTA**

**A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA TO  
DESIGNATE THE HEAT AND SET FEES AND CHARGES FOR THE PURPOSE OF  
THE *ACCESS TO INFORMATION ACT AND PROTECTION OF PRIVACY ACT*.**

**WHEREAS** under the authority and subject of the provisions the *Access to Information Act, Statutes of Alberta, 2024 Chapter A-1.4*, referred to as ("ATIA"), and the *Protection of Privacy Act, Statutes of Alberta, 2024 Chapter P-28.5*, referred to as ("POPA"), Council is required to designate a person or group of persons as the head of local public body for the purpose of this Act;

**AND WHEREAS** under the authority of and subject to the provisions under the *Access to Information Act, Statutes of Alberta, 2024 Chapter A-1.4*, Council may set any fees the local body requires to be paid, which must not exceed the fees provided for in the regulations.

**Now Therefore**, the Council of the Town of Strathmore, in the Province of Alberta duly assembled, hereby enact as follows:

**1. SHORT TITLE**

- 1.1. This Bylaw may be cited as the "ATIA Bylaw."

**2. DEFINITIONS**

- 2.1. "Applicant" means a person who makes a request for access to a record under the ATIA;
- 2.2. "ATIA" means the *Access to Information Act, Statutes of Alberta, 2024 Chapter A-1.4*;

- 2.3. "CAO" means the person appointed as Chief Administrative Officer of the Town of Strathmore and includes any person who holds the position of CAO in an Acting capacity;
- 2.4. "Director of Strategic & Administrative Services" means the individual employed by the Town of Strathmore who oversees strategic and administrative services;
- 2.5. "Town of Strathmore" includes any board, committee or commission, panel, agency or corporation that is created or owned by the Town of Strathmore and all members of its officers of which are appointed by the Town of Strathmore.

### **3. DESIGNATED HEAD**

- 3.1. The Director of Strategic, Administrative & Financial Services for the Town of Strathmore is appointed as Head for the purpose of the Act. In the event of the absence of the Director of Strategic, Administrative & Financial Services, the CAO or designate shall act as Head.

### **4. FEES**

- 4.1. Where an applicant is required to pay a fee for service, the fee payable shall be in accordance with Schedule "A" of the current Town of Strathmore Fees Bylaw.

### **5. REPEAL**

- 5.1. Bylaw No. 21-22 is hereby repealed.

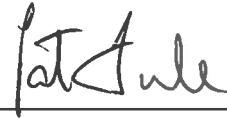
### **6. ENACTMENT**

- 6.1. This Bylaw comes into full force and effect upon third and final reading.

**READ A FIRST TIME THIS** 19th day of November, 2025.

**READ A SECOND TIME THIS** 19th day of November, 2025.

**READ A THIRD AND FINAL TIME THIS** 19th day of November, 2025.



\_\_\_\_\_  
Mayor



\_\_\_\_\_  
Director of Strategic,  
Administrative and Financial Services

**BYLAW NO. 26-06  
OF THE TOWN OF STRATHMORE  
IN THE PROVINCE OF ALBERTA**

**BEING A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA TO ESTABLISH DESIGNATED OFFICER POSITIONS AND POWERS.**

**WHEREAS** pursuant to the *Municipal Government Act*, RSA 2000, Chapter M-26, as amended, provides that Council may pass a bylaw to establish one or more positions to carry out the powers, duties and functions of a Designated Officer;

**AND WHEREAS** Council desires to exercise its authority pursuant to the *Municipal Government Act* by establishing Designated Officer Positions;

**NOW THEREFORE BE IT RESOLVED THAT** the Municipal Council of the Town of Strathmore, in the Province of Alberta duly assembled **HEREBY ENACTS AS FOLLOWS:**

**1.0. SHORT TITLE**

1.1 This Bylaw may be cited as the "Designated Officer Bylaw".

**2.0. DEFINITIONS**

2.1 Words used in this bylaw have the same meaning as defined in the *Municipal Government Act*, with the following changes or additions:

- a) "ATIA" means the Access to Information Act, R.S.A. 2024, c.A-1.4, and any amendments thereto.
- b) "ATI Head" means the individual employed by the Town and appointed as the ATI Head under ATIA.
- c) "CAO" means the person appointed to the position of Chief Administrative Officer of the Town of Strathmore, or their designate;

- d) "Community Protection Officer" means the individual employed by the Town that works as a Community Protection Officer or Community Peace Officer;
- e) "Director of Community and Protective Services" means the individual employed by the Town that oversees community and protective services;
- f) "Director of Strategic, Administrative & Financial Services" means the individual employed by the Town that oversees strategic, administrative and financial services;
- g) "MGA" means the *Municipal Government Act*, RSA 2000, Chapter M-26 and amendments thereto;
- h) "POPA" means the Protections of Privacy Act, R.S.A. 2024, c.P-28.5, and any amendments thereto;
- i) "POPA Head" means the individual employed by the Town and appointed pursuant to the Town of Strathmore;
- j) "Town" means the Town of Strathmore, a municipal corporation in the Province of Alberta;

### **3.0. DESIGNATED OFFICERS**

- 3.1 The following Designated Officer positions are established, and the persons appointed to these positions will have the following titles and powers, duties and functions:
  - a) CAO, to carry out the powers, duties and functions set out in Town CAO Bylaw No. 18-19 and Part 6 of the MGA;
  - b) The Director of Strategic, Administrative & Financial Services for the Town of Strathmore is appointed as Head for the purpose of ATIA and POPA. In the event of the absence of the Director of Strategic, Administrative & Financial Services, the CAO or designate shall act as Head.
    - i. Where an applicant is required to pay a fee for service, the fee payable shall be in accordance with Schedule "A" of the current Town of Strathmore Fees Bylaw.

- c) Community Protection Officer to carry out the powers, duties and functions set out in Part 13, Division 4 of the MGA; and
- d) Director of Community and Protective Services to support the Community Protection Officer in carrying out the powers, duties and functions set out in Part 13, Division 4 of the MGA.

#### **4.0. DELEGATION OF AUTHORITY**

- 4.1 Designated officers may delegate any of the officer's powers, duties or functions under this or any other enactment or bylaw to an employee of the municipality.

#### **5.0. ACCOUNTABILITY**

- 5.1 The Director of Strategic, Administrative & Financial Services, Community Protection Officer and Director of Community and Protective Services are all subject to supervision by and accountability to the CAO.

#### **6.0. SEVERABILITY**

- 6.1 If any section or part of this Bylaw is found in any course of law to be illegal, or beyond the power of Council to enact, such section 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 be enacted as such.

#### **7.0. REPEAL**

- 7.1 Bylaw No. 25-12 is hereby repealed.
- 7.2 Bylaw No. 25-24 is hereby repealed.

#### **8.0. EFFECTIVE DATE**

- 8.1 This Bylaw shall become effective when it has received third and final reading and has been signed by the Mayor and Director of Strategic, Administrative & Financial Services.

**READ A FIRST TIME THIS**    day of    , 2026.

**READ A SECOND TIME THIS**    day of    , 2026.

**READ A THIRD AND FINAL TIME THIS**    day of    , 2026.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Director of Strategic, Administrative  
& Financial Services

**AGENDA**  
**REGULAR MEETING OF THE COMMUNITY FUTURES WILD ROSE BOARD OF DIRECTORS**

To be held at the CFWR Office: Suite #101, 331 Third Avenue, Strathmore, AB

**BOARD ORIENTATION AND DINNER 6:00-7:00 pm**  
**MEETING at 7:00 pm on January 8, 2026**

1. **Call to Order**
2. **Approval of Agenda**
3. **Consent Agenda:**

A. Regular Meeting Minutes November 6, 2025 (see attached)	Page 2
B. IRC Meeting Minutes June/Sept/Nov (see attached)	Page 6
C. Financial Variance Report – Oct-Nov 2025 (see attached)	Page 18
D. Executive Directors Report (see attached)	Page 24
4. **Strategic Priorities:**

<b>A. Business Growth &amp; Resiliency</b>	
i. Oct-Dec 2025 KPI Report	Page 25
ii. Dec 2025 RRRF Payment Report	Page 26
iii. CED Projects Update	
 <b>B. Comprehensive Client Support &amp; Success</b>	
i. 2026 Interest Rate Decision	
ii. Loan in Arrears Report	
iii. Loan Portfolio Report	Page 32
 <b>C. Community Awareness &amp; Engagement</b>	
i. Selection of Heart of the Community Q4 Winner	Page 37
ii. Quarterly Impact Report for Council Package	Page 43
 <b>D. Innovation, Adaptability &amp; Sustainability</b>	
i. WD Updates	
ii. 2026/2027 WD Operations Plan	Page 45
iii. CFWR 2026/2027 Draft Budget	Page 54
5. **Other Business:**
  - i.
6. **Closed Session:**

**Date of Next meeting:** Thursday, February 5, 2026 at 7pm at the CFWR office

**Adjournment**



**MINUTES**  
**REGULAR MEETING OF THE COMMUNITY FUTURES WILD ROSE BOARD OF DIRECTORS**

Held at the CFWR Office: Suite #101, 331 3<sup>rd</sup> Avenue, Strathmore, AB

At 7:10 pm on November 6, 2025

This meeting was Preceded by a Special Meeting of the Shareholders of  
 Community Futures Wild Rose

Municipality	Name	Present (X)
Acme	Rhonda Laking	X
Bassano	Matthew Loewen	X
Beiseker	Neil Young	X
Carbon	Stacey McKenna	X
Chestermere	Janelle Sandboe	X
Hussar	Michelle Plante	X
Irricana	Julie Sim	X
Kneehill County	Laura Lee Machell-Cunningham	X
Linden	Trish McConnell	X
Rockyford	Darcy Burke	X
Standard	Richard Bryan	X
Strathmore	Claude Brown	Regrets
Three Hills	Dennis Hazelton	X
Trochu	Chris Armstrong	X
Wheatland County	Donna Biggar	X
<b>Staff:</b>		
Chantale Sangster	Executive Director	X
Trisha Breault	CED Coordinator	X

**1. Call to Order**

Chantale Sangster called the meeting to order at 7:13 pm

**2. Approval of Agenda**

Chantale has requested to add agenda item 3. A Document Signing

01-11-2025	Laura Lee Machell-Cunningham	Motion to approve the November 6, 2025, agenda as amended. CARRIED.
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**3. Election of Officers: Chair, Vice-Chair and Secretary Treasurer**

**Chantale Sangster called nominations for the Chair.**

Chris Armstrong nominated Dennis Hazelton for **Chair**. Dennis accepted the nomination. Second Call for **Chair** nominations. No new nominations. Third call for **Chair** nominations. No new

nominations. Richard Bryan moves that nominations cease. Dennis Hazelton is elected **Chair** by acclamation for the 2025-2026 term.

02-11-2025	Richard Bryan	Motion to cease nominations and Dennis Hazelton is elected <b>Chair</b> . CARRIED.
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**Dennis Hazelton now chairs the meeting.**

Matthew Loewen nominated Chris Armstrong for **Vice-Chair**. Chris accepted the nomination. Second Call for **Vice-Chair** nominations. No new nominations. Third call for **Vice-Chair** nominations. No new nominations. Julie Sim moves that nominations cease. Chris Armstrong is elected **Vice-Chair** by acclamation for the 2025-2026 term.

03-11-2025	Julie Sim	Motion to cease nominations and Chris Armstrong is elected <b>Vice-Chair</b> . CARRIED.
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Julie Sim nominated Rhonda Laking for **Secretary/Treasurer**. Rhonda Laking accepted the nomination. Second Call for **Secretary/Treasurer** nominations. No new nominations. Third call for **Secretary/Treasurer** nominations. No new nominations. Laura Lee Machell-Cunningham moves to cease nominations. Rhonda Laking is elected **Secretary/Treasurer** by acclamation for the 2025-2026 term.

04-11-2025	Laura Lee Machell-Cunningham	Motion to cease nominations and Rhonda Laking is elected <b>Secretary/Treasurer</b> . CARRIED.
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**A. Document Signing**

**4. Appointment of Investment Review Committee Members (Chris Armstrong, Chair).**

Chris Armstrong, Dennis Hazelton, Pat Wise, Wade Christie and Tari Cockx have agreed to let their names stand for the **IRC Committee**. Chris Armstrong called for second nominations for **IRC Committee**. Third call for nomination for **IRC Committee**. No new nominations. Chris Armstrong, Dennis Hazelton, Pat Wise, Wade Christie and Tari Cockx are elected for the 2025-2026 term.

05-11-2025	Chris Armstrong	Motion to elect the <b>IRC Members</b> . CARRIED.
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**5. Committees of the Board – Governance / Audit & Finance / Management & Personnel / Sustainability & Succession Planning**

Janelle Sandboe, Julie Sim, and Matthew Loewen self nominated for **Governance Committee**. Second Call for **Governance Committee** nominations. No new nominations. Third call for **Governance Committee** nominations. No new nominations. Janelle Sandboe, Julie Sim, and Matthew Loewen are elected for the 2025-2026 term.

06-11-2025	Dennis Hazelton	Motion to elect the <b>Governance Committee</b> . CARRIED.
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Rhonda Laking, Richard Bryan, and Darcy Burke self nominated for **Audit/Finance Committee**. Second Call for **Audit/Finance Committee** nominations. No new nominations. Third call for **Audit/Finance Committee** nominations. No new nominations. Rhonda Laking, Richard Bryan, and Darcy Burke are elected for the 2025-2026 term.

07-11-2025	Laura Lee Machell-Cunningham	Motion to elect the <b>Audit/ Finance Committee</b> . CARRIED.
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Dennis Hazelton, Michelle Plante, and Laura Lee Machell-Cunningham self-nominated for the **Management & Personnel Committee**. Second Call for **Management & Personnel Committee** nominations. No new nominations. Third call for **Management & Personnel Committee** nominations. No new nominations. Dennis Hazelton, Michelle Plante, and Laura Lee Machell-Cunningham are elected for the 2025-2026 term.

08-11-2025	Neil Young	Motion to elect the <b>Management &amp; Personnel Committee</b> . CARRIED.
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Donna Biggar, Neil Young, and Trish McConnell self nominated for the **Sustainability & Succession Planning Committee**. Second Call for **Management & Personnel Committee** nominations. No new nominations. Third call for **Management & Personnel Committee** nominations. No new nominations. Donna Biggar, Neil Young, and Trish McConnell-are elected for the 2025-2026 term.

09-11-2025	Neil Young	Motion to elect the <b>Sustainability &amp; Succession Planning Committee</b> . CARRIED.
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**6. Consent Agenda:**

- A. Regular Meeting Minutes October 2, 2025 (see attached) Page 15
- B. Financial Variance Report – September 2025 (see attached) Page 19
- C. Personnel Committee Agenda & Minutes, October 2, 2025 (see attached) Page 22
- D. Executive Directors Report (see attached) Page 24

10-11-2025	Trish McConnell	Motion to approve the Consent Agenda as presented. CARRIED.
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**7. Strategic Priorities:**

**A. Marketing and Awareness**

- i. 2025-2028 CFWR Draft Strategic Plan report (see attached) Page 25

11-11-2025	Matthew Loewen	Motion to approve the 2025-2028 CFWR Draft Strategic Plan. CARRIED.
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**B. Collaboration & Partnerships**

**C. Programs & Services**

- i. Monthly Loan Report with Arrears

Nothing to report for October

12-11-2025	Richard Bryan	Motion to approve the Monthly Loan Report with Arrears. CARRIED.
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- ii. Loan Portfolio Report, October (see attached) Page 35

Our Loan portfolio currently at 13 loans valued at \$916,000. Primary sectors are in Professional Services, followed by Agriculture, Transportation, Construction, and Accommodations and Food Services. There is currently \$2.9 million in CFLIP and \$1,554,528.19 in the Investment Account. We have had 7 Loans pay out this year totalling \$290,000.

13-11-2025	Laura Lee Machell-Cunningham	Motion to accept the Loan Portfolio Report. CARRIED.
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**D. Resource Sustainability**

- i. September 30, 2024, Semi-Annual Financial Report to WD. MOTION AND 2 SIGNATURES REQUIRED Page 40

14-11-2025	Richard Bryan	Motion to submit the approved Semi-Annual Financial Report to WD. CARRIED.
15-11-2025	Julie Sim	Second motion to submit the approved Semi-Annual Financial Report to WD. CARRIED.

**8. Other Business:**

- i. Banking Services Review and Recommendation (see attached) Page 46

16-11-2025	Richard Bryan	Motion to approve the transfer of all Community Futures Wild Rose banking services from ConnectFirst/Servus Credit Union to ATB Financial and authorize the Chair and Treasurer to execute all necessary documents to complete the transition. CARRIED.
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- ii. Board Orientation Meeting

Presented as Information

- iii. 2026 CFWR Board Calendar (see attached) Page 47

Presented as Information

**9. Closed Session:**

- i. Ratify email vote from October 7, 2025

17-11-2025	Dennis Hazelton	Motion to move into closed session at 8:25 pm. CARRIED.
18-11-2025	Dennis Hazelton	Motion to move out of closed session at 8:33 pm. CARRIED.
19-11-2025	Julie Sim	Motion to ratify email vote from October 7, 2025, as discussed in closed session. CARRIED.

**Date of Next meeting: 5:30 PM December 4, 2025 \*\*At The Strathmore Golf Course, 80 Wheatland Trail\*\***

**Adjournment 8:38 pm**

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**Dennis Hazelton, Board Chair**

**Vision:** Community Futures Wild Rose creates thriving communities one business idea at a time.

**Mission:** We are the trusted leader fostering business development; leading the way to economic prosperity and diversity within our region.



**MEETING MINUTES OF THE COMMUNITY FUTURES WILD ROSE  
 INVESTMENT REVIEW COMMITTEE**

Held at the CFWR Office: Suite #101, 331 3<sup>rd</sup> Avenue, Strathmore, AB  
 At 5:30 pm on June 11, 2025

Municipality	Name	Present (X)
Trochu – Committee Chair	Chris Armstrong - Director	X
Three Hills	Dennis Hazelton - Director	X
Bassano	Sabine Nasse – Member at large	X
Strathmore	Tari Cockx – Member at large	Regrets
Chestermere	Pat Wise – Member at large	X
<b>Staff and Guests:</b>		
Executive Director	Chantale Sangster	X
Business Development Officer	Lindsay Desrosiers	X

**1. Call to Order**

Chris Armstrong called the meeting to order at 5:40 pm.

**2. Approval of Agenda**

01-06-2025	Dennis Hazelton	Motion to approve the agenda as presented. CARRIED.
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**3. Approval of the Meeting Minutes**

02-06-2025	Pat Wise	Motion to approve the meeting minutes from May 14, 2025. CARRIED.
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**4. Loan Application for Review and Decision**

**4.1 Loan #L-00419-2025**

Amount: \$75,000  
 Interest Rate: 6.95%  
 Term: 10 Years  
 Payment: \$925

03-06-2025	Sabine Nasse	Motion to approve Loan #L-00419-2025 up to \$75,000, contingent on the following conditions: 1. The client must provide current vendor statement of accounts. 2. CFWR will determine and manage a vendor payment plan, with payments made directly to the vendors. 3. Funding will be disbursed in draws, beginning with an initial draw of \$25,000.
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		<p>4. To access the next draw, the client must:</p> <ul style="list-style-type: none"> <li>a. Submit a detailed plan outlining the intended use of funds and how the business will move forward.</li> <li>b. Generate a minimum of \$50,000 in revenue through the sale of horses, apply proceeds to outstanding debt, and provide proof of payment.</li> <li>c. Schedule and attend monthly business coaching sessions, with participation from both the client and their daughter.</li> </ul> <p>5. All subsequent draws will be subject to similar deliverables determined by the Investment Review Committee (IRC).</p> <p>CARRIED.</p>
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**5. Loan Ratification**

**5.1 Loan #893Q-0525**

Amount: \$5,000  
 Interest Rate: 6.95%  
 Term: 3 Years  
 Payment: \$154.30

04-06-2025	Dennis Hazelton	Motion to ratify Loan #893Q-0525. CARRIED.
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**5.2 Loan #894Q-0525**

Amount: \$5,000  
 Interest Rate: 6.95%  
 Term: 3 Years  
 Payment: \$154.30

05-06-2025	Pat Wise	Motion to ratify Loan #894Q-0525. CARRIED.
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**6. Other Business**

**6.1 Draw Based Lending Discussion**

05-06-2025	Sabine Nasse	Motion to accept information as presented and bring forward to the Board of Directors in September 2025. CARRIED.
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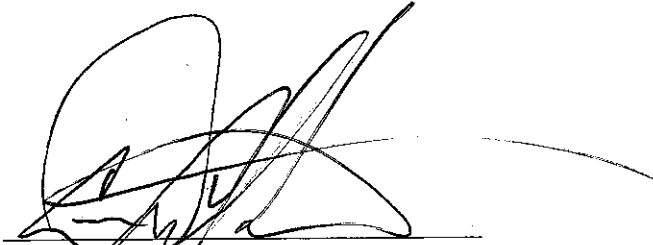
**7. Adjournment – 7:31 pm**

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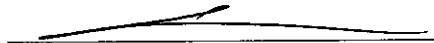
**MINUTE APPROVAL**



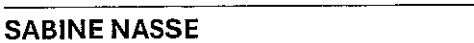
**CHRIS ARMSTRONG**



**DENNIS HAZELTON**



**PAT WISE**



**SABINE NASSE**

**TARI COCKX**

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**MEETING MINUTES OF THE COMMUNITY FUTURES WILD ROSE  
 INVESTMENT REVIEW COMMITTEE**

Held at the CFWR Office: Suite #101, 331 3<sup>rd</sup> Avenue, Strathmore, AB  
 At 5:30 pm on September 24, 2025

Municipality	Name	Present (X)
Trochu – Committee Chair	Chris Armstrong - Director	X
Three Hills	Dennis Hazelton - Director	X
Bassano	Sabine Nasse – Member at large	X
Strathmore	Tari Cockx – Member at large	Regrets
Chestermere	Pat Wise – Member at large	X
<b>Staff and Guests:</b>		
Business Development Officer	Lindsay Desrosiers	X
CED Coordinator	Trisha Breault	X

**1. Call to Order**

Chris Armstrong called the meeting to order at 6:03pm.

**2. Approval of Agenda**

Lindsay added item 7.3, Potential Loans Discussion, to the agenda. The current item 7.3, Interim Meeting November 2025, will now be listed as 7.4.

01-09-2025	Dennis Hazelton	Motion to approve the agenda as amended. CARRIED.
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**3. Approval of the Meeting Minutes**

02-09-2025	Pat Wise	Motion to approve the meeting minutes from May 14, 2025. CARRIED.
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**4. Ratification of CGI Loan #CGI10-0825**

**4.1 Loan #CGI10-0825**

Amount: \$15,000  
 Interest Rate: 6.95%  
 Term: 5 Years  
 Payment: \$265

03-09-2025	Sabine Nasse	Motion to ratify the approval for CGI Loan #CGI10-0825. CARRIED.
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**5. Loan Ratification**

**5.1 Loan #895-0625**

Amount: \$23,000  
 Interest Rate: 6.95%  
 Term: 5 Years  
 Payment: \$471.23

04-09-2025	Dennis Hazelton	Motion to ratify the approval for Loan #895-0625. CARRIED.
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**5.2 Loan #897-0725**

Amount: \$50,000  
 Interest Rate: 6.95%  
 Term: 10 Years  
 Payment: \$1,026.62

05-09-2025	Pat Wise	Motion to ratify the approval for Loan #897-0725. CARRIED.
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**5.3 Loan #898QD-0725**

Amount: \$8,000  
 Interest Rate: 6.95%  
 Term: 3 Years  
 Payment: \$246.87

06-09-2025	Sabine Nasse	Motion to ratify the approval for Loan #898QD-0725. CARRIED.
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**5.4 Loan #899BB-0925 – IRC voted by email**

Amount: \$150,000  
 Interest Rate: 6.95%  
 Term: 3 Years  
 Payment: \$5,650.87

07-09-2025	Dennis Hazelton	Motion to ratify the email approval for Loan #899BB-0925. CARRIED.
------------	-----------------	--

**6. Loan Applications for Review and Decision**

**6.1 Loan Application #L-00429-2025**

Amount: \$300,000 LOC  
 Interest Rate: 6.70%  
 Term: 10 Years  
 Payment: \$2,291.06 - \$3,547.04

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08-09-2025	Pat Wise	Motion to approve Loan #L-00429-2025 to be taken to the board for approval on October 2, 2025. CARRIED.
------------	----------	---

**6.2 Loan application #L-00424-2025**

Amount: \$300,000  
 Interest Rate: 6.70%  
 Term: 10 Years  
 Payment: \$3,454.41

09-09-2025	Sabine Nasse	Motion to approve Loan #L-00424-2025 to be taken to the board for approval on October 2, 2025. CARRIED.
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**6.3 Loan Application #L-00426-2025**

Amount: \$300,000  
 Interest Rate: 6.70%  
 Term: 10 Years  
 Payment: \$3,584.04

10-09-2025	Dennis Hazelton	Motion to approve Loan #L-00426-2025, conditional upon the client securing Canadian Small Business Financing Program approval, to be taken to the Board for approval on October 2, 2025. CARRIED.
------------	-----------------	---

**7. Other Business**

**7.1 Loans Under Review Report**

**Loan #865-0224**

This client filed for bankruptcy in June 2025. CFWR hired a bailiff to seize all assets located at the former address. The landlord informed CFWR that most assets were removed from the property by our client prior to the seizure and CFWR has not been able to locate these missing pieces of equipment. The items recovered will be picked up and sold at auction located in Calgary in September 2025. **(\$115,632.46 Balance Owing)**

**Loan #850DY-0223**

This client is currently behind on their July 15<sup>th</sup> payment and a partial portion of their March 15<sup>th</sup> payment for a total amount owing of \$1,324.05 (July) + \$50 NSF + \$834.03 (March) = **\$2,208.08** The client does not communicate but periodically sends e-transfers with the dollar amount they are able to pay. **(\$38,746.41 Balance Owing)**

11-09-2025	Pat Wise	Motion to approve the Loans Under Review Report. CARRIED.
------------	----------	---

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**7.2 IRC Membership 2025/26**

Sabine Nasse has reached her maximum term limit on the IRC. She will be required to take a one-year break, after which she may return as a member-at-large if she chooses. She has agreed to remain on the committee until a suitable replacement is found. Tari Cockx has not made the decision yet; Chris Armstrong, Dennis Hazelton & Pat Wise agreed to return to their positions for the 2025-26 year.

**7.3 Potential Loan Applications Discussion**

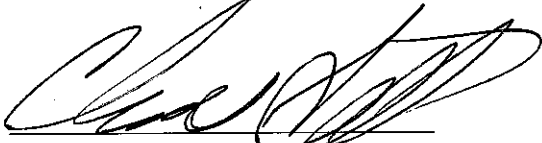
Discussion on two potential loan applications


Presented as Information

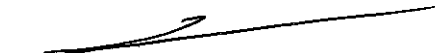
**7.4 Interim Meeting November 5, 2025**


**8. Adjournment – 7:41 pm**

**MINUTE APPROVAL**

  
CHRIS ARMSTRONG

  
DENNIS HAZELTON

  
PAT WISE

  
SABINE NASSE

  
TARI COCKX

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**MEETING MINUTES OF THE COMMUNITY FUTURES WILD ROSE  
 INVESTMENT REVIEW COMMITTEE**

Held at the CFWR Office: Suite #101, 331 3<sup>rd</sup> Avenue, Strathmore, AB  
 At 5:30 pm on November 6, 2025

Municipality	Name	Present (X)
Trochu – Committee Chair	Chris Armstrong - Director	X
Three Hills	Dennis Hazelton - Director	X
Kneehill County	Wade Christie – Member at large	X
Strathmore	Tari Cockx – Member at large	X
Chestermere	Pat Wise – Member at large	X
<b>Staff and Guests:</b>		
Business Development Officer	Lindsay Desrosiers	X
Executive Director	Chantale Sangster	X

**1. Call to Order**

Chris Armstrong called the meeting to order at 5:45 pm.

**2. Approval of Agenda**

Lindsay requested the following amendments: Add item 3.1 – Sign amended June 11, 2025, meeting minutes. Change item 5.4 to Loan #896R-0625 discussion. Renumber the existing item 5.4 to 5.5 – IRC Meeting Date

01-11-2025	Wade Christie	Motion to approve the agenda as amended. CARRIED.
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**3. Approval of the Meeting Minutes**

02-11-2025	Dennis Hazelton	Motion to approve the meeting minutes from September 24, 2025. CARRIED.
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**3.1 Signing of Amended June 11, 2025, meeting minutes**

03-11-2025	Pat Wise	Motion to approve the meeting minutes from June 11, 2025, as amended. CARRIED.
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**4. Loan Applications for Review and Decision**

**4.1 Loan Application #L-00415-2025**

Amount: \$50,000  
 Interest Rate: 6.45%  
 Term: 5 Years  
 Payment: \$1,087.30

04-11-2025	Tari Cockx	Motion to approve Loan Application #L-00415-2025, with conditions directed by the IRC. CARRIED.
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**4.2 Loan Application #L-00438-2025**

Amount: \$81,000  
 Interest Rate: 6.45%  
 Term: 1 Year  
 Payment: \$1,000

05-11-2025	Wade Christie	Motion to approve Loan #L-00438-2025, with conditions directed by the IRC. CARRIED.
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**5. Other Business**

**5.1 Loans over \$150,000 update**

Presented as Information		
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**5.2 Interest Rate Change Discussion**

06-11-2025	Tari Cockx	Motion for CFWR to offer client(s) the lowest interest rate available at the time of signing legal loan documents, in accordance with the current lending program rates. CARRIED.
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**5.3 BDC Business Elevation Program Discussion**

Presented as Information		
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**5.4 Loan #896R-0625 Second Draw Discussion**

Presented as Information		
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**5.5 IRC 2026 Meeting Dates**

Presented as Information		
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**6. Ratification of CGI Loan #CGI-1025**

Amount: \$15,000  
 Interest Rate: 6.7%  
 Term: 5 Years  
 Payment: \$264.66

07-11-2025	Pat Wise	Motion to ratify Loan #CGI-1025. CARRIED.
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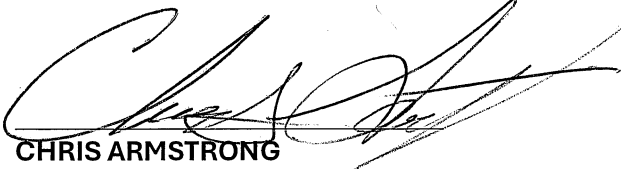
**7. Ratification of email vote – 2<sup>nd</sup> Draw L#896R-0625**

08-11-2025	Tari Cockx	Motion to ratify email vote for use of funds for 2 <sup>nd</sup> draw of loan #896R-0625. CARRIED.
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**8. Adjournment – 6:52 pm**

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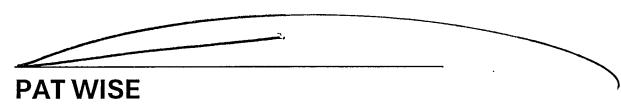
**MINUTE APPROVAL**



CHRIS ARMSTRONG



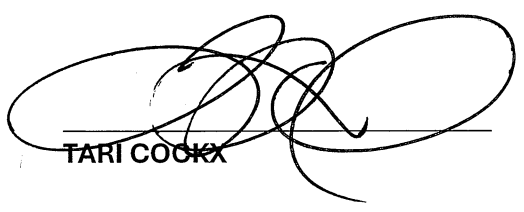
DENNIS HAZELTON



PAT WISE



WADE CHRISTIE



TARI COOK

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## October 1-31, 2025

Executive Financial Summary

### Monthly Budget vs Actuals

	ACTUAL	MONTHLY BUDGET	VARIANCE
REVENUE	\$113,480.72	\$115,019.34	-\$1,538.62
EXPENSES	\$40,746.06	\$41,757.86	-\$1,011.80
NET	\$72,734.66	\$73,261.48	-\$526.82

#### Key Variances - Positive

- 

#### Key Variances - Negative

- Loan fees and interest on deposit slightly lower than projected this month
- 

## April 1 - October 31, 2025

Executive Financial Summary

### Year-to-Date Dashboard

	ACTUAL	YTD BUDGET	VARIANCE
REVENUE	\$466,461.23	\$465,772.38	\$688.85
EXPENSES	\$396,367.59	\$397,357.64	-\$990.05
NET	\$70,093.64	\$68,414.74	\$1,678.90

#### Key Variances - Positive

- Overall revenues are currently very close to projected

#### Key Variances - Negative

- Staff Benefits over budget but are projected to stabilize in the coming months and be close to budget by year-end.

#### Market Trends / News

- The next Bank of Canada interest rate review is on December 10, 2025.
- CFWR lending rate of Prime + 2% holding steady at 6.45%.

#### Final Notes

-

<b>Comparative Income Statement</b>				
	<b>Actual Oct 01, 2025 to Oct 31, 2025</b>		<b>Budget Oct 01, 2025 to Oct 31, 2025</b>	<b>Difference</b>
<b>REVENUE</b>				
Fed Gov't Contribution	73,741.00		73,741.00	0.00
Interest Transfer	16,668.00		16,668.00	0.00
RRRF and CGI admin dollars transfer	8,650.00		8,650.00	0.00
Corporate rent transfer	8,577.00		8,577.00	0.00
Other Gov't Grants and Funding	0.00		0.00	0.00
Loan Fees	1,650.00		3,000.00	-1,350.00
Project Income	3,533.34		3,533.34	0.00
Interest on Deposit	661.38		850.00	-188.62
<b>TOTAL REVENUE</b>	<b>113,480.72</b>		<b>115,019.34</b>	<b>-1,538.62</b>
<b>EXPENSES</b>				
Travel Expense	143.85		750.00	-606.15
Repairs & Maintenance	0.00		200.00	-200.00
WCB Expense	0.00		0.00	0.00
Legal/Accounting	0.00		1,000.00	-1,000.00
Advertising/Promotion	0.00		990.00	-990.00
Office Supplies	954.62		1,041.67	-87.05
Telephone & Fax	120.00		283.33	-163.33
Internet Hook-up	287.00		333.33	-46.33
Insurance	0.00		0.00	0.00
Membership Fees	0.00		0.00	0.00
Meeting/Conference	238.17		250.00	-11.83
Staff Training	0.00		0.00	0.00
Condo Fees	984.52		1,000.00	-15.48
Utilities Expenses	587.22		500.00	87.22
Bank Charges	35.00		11.66	23.34
Janitorial/Carpet Cleaning	600.00		950.00	-350.00
Wages	24,158.34		23,368.59	789.75
UIC Expense	307.44		365.47	-58.03
CPP Expense	621.89		932.42	-310.53
Board Travel	0.00		100.00	-100.00
Board Training	0.00		100.00	-100.00
Capital Purchases	0.00		100.00	-100.00
Community Development Project	1,220.09		700.00	520.09
GST Expense	943.19		500.00	443.19
Credit Checks/PPSA	155.73		150.00	5.73
Staff Benefits Expense	3,672.80		3,058.33	614.47
RRSP Staff Expense	1,704.20		905.06	799.14
Computer Software	744.00		900.00	-156.00
CED Consultant Fees	3,268.00		3,268.00	0.00
<b>TOTAL EXPENSE</b>	<b>40,746.06</b>		<b>41,757.86</b>	<b>-1,011.80</b>
<b>NET INCOME</b>	<b>72,734.66</b>		<b>73,261.48</b>	<b>-526.82</b>
<b>Generated On: Nov 27, 2025</b>				

<b>Community Futures Wild Rose - Operating Year-to-Date</b>				
<b>Comparative Income Statement</b>				
	<b>Actual Apr 01, 2025 to Oct 31, 2025</b>		<b>Budget Apr 01, 2025 to Oct 31, 2025</b>	<b>Difference</b>
<b>REVENUE</b>				
Fed Gov't Contribution	221,223.00		221,223.00	0.00
Interest Transfer	130,335.00		130,335.00	0.00
RRRF and CGI admin dollars transfer	38,950.00		38,950.00	0.00
Corporate rent transfer	25,731.00		25,731.00	0.00
Other Gov't Grants and Funding	0.00		0.00	0.00
Loan Fees	11,575.00		10,850.00	725.00
Project Income	25,733.38		24,733.38	1,000.00
Interest on Deposit	12,913.85		13,950.00	-1,036.15
<b>TOTAL REVENUE</b>	<b>466,461.23</b>		<b>465,772.38</b>	<b>688.85</b>
<b>EXPENSES</b>				
Travel Expense	5,334.87		5,250.00	84.87
Repairs & Maintenance	160.00		1,400.00	-1,240.00
WCB Expense	459.50		575.00	-115.50
Legal/Accounting	6,891.00		6,400.00	491.00
Advertising/Promotion	6,816.91		6,930.00	-113.09
Office Supplies	6,510.20		7,291.69	-781.49
Telephone & Fax	1,220.00		1,983.31	-763.31
Internet Hook-up	2,047.28		2,333.31	-286.03
Insurance	1,915.00		1,600.00	315.00
Membership Fees	40.00		253.00	-213.00
Meeting/Conference	5,923.67		5,685.00	238.67
Staff Training	689.00		2,400.00	-1,711.00
Condo Fees	6,633.57		7,000.00	-366.43
Utilities Expenses	3,228.37		3,500.00	-271.63
Bank Charges	85.00		81.62	3.38
Janitorial/Carpet Cleaning	4,620.00		4,750.00	-130.00
Wages	185,153.14		185,018.61	134.53
UIC Expense	3,473.27		3,375.66	97.61
CPP Expense	8,168.79		9,179.59	-1,010.80
Board Travel	488.23		700.00	-211.77
Board Training	454.41		700.00	-245.59
Capital Purchases	86,382.56		83,992.00	2,390.56
Community Development Project	5,901.19		4,900.00	1,001.19
GST Expense	2,085.04		3,500.00	-1,414.96
Credit Checks/PPSA	1,309.89		1,050.00	259.89
Staff Benefits Expense	24,510.57		21,408.31	3,102.26
RRSP Staff Expense	9,816.90		8,624.54	1,192.36
Computer Software	12,781.23		14,208.00	-1,426.77
CED Consultant Fees	3268.00		3268.00	0.00
<b>TOTAL EXPENSE</b>	<b>396,367.59</b>		<b>397,357.64</b>	<b>-990.05</b>
<b>NET INCOME</b>	<b>70,093.64</b>		<b>68,414.74</b>	<b>1,678.90</b>
<b>Generated On: Nov 18, 2025</b>				



## November 1-30, 2025

Executive Financial Summary

### Monthly Budget vs Actuals

	ACTUAL	MONTHLY BUDGET	VARIANCE
REVENUE	\$12,376.14	\$12,133.34	\$242.80
EXPENSES	\$46,457.35	\$42,619.43	\$3,837.92
NET	-\$34,081.21	-\$30,486.09	<b>-\$3,595.12</b>

#### Key Variances - Positive

- Loan fees slightly higher than budget for the month

#### Key Variances - Negative

- Travel/meals higher than budget due to SBW in October and 2-day conference attended by ED in Medicine Hat.
- Office supplies higher due to staff retirement gifts and dinner celebration

## April 1 - November 30, 2025

Executive Financial Summary

### Year-to-Date Dashboard

	ACTUAL	YTD BUDGET	VARIANCE
REVENUE	\$478,837.37	\$478,405.72	\$431.65
EXPENSES	\$442,824.94	\$439,977.07	\$2,847.87
NET	\$36,012.43	\$38,428.65	<b>-\$2,416.22</b>

#### Key Variances - Positive

- Overall revenues are currently very close to projected

#### Key Variances - Negative

- Expenses are higher than budget, but expected to attain breakeven by yearend

#### Market Trends / News

- The next Bank of Canada interest rate review is on January 28, 2026.
- CFWR lending rate of Prime + 2% holding steady at 6.45%.

#### Final Notes

-

### Community Futures Wild Rose - Operating

Comparative Income Statement				
	Actual Nov 01, 2025 to Nov 30, 2025		Budget Nov 01, 2025 to Nov 30, 2025	Difference
<b>REVENUE</b>				
Fed Gov't Contribution	0.00		0.00	0.00
RRRF and CGI admin dollars transfer	0.00		0.00	0.00
Corporate rent transfer	0.00		0.00	0.00
Other Gov't Grants and Funding	0.00		0.00	0.00
Loan Fees	8,350.00		7,750.00	600.00
Project Income	3,533.34		3,533.34	0.00
Interest on Deposit	492.80		850.00	-357.20
Misc . Revenue	0.00		0.00	0.00
<b>TOTAL REVENUE</b>	<b>12,376.14</b>		<b>12,133.34</b>	<b>242.80</b>
<b>EXPENSES</b>				
Travel Expense	2,146.58		750.00	1,396.58
Repairs & Maintenance	94.98		200.00	-105.02
WCB Expense	0.00		0.00	0.00
Legal/Accounting	0.00		0.00	0.00
Advertising/Promotion	724.00		990.00	-266.00
CED Projects Advertising	0.00		0.00	0.00
Office Supplies	2,610.62		1,041.67	1,568.95
CED projects Office Supplies	0.00		0.00	0.00
Telephone & Fax	220.00		283.33	-63.33
Internet Hook-up	651.11		333.33	317.78
Insurance	3,010.00		3,750.00	-740.00
Membership Fees	0.00		0.00	0.00
Meeting/Conference	798.83		0.00	798.83
Resource Library	0.00		0.00	0.00
Staff Training	210.04		0.00	210.04
Condo Fees	984.52		1,000.00	-15.48
Utilities Expenses	1,151.80		500.00	651.80
Bank Charges	121.50		11.66	109.84
Janitorial/Carpet Cleaning	1,200.00		950.00	250.00
Wages	22,690.64		22,368.59	322.05
UIC Expense	281.41		365.47	-84.06
CPP Expense	651.16		932.42	-281.26
Board Travel	0.00		100.00	-100.00
Board Training	0.00		100.00	-100.00
Capital Purchases	29.60		100.00	-70.40
Community Development Project	24.63		700.00	-675.37
GST Expense	250.19		500.00	-249.81
Credit Checks/PPSA	323.51		150.00	173.51
Staff Benefits Expense	2,974.53		2,317.00	657.53
RRSP Staff Expense	1,433.86		905.06	528.80
Computer Software	502.94		900.00	-397.06
Project Management Contract Fees	3,370.90		3,370.90	0.00
<b>TOTAL EXPENSE</b>	<b>46,457.35</b>		<b>42,619.43</b>	<b>3,837.92</b>
<b>NET INCOME</b>	<b>-34,081.21</b>		<b>-30,486.09</b>	<b>-3,595.12</b>

Generated On: Dec 17, 2025

## Community Futures Wild Rose - Operating

Comparative Income Statement					
	Actual Apr 01, 2025 to Nov 30, 2025		Budget Apr 01, 2025 to Nov 30, 2025		Difference
<b>REVENUE</b>					
Fed Gov't Contribution	221,223.00		221,223.00		0.00
Interest Transfer	130,335.00		130,335.00		0.00
RRRF and CGI admin dollars transfer	38,950.00		38,950.00		0.00
Corporate rent transfer	25,731.00		25,731.00		0.00
Other Gov't Grants and Funding	0.00		0.00		0.00
Loan Fees	19,925.00		19,100.00		825.00
Project Income	29,266.72		28,266.72		1,000.00
Interest on Deposit	13,406.65		14,800.00		-1,393.35
<b>TOTAL REVENUE</b>	<b>478,837.37</b>		<b>478,405.72</b>		<b>431.65</b>
<b>EXPENSES</b>					
Travel Expense	7,481.45		6,000.00		1,481.45
Repairs & Maintenance	254.98		1,600.00		-1,345.02
WCB Expense	459.50		575.00		-115.50
Legal/Accounting	6,891.00		6,400.00		491.00
Advertising/Promotion	7,540.91		7,920.00		-379.09
Office Supplies	9,120.82		8,333.36		787.46
Telephone & Fax	1,440.00		2,266.64		-826.64
Internet Hook-up	2,698.39		2,666.64		31.75
Insurance	4,925.00		5,350.00		-425.00
Membership Fees	40.00		253.00		-213.00
Meeting/Conference	6,722.50		5,685.00		1,037.50
Resource Library	0.00		0.00		0.00
Staff Training	899.04		2,400.00		-1,500.96
Condo Fees	7,618.09		8,000.00		-381.91
Utilities Expenses	4,380.17		4,000.00		380.17
Bank Charges	206.50		93.28		113.22
Janitorial/Carpet Cleaning	5,820.00		5,700.00		120.00
Wages	207,843.78		207,387.20		456.58
UIC Expense	3,754.68		3,741.13		13.55
CPP Expense	8,819.95		10,112.01		-1,292.06
Board Travel	488.23		800.00		-311.77
Board Training	454.41		800.00		-345.59
Capital Purchases	86,412.16		84,092.00		2,320.16
Community Development Project	5,925.82		5,600.00		325.82
GST Expense	2,335.23		4,000.00		-1,664.77
Credit Checks/PPSA	1,633.40		1,200.00		433.40
Staff Benefits Expense	27,485.10		23,725.31		3,759.79
RRSP Staff Expense	11,250.76		9,529.60		1,721.16
Computer Software	13,284.17		15,108.00		-1,823.83
Project Management Contract Fees	6,638.90		6,638.90		0.00
<b>TOTAL EXPENSE</b>	<b>442,824.94</b>		<b>439,977.07</b>		<b>2,847.87</b>
<b>NET INCOME</b>	<b>36,012.43</b>		<b>38,428.65</b>		<b>-2,416.22</b>

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## **CFWR Executive Director's Report**

**November/December 2025**

### **Strategic Priorities:**

#### **A. Business Growth & Resiliency**

- i. Support for job creation & retention
  - a. Hosted Foreign Workers Session
  - b. Hosted Newcomer Council Session

#### **B. Comprehensive Client Support & Success**

- i. Diversify training options
  - a. Delivered HR Interview Skills training
  - b. Delivered Inclusive by Design Training
  - c. Delivered Streamlining Success Training

#### **C. Community Awareness & Engagement**

- i. Increase presence at community events
  - a. ED attended Three Hills Chamber Executive Meeting
  - b. ED presented at Three Hills Chamber General Membership Luncheon
  - c. ED volunteered at the Strathmore Legion Field of Crosses
  - d. CFWR hosted Strathmore Rotary Club breakfast meeting
  - e. ED volunteered at Wheatland Society of Arts Annual event
  - f. ED attended Lead by Example Powwow board meeting
- ii. Increase presence in schools
  - a. CED Coordinator attended Strathmore High School parent-teacher night to promote the YETI program
  - b. ED and CED Coordinator attended strategy meeting with Kickstand/Trellis staff to promote the YETI program
- iii. Promote & share impacts (HOOC campaign promote and share their stories)
  - a. Prairie Grounds Café – Langdon
  - b. Black Dragon Fireworks – Langdon
  - c. Langdon Library - Langdon

#### **D. Innovation, Adaptability & Sustainability**

- i. Business development to bring in more clients
  - a. Hosted 2 IRC meetings, approving new loans at both
  - b. Met with Regional Ec.Dev. Specialist Central Region about collaboration
  - c. CFWR team had meeting with new WD rep
  - d. ED attended province-wide meeting with WD ADM
- ii. Diversify investments
  - a. Hosted Audit/Finance Committee meeting to review 2026/2027 draft Budget
  - b. The ED is facilitating the transition of all bank accounts to ATB.

## 2025-2026 YTD KPI Performance Report CF Wild Rose

Performance Indicator	24-25 Target	April June	July Sept	Oct Dec	Jan Mar	YTD Totals
<b>**Targets for MPSs should be greater than or equal to the MPS in the proper group.</b>						
Indicate which Group the CF is in (groupings can be found in the attached Instruction Manual):	<b>Group 1</b>				<b>Average</b>	<b>334%</b>
<i>Strong rural community strategic planning and implementation</i>						
# of local and regionally based community strategic plan(s) developed and/or updated during the year	<b>3</b>	2	0	1		<b>100%</b>
Total # of community-based projects (New)	<b>2</b>	9	3	0		<b>600%</b>
Total \$ Value Invested in community-based projects	<b>\$12,000</b>	\$19,181	\$17,271	\$17,931		<b>453%</b>
Total \$ leveraged in community-based projects	<b>\$40,000</b>	\$26,559	\$35,687	\$42,765		<b>263%</b>
# of partners engaged in community-based projects	<b>15</b>	16	5	0		<b>140%</b>
<i>Rural Access to Business Development Services</i>						
# of businesses created, maintained, or expanded through business services	<b>15</b>	5	6	20		<b>207%</b>
# of business training session participants (MPS)	<b>200</b>	59	338	67		<b>232%</b>
# of business advisory services (MPS)	<b>200</b>	81	61	37		<b>90%</b>
Number of jobs created, maintained, expanded through lending	<b>20</b>	10	7	11		<b>140%</b>
<i>Rural Access to Capital and Leveraged Capital</i>						
\$ value of loans (MPS)	<b>\$600,000</b>	\$378,000	\$223,000	\$596,000		<b>200%</b>
# of loans (MPS)	<b>12</b>	7	4	5		<b>133%</b>
Amount Leveraged through Lending	<b>\$90,000</b>	\$179,750	\$1,034,500	\$42,491		<b>1396%</b>
Total of community-based projects AND Client loans that Align with WD/GOC priorities (MPS)	<b>3</b>	2	3	4		<b>300%</b>

## RRRF Quarterly Report

<b>CF Office Name:</b>	CF Wild Rose
<b>Date of Report:</b>	15-Dec-25
<b>Total of <u>this</u> Payment Sent to CWT:</b>	\$11,687.71

Please enter your data into the cells shaded in blue only

### Payments Collected this Quarter

	Payments	Forgiven	Loan Loss
Round 1	\$ 4,387.71		
Round 2	\$ 3,150.00		
Round 3	\$ 2,650.00		
Round 4	\$ 1,500.00		
<b>Total Collected (autocalculates)</b>	<b>\$ 11,687.71</b>	<b>\$ -</b>	<b>\$ -</b>

*Note: "Forgiven" will not change after March 2024. Please leave that cell blank if reporting after that date*

Variance (if any)  *(this number should agree to total payment noted above)*

	Month	Day	Year
<b>This report represents RRRF loans collected to:</b>	11	30	2025

	Month	Day	Year
<b>Date Collected Payments sent to CWT</b>	12	15	2025

please email this report to: [cfna@albertacf.com](mailto:cfna@albertacf.com)

# QUARTERLY REPORT

CED Projects

»» January 2026

## Launch Pad

The two-part project focuses on the development and implementation of an online learning management system (LMS) to support entrepreneurs and CF office staff.



The objective of the project is to develop an easy-to-use, non-linear, online learning solution that modernizes current resources, tools, and materials, with a common brand and creates an attractive foundation for training across multiple offices and supports younger clientele.

### UPDATE: January 2026

- Learning portal fully operational
- All five required courses completed, plus one additional staff-only training module

### UPCOMING:

- Project scheduled to conclude March 31, 2026
- System management and maintenance to transition to CFNA at project completion
- Potential annual office access fee under consideration (not yet confirmed)
- Exploring development of a mandatory training program for new entrepreneurs

## YETI - Young Entrepreneurs Training Initiative

The YETI program allows high school students to start or expand their own summer business with the support of training, mentorship, and 1:1 coaching. Students can earn up to 3 credits, receive up to \$500 in startup funding, and be eligible for a \$500 award upon completion of the program. Running July through August, students commit approximately 15–20 hours a week to their business while gaining real-world experience in planning, marketing, and financial management.



### UPDATE: January 2026

- Participated in the Get Ready for Success Event at SHS.
- Met with Kickstand to see how we can work together, they would like to host a presentation for their group.

### UPCOMING:

- Nothing in this quarter, will start reaching out to high schools in the New Year to get some presentations scheduled.



## Disaster Recovery

In partnership with CF West Yellowhead, this project aims to enhance disaster preparedness in Alberta's Community Futures (CF) offices. With a focus on wildfires, floods, and pandemics, the project seeks to better equip CF offices to support businesses and non-profits during emergencies. Objectives include educating CF staff and municipalities on disaster preparedness, developing internal tools and policies for disaster management, and creating resources for non-profits and businesses. Training sessions, round table discussions, and workshops will promote collaboration and knowledge sharing. The project aims to provide templates, policies, and toolkits for disaster readiness, tailored resources for non-profits and businesses, and emphasize a collective approach among participating CF offices and is expected to wrap up in March 2026.

### UPDATE: January 2026

- Project remains on track to conclude March 31, 2026
- Finalizing remaining deliverables in the coming months

### UPCOMING:

- Marketing and Communications Toolkit in development
- Updated templates, tools, and planners underway
- Train-the-Trainer sessions planned for steering committee members

## The Capital Growth Initiative

The Capital Growth Initiative (CGI), funded by the Alberta Government, supports rural women entrepreneurs through low-interest loans and business advisory services. In partnership with Alberta Women Entrepreneurs, the initiative aids women entrepreneurs in elevating their business. This \$6 million project allocated \$3 million each to Alberta Women Entrepreneurs (AWE) and the Community Futures Network of Alberta (CFNA). The CGI enhances Community Futures services by providing partially forgivable repayable loans at preferential rates and wrap-around support, including mentoring and networking.

### UPDATE: January 2026

- Each CF office allocated \$100,000 under the lending program
- CFWR currently has six active CGI loans
- Steady uptake across the CFWR region

### UPCOMING:

- Approximately \$20,000 remaining for future lending
- Strong demand continues from women entrepreneurs



## Business Mentorship Program



The Business Mentorship Program pairs participants with experienced mentors in their specific business development interests, fostering unique relationships that inspire thought, reflection, and skill development. Mentors provide support, guidance, and a positive influence, benefiting both parties. Meetings are scheduled bi-weekly to accommodate mentor and mentee availability, with the first meeting initiated by the mentee within a specified deadline. Virtual support sessions are available throughout the program. The structured program spanned Spring & Fall 2024, offering leadership growth and networking opportunities through connections with seasoned professionals who align with the mentees' requested skillset development needs.

### UPDATE: January 2026

- Low engagement, so we gave it a break to see if we can re-engage, also so our repeat Mentors didn't get burned out.

### UPCOMING:

- We are hoping to run a 3rd Cohort in the Spring/Fall of 2026

## Exit Navigator

Delivered by CF Highwood (Lead), this project supports rural and small-town Alberta entrepreneurs through the challenges of business transitions. With limited transition-planning resources in many communities, the goal is to help local businesses stay viable and avoid closure.



The project provides clear, accessible guidance at any stage of business: entry, growth, or exit. Support begins with a free, no-pressure consultation to understand each owner's goals and build a tailored transition strategy. Services include business valuations, online listings, seller assist, sale mediation, business fact sheets, and business loan support, all offered at affordable, competitive rates for rural Alberta business owners. The project emphasizes a personalized approach, ensuring entrepreneurs have the tools and guidance needed for a successful transition.

### UPDATE: January 2026

- Marketing collateral ordered and distributed
- Additional collateral to be ordered prior to March 31, 2026, to use available marketing credit
- Program concludes March 31, 2026
- CFNA to assume program administration after conclusion
- Program will remain accessible to Alberta business owners
- Two Wild Rose clients have participated in the program

### UPCOMING:

- Continue to promote on our socials/website and to any clients or community members who might be interested.



## Advancing Workforce Development through Apprenticeship/Trades & Engagement



Advancing Workforce Development is an initiative designed to address labour gaps, increase access to skilled trades and healthcare careers, and support employers through practical HR training and resources.

The project includes Try a Trade Days, hands-on demonstrations, and connections to post-secondary programs and community supports to help reduce barriers for potential learners. It also offers HR Essentials sessions and complimentary 1:1 consulting for employers, covering recruitment, policies, workforce management, best practices, and more. The goal is to strengthen the local workforce, support both job seekers and employers, and build long-term pathways into high-demand careers across the region.

### UPDATE: January 2026

- Project approach adjusted based on feedback and capacity
- Focus on strategies that create the most impact for employers and learners
- Shifted to more interactive sessions to improve engagement

### UPCOMING:

- Tentative dates scheduled for Phase 2 rollout in northern communities
- Plan to meet with Golden Hills rep and Cathy Price for Try a Trade Day in September 2026
- Aim to coordinate events for both Strathmore and Kneehill Area
- One more session planned in this area in January

## Community Heroes

This project helps local non-profits increase visibility and connect with the people who need their services most. We're working with media outlets to create feature ads — radio, print, or online — tailored to each organization's target audience. Participating organizations also receive guidance on maintaining their online presence and using the 211 Alberta database effectively. The goal is to raise awareness, boost volunteerism and donor support, and ensure community members can easily access vital services. The project runs from November 2025 to January 2027, with ongoing intake and support for participating non-profits.

**Cohort 2:**  
Cut-off January 15  
Ad Run February – April 2026

**Cohort 3:**  
Cut-off April 15  
Ad Run May – July 2026

**Cohort 4:**  
Cut-off July 15  
Ad Run August – October 2026

**Cohort 5:**  
Cut-off October 15  
Ad Run Nov 2026 – Jan 2027

### UPDATE: January 2026

- Cohort 1 underway with 13 participants (target: 15 per cohort)
- Cohort 2 has 12 participants; 8 have completed or are scheduled to complete follow-up interviews
- Online Presence Manual in development
- Cohort 1 audits completed; awaiting delivery to participants once manual is finalized
- Organizations individually emailed to invite participation

### UPCOMING:

- Cohort 2 registration and cut off to register and have the follow up interview is January 15.



## Entrepreneurs with Disabilities Program

The Rural Alberta Entrepreneurs with Disabilities Program (EDP) is an online, free, confidential initiative that helps individuals in rural Alberta start, grow, or maintain a small business when they experience a disability, long-term health condition, neurodivergence, or another health-related barrier. Delivered by the Community Futures Network of Alberta and funded by PrairiesCan, Government of Canada, the program is designed to make entrepreneurship more inclusive and accessible.



### UPDATE: January 2026

- Five CFWR clients participated in the program in 2025
- Two clients completed the program
- One client withdrew due to personal circumstances
- Two clients continue active coaching engagements
- Program fully refreshed in 2025 with key updates:
  - Lifetime dollar limits removed
  - Shorter, goal-focused online coaching packages introduced
  - Upfront payments to Community Futures offices implemented
  - Special projects process streamlined and made more flexible
  - Coaching practices standardized
  - Formal agreements established with participating offices

### UPCOMING:

- Continue to promote on our socials & Website, & to any clients or community members we see who might qualify for the program.

## Hire for Talent

Hire for Talent, a national awareness campaign by the Restigouche Community Business Development Corporation (CBDC) in Campbellton, New Brunswick, helps employers build confidence in hiring people with disabilities. As part of the Community Futures Network of Canada, CBDC Restigouche delivers small business support and innovative projects.



Hire for Talent offers resources to help employers tap into this talent pool. In partnership with the Social Research and Demonstration Corporation (SRDC) and is conducting a national study on rural SMEs' experiences & support needs.

### UPDATE: January 2026

- All three surveys completed; honorariums distributed
- All available bonus opportunities achieved
- 22 businesses completed surveys
- 4 community organizations and 5 SMEs participated in in-person case study

### UPCOMING:

- All current activities complete; Will wait for an update from them on the 3rd stage of this project.



# **LOAN PORTFOLIO MONTHLY REPORT**

**April 1, 2025 - December 31, 2025**

## **COMMUNITY FUTURES WILD ROSE**

101 - 331 3rd Avenue

Box 2159

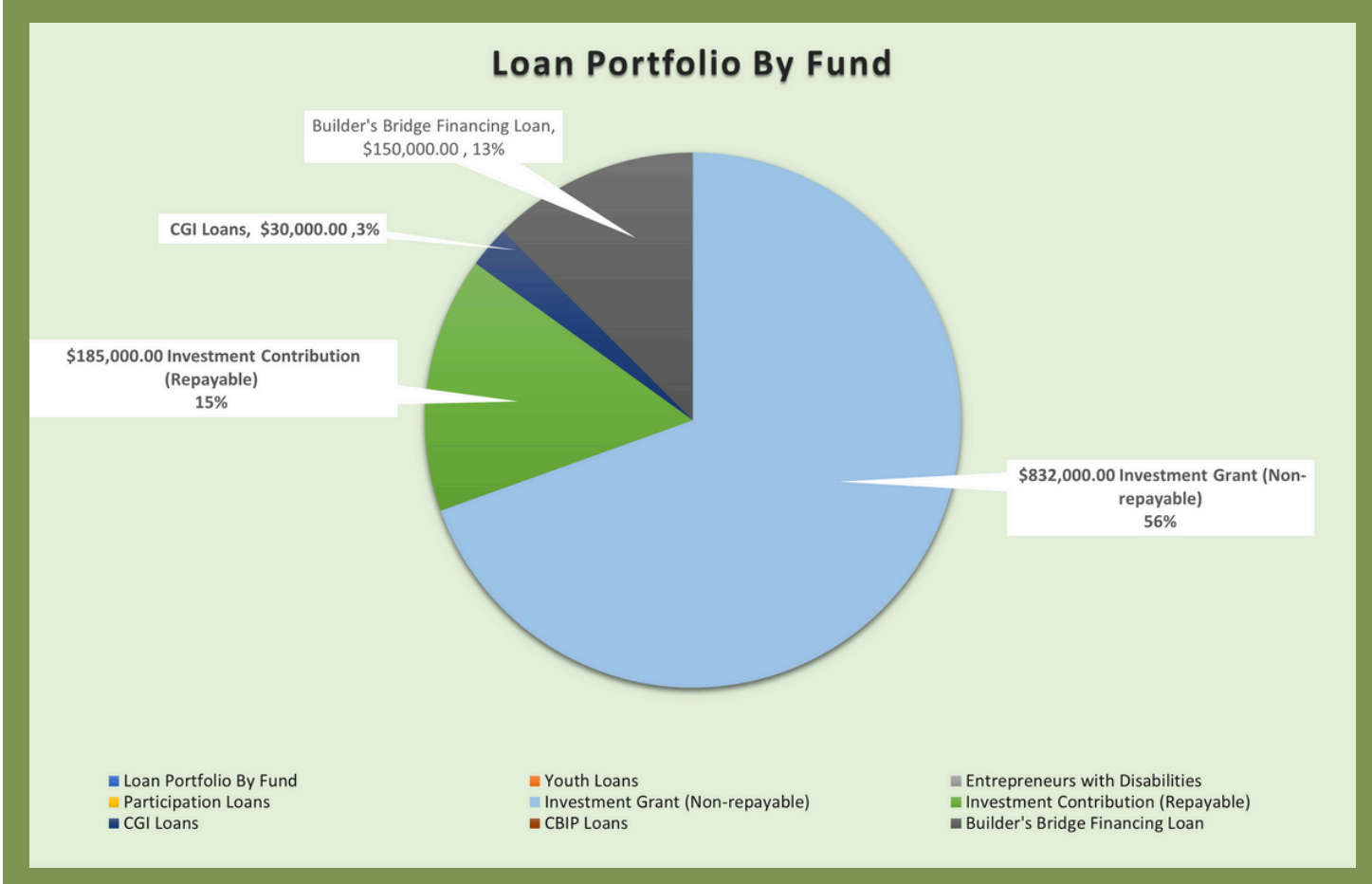
Strathmore, AB T1P 1K2

P: 403-934-8888

E: [wildroseinfo@albertacf.com](mailto:wildroseinfo@albertacf.com)

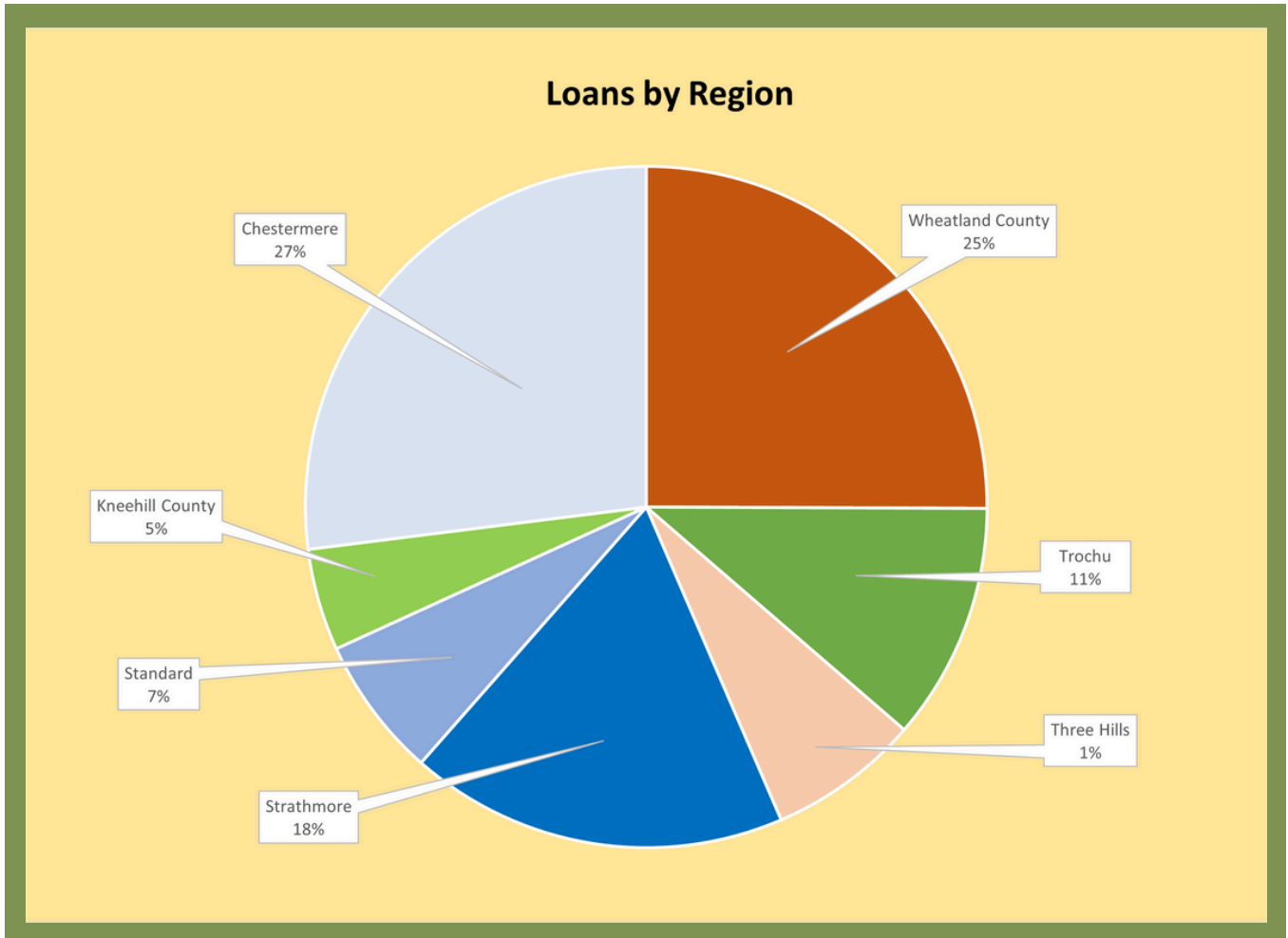
# TERM LOAN DOLLARS INVESTED BY FUND

**\$1,197,000.00**  
**16 LOANS**



# TERM LOANS INVESTED BY REGION

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## ➤ Current Investments

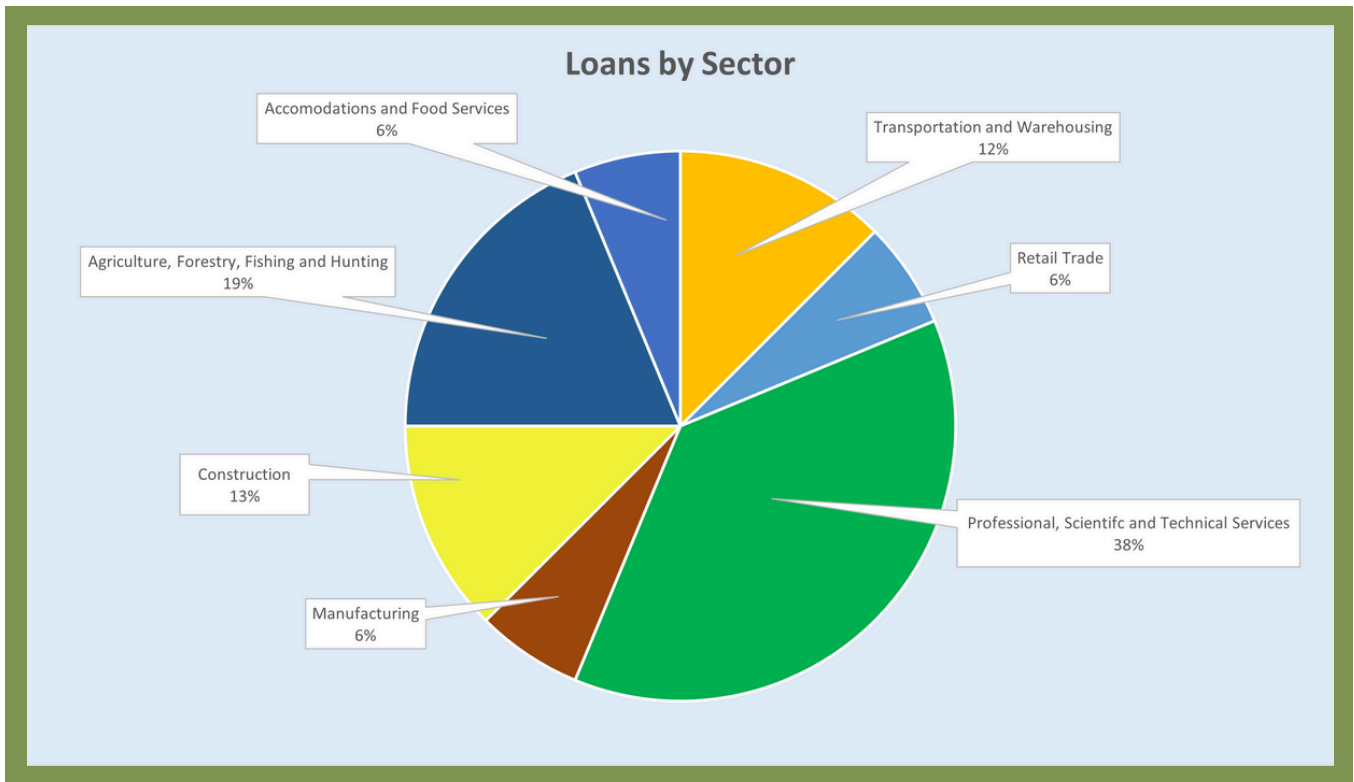
Current investments are in the communities of: Trochu, Strathmore, Standard, Kneehill County, Chestermere, Wheatland County and Three Hills.

# TERM LOAN DOLLARS INVESTED BY SECTOR



## Sectors that are Trending

With the disbursement of the four loans issued this fiscal year, we have achieved representation primarily in Professional Services, followed by Agriculture, Transportation, Construction, Accomodations and Food Services, and Retail Trade.



# LOAN PORTFOLIO RISK ANALYSIS

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The average Community Futures annual loss rate in Alberta is 4.0% to 7.0%. Community Futures organizations provide repayable loans to Small and medium-sized businesses. We are development lenders, and as such, we are expected to provide loans with a higher degree of loss or write-off risk. The acceptable loss rate should be no greater than 2.5% less than the Community Futures lending rate (**CFWR flat rate is currently 6.45%**).

	Principal Committed	Current Outstanding	Provision	Percentage
CFWR Portfolio	\$5,296,605.74	\$3,445,509.28	\$70,000.00	1.94%
RRRF Portfolio	\$3,187,000.00	\$1,103,432.37	\$752,347.86	68.1%
Total Portfolio	\$8,483,605.74	\$4,548,941.65	\$822,345.00	18.02%

**Loans paid out this fiscal: 9 loans at \$600,000.00**  
**Investment Account Balance: \$1,897,602.37**  
**CFLIP Account Balance: \$2,990,778.65**

# Heart of our Community

## Q4 Nominees



### **Black Dragon** *Langdon*

**1 Nominations**

#### **Initiatives and Community Programs:**

Sponsored the 2025 Strathmore Stampede Fireworks, sponsored Langdon Day's Fireworks Show for the last three years, and donated to various community causes. Also provide snow removal services to the Langdon and Strathmore area, including acreage plowing, with lower cost to seniors.

#### **Nominators Said...**

"They participate in all things going on in Langdon, including putting on a spectacular fireworks display for Langdon Days. They have made their store User friendly by having all the various couriers set up for pick up and deliveries. The staff is very friendly and accommodating to all who go in. It is a gem in our small town!"

### **Chestermere Mobile Massage** *Chestermere*

**5 Nominations**

#### **Initiatives and Community Programs:**

Donate to: Indus Ringette, Mental Health Fair, Food Bank, Silent Auction, Mrs. Calgary Pageant, and Luna Play Kids' love contest for Valentine's Day.

#### **Nominators Said...**

"Chestermere Mobile Massage Inc. is making a positive impact on the community in meaningful ways. Such as promoting health and well-being. Their services help reduce stress and promote overall physical and mental health, contributing to a healthier community. Also, they are very involved in the community, supporting other local businesses, attending or volunteering at their events, and donating their services."

"CMM is an avid supporter of community initiatives - always participating and volunteering her time and services. She is also an encouraging entrepreneur who motivates other female business owners in Chestermere and the surrounding areas."

"Provides an invaluable service that supports physical wellbeing and mental health. 4. Shaunna is a caring, kind and hard-working individual. She donates her skills regularly and takes part in tons of community activities. She is very invested in making Chestermere a great place to live."

"They are very involved in the community, always donating money or in-kind to various causes."

"Shaunna is a caring, kind and hard-working individual. She donates her skills regularly and takes part in tons of community activities. She is very invested in making Chestermere a great place to live."

# HOOC Q4 Nominees

## **Domino's Pizza Chestermere** *Chestermere* **5 Nominations**

### **Initiatives and Community Programs:**

City of Chestermere Canada Day (gave away approximately \$1000 worth of pizza), Food Bank Food Drive, (give away pizzas/cookies and side items in exchange for non perishable items), Chestermere Public Library Summer Reading Program, Chestermere Haunted Hunt, RVC AG Society Country Fair, Synergy Video Game Night, Synergy Duck Race (sponsored ducks, gave away gift certificates), Back to School Backpack program (gave away 20 backpacks), Ice Breaker Tournament, Rainbow Creek Elementary School hot lunch program, and That Winter Thing & Kids Holiday Store.

### **Nominators Said...**

"They are always part of and active on all community events in Chestermere."

"Domino's Pizza in Chestermere has made a positive impact on the community in several meaningful ways. Their consistent, friendly service and reliable food quality provide a welcoming place for families, students, and busy residents looking for an easy meal option. They create local employment opportunities, especially for youth, offering flexible hours and a supportive work environment. The location also participates in community-oriented initiatives—such as school lunch programs, local team sponsorships, or charity events—which helps strengthen Chestermere's sense of connection. Beyond the food, their commitment to fast delivery and customer care adds convenience and comfort to everyday life in the community."

"They are giving a lot of donations in Chestermere, in school or in the community."

"The pizza store has great food, and people love it."

"Food service."

## **Harmony Health & Fitness** *Chestermere* **4 Nominations**

### **Initiatives and Community Programs:**

Chestermere Moves (in partnership with the City of Chestermere, providing free stage movement sessions), fundraisers through classes, studio challenges, and monthly donation bins in support of the Chestermere Women's Crisis Society, Chestermere Food Bank, and Centre for Suicide Prevention, Mental Health Fair (offering movement breaks for the past two years), outreach classes and programs with the Chestermere Library, Synergy, City of Chestermere, Chestermere Boxing Club, Chestermere Playschool, Chestermere Before & After School Program, and Our Lady of Wisdom School, membership in the Mental Health Coalition, sponsorship of local sports teams and community initiatives, and partnership with Synergy to host the World Suicide Prevention Day event on September 9.

### **Nominators Said...**

"They do many events in the community to promote health and wellness as well as provide donations to many local charities."

"Creating a safe space for movement and community."

"These women have built an amazing team of enthusiastic instructors who have brought together women and men of all walks of life who enjoy the community of health and wellness. They have been heavily involved in various events in Chestermere that have been extremely successful in bringing a diverse group of community members!"

"This business is so driven to help this community grow in body, mind and spirit. This gal is one in a million; she gives her all to help everyone. She loves her business and community!"

# HOOC Q4 Nominees

## Langdon Community Library *Langdon*

1 Nomination

### Initiatives and Community Programs:

Community programming. Backpack & School Supply Exchange in support of the local Food Bank (community-wide donation of new and gently used backpacks and school supplies for families in need, with support from local businesses and volunteers).

### Nominators Said...

“The Langdon Community Library is more than a place for books: It is the beating heart of our community. By listening to the needs of residents and transforming them into meaningful programs and services, the library creates a space where everyone feels welcome, supported, and connected.

Our library thrives on collaboration, building meaningful partnerships that strengthen the fabric of Langdon. Working alongside the Langdon Community Association (LCA), we help deliver cherished traditions like the Children’s Holiday Store and the community Easter Egg Hunt, while also supporting larger community events that bring neighbours together. In partnership with SERV Foodbank, the library extends its reach beyond programs to ensure all families feel seen, supported, and cared for.

The Langdon Community Library also cultivates strong partnerships with local businesses, offering opportunities for them to connect with residents, showcase their services, and strengthen their role in the community. These partnerships foster a spirit of engagement and generosity that reflects the best of Langdon.”

## Langdon Community Pet Co. *Langdon*

2 Nominations

### Initiatives and Community Programs:

Pet adoption events, ongoing support of the Langdon Food Bank and local rescues (kibble and treats), donations to local fundraisers, volunteer support for Langdon Days, hosting fundraising pet photo sessions for rescues, neutral surrender meeting point for rescue intakes, Chestermere High work experience program, boardwalk business promotion, and sponsored community Art Night with local tattoo shop.

### Nominators Said...

“Langdon Community Pet Co. is more than just a place to find quality products for your pets; it’s a welcoming space where both people and their pets can stop by, connect, and feel at home. Connie has created an environment that reflects her genuine care for the community. Whether you need something specific for your pet, Connie will go above and beyond to source and order it for you. In addition to serving local pet owners, Langdon Community Pet Co. proudly supports the South East Rocky View Food Bank, providing donations to ensure pets in need are well-fed. Connie and her store are a true example of community spirit, kindness, and dedication, a shining heart of Langdon.”

“Langdon Community Pet Co. has become a cornerstone of our town, enhancing the lives of families and their pets. The company actively supports local organizations like Langdon Little League and the Softball Group, helping young people build teamwork skills, develop leadership, and foster a sense of belonging. Through regular donations, sponsorships, and direct involvement in fundraising, they empower youth athletes to pursue their interests and learn valuable life lessons. Their dedication extends beyond sports, aiming to improve the welfare of pets and their owners across Langdon. By providing high-quality products, expert advice, and attentive customer service, Langdon Community Pet Co promotes responsible pet ownership and animal welfare. Their engagement with community projects—including equipment drives, silent auctions, and outreach programs—demonstrates a commitment to giving back and strengthening local bonds. The positive impact of Langdon Community Pet Co. is evident both in the well-being of pets and in dynamic youth initiatives that inspire future leaders. Their generosity and example encourage other businesses to contribute to a supportive, connected, and thriving community. Children often stop by the store during lunch, knowing it’s a safe and welcoming place where support is always available.”

# HOOC Q4 Nominees

## Little Lake Locals *Chestermere*

2 Nominations

### Initiatives and Community Programs:

Chestermere Energizer Night (bi-annual), Trunk or Treat, Light the Lake competition, Chestermere Children's Festival, co-organization of Chestermere Go Girl and Langdon Energizer Night, donated domain hosting for 100 Who Care Chestermere, sponsored advertising for the Chestermere United Way Easter Egg Hunt, and ongoing promotion of local non-profits, fundraisers, and community programs through the Little Lake Locals calendar/newsletter/social platforms.

### Nominators Said...

"Keeping Chestermere residents informed about local happenings and events."

"Kim spends hundreds of hours planning, supporting, promoting and volunteering for family events and activities in Chestermere every year. In addition to her LLL business, she also runs the Imagination Library of Chestermere and sits on various boards and committees. LLL sponsors numerous nonprofits and community events. It gives way more than it receives and is a real gem in our community."

## Prairie Grounds Coffee House *Langdon*

1 Nomination

### Initiatives and Community Programs:

Annual support of the Bow Valley 4-H Club, Synergy Duck Race, Indus Minor Hockey Association, Langdon Community Library, and Langdon Chamber through silent auctions, fundraisers, bottle drives, and sponsorships; annual Shop Local, Give Local campaign supporting the South East Rocky View Food Bank; and participation in YYC Hot Chocolate Fest raising funds for Calgary Meals on Wheels.

### Nominators Said...

"Prairie Grounds Coffee House is a business that is community-driven, from fueling the residents with amazing coffee to promoting other small businesses within the community, hosting workshops/events. Community happens at our local coffee shop ❤️"

# HOOC Q4 Nominees - Didn't Respond

## **Chestermere Muslim Council** *Chestermere*

1 Nomination

### Nominators Said...

"The Chestermere Muslim Council is a non-political, non-sectarian, and registered non-profit charity organization based and committed to serving the City of Chestermere, Strathmore, and surrounding areas.

Based out of the Al-Madinah Chestermere Islamic Center, the first local Islamic/Community center in the city.

The Chestermere Muslim Council (CMC) has been serving both the Muslim and Non-Muslim communities of Chestermere alike for the past several years, even before its official registration in early 2020. CMC's commitment to humanitarian aid has always remained a central aspect of our organization's mission and the mission of Islam, taking form in various humanitarian efforts led by the Chestermere Muslim Council, often working closely with the City of Chestermere. Over the course of the past few years, the CMC has contributed to, facilitated, and actively led the following (but not limited to) humanitarian and community efforts."

## **Langdon Liquor House** *Langdon*

1 Nomination

### Nominators Said...

"In business for 20 years in Langdon, Naomi has been a huge champion of everything Langdon. For years, she sponsored and volunteered to build the Langdon Days Festival, she spearheaded the Langdon Chamber of Commerce program, and every year sponsors up to 30 donation requests from sports teams to community organizations. She never says no to anyone if she can help. She also coordinates fundraisers for families in need. She is the true Spirit of Langdon."

## **Mark's Parts** *Carseland*

7 Nominations

### Nominators Said...

"Mark is very knowledgeable and very helpful, and efficient in everything he does at the store. He goes above and beyond to help you find whatever you need -if he doesn't have it he'll try and bring it in -usually the very next day -if you need help with installation, he'll help you do that as well. He donates to all the silent auctions, whether it's the community, the school, the Luke Loftus Memorial etc. to help the community. He helps the Lions organize a huge show and shine at the annual Carseland Community and Ag. Assoc. yearly weekend event. He lets various groups leave tickets to purchase at his business to make it easier for the community Members to access. amazing community member!!!!"

"Mark and his team are always willing to help, will go out of their way to make sure you get what you need, and their communication and customer service are top-notch. Our small community is blessed to have them. They are also very supportive of other local businesses in the area, as well as supporting fundraising and community events."

"Mark's Parts provides a wide array of automotive parts, and this store also offers a huge range of other goods such as camping supplies, keys, tires and much more. This business is also a huge community booster."

"His business is so good at giving good service and helping you find the parts that you may need."

"He has fantastic Customer Service and goes above and beyond to find what you need!"

"Mark is very friendly and knowledgeable. If he doesn't have the product you want, he will find a source for it and get it in for you so fast! His prices are very reasonable."

"Carseland is a hamlet, and Marks Parts makes it very convenient. Mark is very knowledgeable and awesome to deal with."

# HOOC Q4 Nominees - Didn't Respond



**R Little Things**

*Chestermere*

**1 Nomination**

**Nominators Said...**

“Serving church in anyways.  
Giving her time to decorate in schools for graduation.  
Giving free services to the needed.”



**Tentz Up** *Chestermere*

**2 Nominations**

**Nominators Said...**

“They always help out local people and are always willing to sponsor events in the community.”

“Supporting community events, volunteering time, and supporting local NFPs. “



**Universal Laser Designs** *Langdon*

**1 Nomination**

**Nominators Said...**

“She will tirelessly devote her time to making items for free for community fundraising or when a community member is in need.”

# CFWR 2025 EXECUTIVE SUMMARY

## OUR IMPACT SINCE 1989

**35,226**

Jobs Created  
or Maintained

**\$39,666,044**

in Loans

**51,033**

Business Coaching  
Sessions

**102,529**

Client Services  
Delivered

**\$54,542,265**

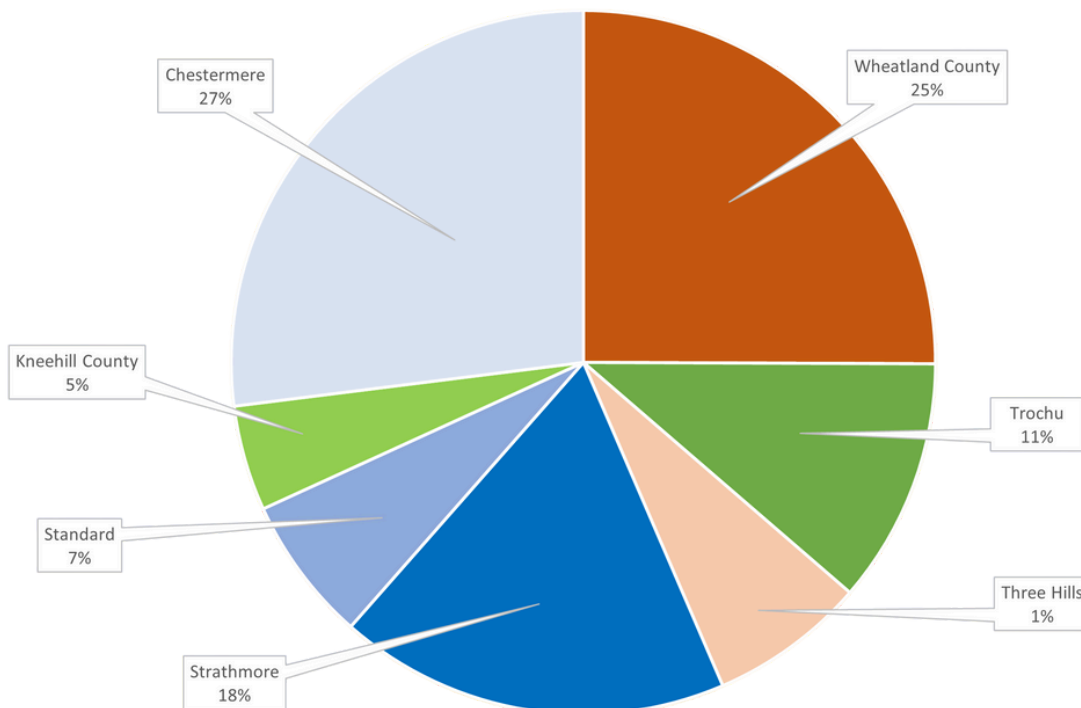
Leveraged Funds  
into our Communities

**28,335**

Business Training  
Participants

## THIS FISCAL APRIL 1, 2025 - DECEMBER 31, 2025

### Loans by Region



Approved Loans: \$1,197,000

Leveraged Funds: \$1,256,741

Entrepreneurs Trained/Coached: 628

CED Projects: 6

# CFWR 2025 EXECUTIVE SUMMARY

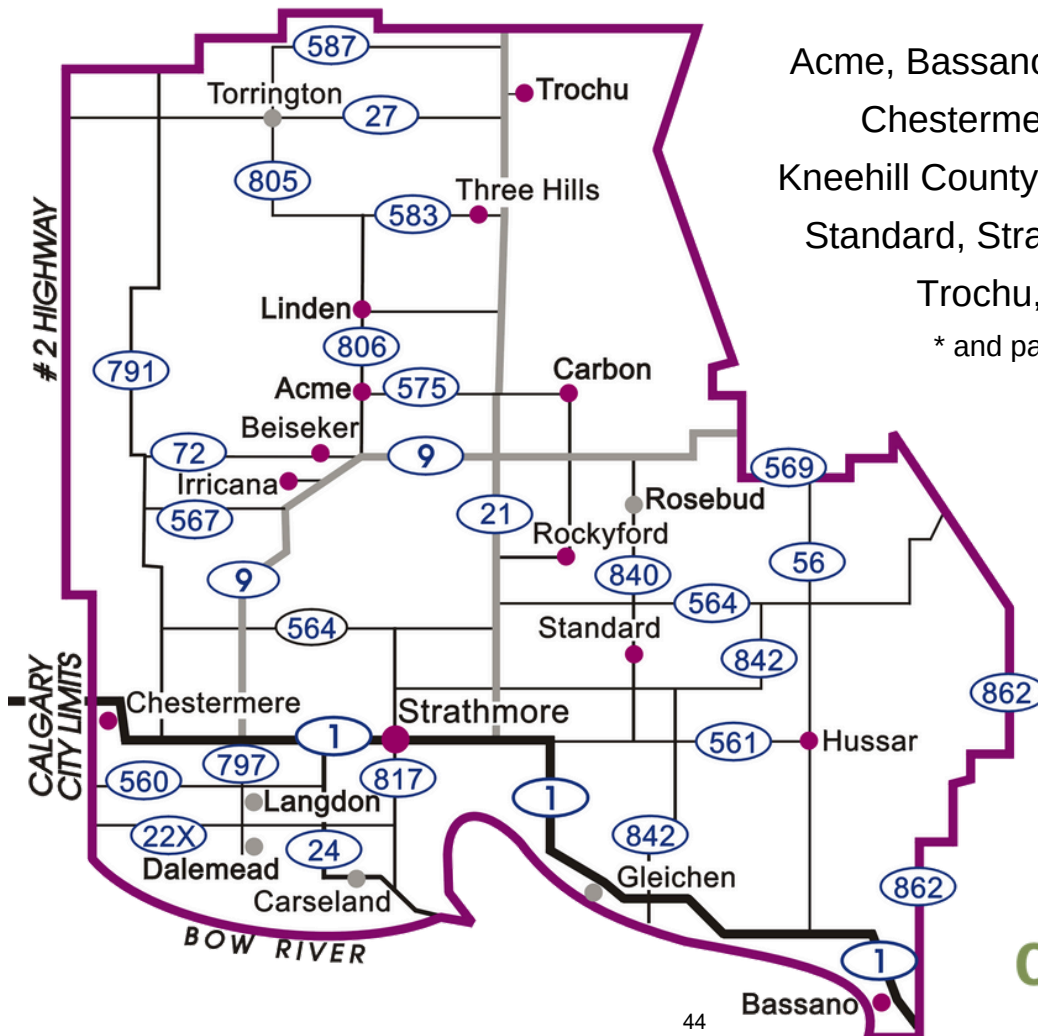
## THIS QUARTER

- Training Programs offered:
  - Two-part Website Design
  - Inclusive by Design training
  - HR: Interview Like a Pro
- Heart of Our Community Campaign Update:
  - Total # of nominations: 192
  - Q3 winner: LUFF Industries
  - Q4 Winner announcement Jan 12, 2026
- Try-a-Trade Day Strathmore: 300+ attendees
- CFWR Directors: 6 returning 9 new



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## COMMUNITIES WE SERVE



Acme, Bassano, Beiseker, Carbon, Chestermere, Hussar, Irricana, Kneehill County, Linden, Rockyford, Standard, Strathmore, Three Hills, Trochu, Wheatland County.  
\* and parts of Rocky View County



**CF NAME: COMMUNITY FUTURES WILD ROSE**

**Fiscal Year: 2026-27**

**OPERATING PLAN**

**1.0 CONTACT INFORMATION**

<b>Legal Name:</b>	Community Futures Wild Rose
<b>Mailing Address:</b>	PO Box 2159, Strathmore, AB, T1P 1K2
<b>Location Address:</b>	Suite #101, 331 Third Ave, Strathmore, AB, T1P 1K5
<b>Phone Number:</b>	403-934-8888
<b>Fax Number:</b>	NA
<b>General E-mail address:</b>	<a href="mailto:wildroseinfo@albertacf.com">wildroseinfo@albertacf.com</a>
<b>General Manager:</b>	Chantale Sangster
<b>General Manager E-Mail:</b>	<a href="mailto:chantale@albertacf.com">chantale@albertacf.com</a>
<b>General Manager Cell:</b>	403-818-2499
<b>Chairperson:</b>	(Mayor) Dennis Hazelton
<b>Phone Number:</b>	403-443-0701
<b>E-mail Address:</b>	<a href="mailto:dhazelton@threehills.ca">dhazelton@threehills.ca</a>
<b>Website:</b>	<a href="http://www.wildrose.albertacf.com">www.wildrose.albertacf.com</a>
<b>Facebook:</b>	<a href="https://www.facebook.com/CFWildrose">www.facebook.com/CFWildrose</a>
<b>Twitter:</b>	<a href="https://twitter.com/cfwildrose">https://twitter.com/cfwildrose</a>
<b>Instagram:</b>	<a href="https://www.instagram.com/cf.wildrose/">https://www.instagram.com/cf.wildrose/</a>

**2.0 ORGANIZATION INFORMATION**

**2.1 Description of your Organization**

**Please outline any changes to your office, board or staff structure in the past year (e.g. office locations, coverage and staffing, board and committee structures). If none, please indicate 'not applicable.'**

The 2025 municipal elections brought significant turnover to the Community Futures Wild Rose Board of Directors. As our Directors are appointed from their respective municipalities, nine of our fifteen members did not return following the election. At our Special Meeting on November 6, 2025, nine newly appointed Directors were formally welcomed to the Board. This marks a substantial renewal in board composition and presents an opportunity to bring fresh perspectives and energy to the organization's governance.

The Investment Review Committee (IRC) is currently comprised of two (2) Directors and three (3) Members-at-large.

**2.2 Board of Directors**

Name	Position on Board	Geographic Area of Representation	Month & Year Joined Board	Municipally appointed (Yes/No)
Dennis Hazelton	Chair	Three Hills	November 2021	yes
Chris Armstrong	Vice Chair	Trochu	November 2019	yes
Rhonda Laking	Treasurer	Acme	November 2021	yes
Matthew Loewen	Director	Bassano	November 2025	yes
Neil Young	Director	Beiseker	November 2025	yes
Stacey McKenna	Director	Carbon	November 2025	yes

**CF NAME: COMMUNITY FUTURES WILD ROSE**

**Fiscal Year: 2026-27**

**OPERATING PLAN**

Janelle Sandboe	Director	Chestermere	September 2024	yes
Michelle Plante	Director	Hussar	November 2025	yes
Julie Sim	Director	Irricana	November 2022	yes
Laura Lee Machell-Cunningham	Director	Kneehill County	November 2025	yes
Trish McConnell	Director	Linden	November 2025	yes
Darcy Burke	Director	Rockyford	November 2025	yes
Richard Bryan	Director	Standard	November 2021	yes
Claude Brown	Director	Strathmore	November 2025	yes
Donna Biggar	Director	Wheatland County	November 2015	yes
<b>Total Number of Board Members: 15</b>				

**2.3 Board Diversity**

Please indicate how many of your board members identify as a member of the following groups (a person can be counted more than one):	
Women	8
Indigenous	
Youth	1
Person with a Disability	
Other under-represented group	

**2.4 Staff**

Staff Name	Position	Salary Percentage Covered by PrairiesCan Core Funding	Month & Year Hired
Chantale Sangster	Executive Director	50%	October 2018
Trisha Breault	CED Coordinator	40%	June 2023
Lindsay Desrosiers	Bus. Dev. Officer	50%	April 2023
Jo Huzan	Office Administrator	30%	January 2024
<b>Total Number of Staff (FTEs):</b> (1) FTE (2) 0.9 FTE and (1) 0.4FTE			

**3.0 PLANNING**

**3.1 External and Internal Environment – Opportunities and Challenges**

**Describe the external opportunities and challenges facing your organization (e.g. your area’s economic realities, operating context and strategic priorities). Briefly outline your plans to take advantage of these opportunities as well as to address potential challenges.**

**Opportunities:** Rising Demand for Local Business Support and Workforce Development  
 Entrepreneurs and small businesses across the CF Wild Rose region are increasingly seeking support in areas such as workforce attraction, digital marketing, and business transition planning. These growing needs present an opportunity for CFWR to expand its impact.  
 Our Plan: Continue enhancing our business training, coaching, and CED project offerings while exploring new tools and partnerships—particularly in workforce development and succession planning—to meet

emerging needs and broaden our regional reach.

**Challenges: Stagnant Core Funding**

Core operational funding has remained unchanged since 2009. In 2026–2027, this will mark the eighteenth consecutive year without an increase, resulting in WD funding accounting for only half of our total annual revenues. This long-term stagnation requires our organization to continually secure external funding and diversify income sources to maintain service levels.

Our Plan: Continue prioritizing the pursuit of grants, fee-for-service opportunities, and strategic partnerships to reduce reliance on core funding. This approach strengthens financial resilience, stabilizes operations, and ensures we can continue delivering high-quality support to entrepreneurs across the region.

**Describe the internal opportunities and challenges facing your organization (e.g. staff/board retention, recruitment and training). Briefly outline your plans to take advantage of these opportunities as well as to address potential challenges.**

**Internal Opportunities**

**1. Strengthening Organizational Capacity Through Staff Development**

Community Futures Wild Rose continues to benefit from a skilled and dedicated team. As demand grows in business coaching, loan administration, and regional project delivery, there is an ongoing opportunity to strengthen internal capacity.

Plan: Invest in targeted professional development, cross-training, and leadership development so staff can continue to meet evolving client and community needs while supporting long-term retention.

**2. A Renewed Board Bringing Both Fresh Energy and Essential Continuity**

The 2025 municipal elections resulted in nine new Directors joining CFWR. This presents a valuable opportunity to refresh board culture, strengthen governance, and deepen regional engagement. Equally important, six Directors returned to the Board, providing vital continuity, wisdom, and stability. Their institutional knowledge and commitment to the organization will anchor the transition and help guide the integration of new members.

Plan: Deliver comprehensive onboarding for new Directors, reinforce strong governance practices, and leverage the returning Directors' experience to support mentorship, continuity, and informed decision-making.

**Internal Challenges**

**1. Capacity Pressures Resulting from Role Reallocation**

In November 2025, our long-term bookkeeper retired after 33 years of service. Rather than replacing the position, financial responsibilities have been incorporated into our Office Administrator role, requiring a redistribution of duties across the team. For a small staff complement, this shift has placed pressure on overall capacity and workflow.

Plan: Explore and implement automation tools and software solutions to streamline repetitive administrative and financial tasks, reducing manual workload and preserving capacity for core service delivery.

**2. Maintaining Staff Retention in a Competitive Labour Market**

Like many rural non-profits, retaining skilled staff remains a challenge due to funding constraints and the competitive labour market. Ensuring stability is essential to meeting our mandate.

Plan: Strengthen retention through competitive compensation, enhanced recognition, a supportive work culture, and clear growth opportunities.

3. Managing Significant Board Turnover While Preserving Continuity

The four-year municipal election cycle continues to create major governance turnover. For a second time in a row, 60% of the Board transitioned, bringing nine newly appointed Directors into the organization. While this level of change presents challenges in maintaining institutional knowledge and strategic continuity, the return of six experienced Directors provides an essential anchor. Their longstanding understanding of CFWR’s mandate, history, and regional priorities offers stability during a period of substantial renewal.

Plan: Strengthen succession planning, maintain detailed governance records, and pair new Directors with returning members where appropriate to support mentorship, continuity, and a smooth integration process. Robust orientation and ongoing governance training will ensure the Board remains cohesive, informed, and effective despite high turnover.

**3.2 Strategic Priorities**

Identify and describe your top three strategic goals
<p><b>Top Three Strategic Goals</b></p> <p><b>1. Strengthen Business Growth and Resiliency</b> Community Futures Wild Rose is committed to supporting the long-term stability and growth of small and medium-sized enterprises across the region. This includes deepening collaboration with municipalities, promoting job creation and retention, and equipping businesses with tools to remain competitive and resilient in changing economic conditions.</p> <p><b>2. Enhance Comprehensive Client Support and Success</b> We aim to deliver a more client-focused experience by expanding and diversifying training opportunities, strengthening one-on-one coaching, and positioning CFWR as a trusted one-stop resource for entrepreneurs at every stage of their business journey.</p> <p><b>3. Increase Community Awareness and Engagement</b> CFWR will continue to broaden its presence and visibility throughout the region—through local events, schools, and online platforms—to raise awareness of our programs and demonstrate our impact. Strengthening relationships and communication with partners, stakeholders, and the public remains a key priority.</p>

Describe how your organization plans to serve underrepresented groups such as Indigenous peoples, women, youth (aged 15-34) and persons with disabilities, and contribute to inclusive economic growth.
<p><b>Women:</b> Establish marketing strategies to increase awareness of the Capital Growth Initiative (CGI) loan product and wraparound services for women entrepreneurs. Offer services such as mentorship, coaching, and networking opportunities to support the growth and success of women entrepreneurs.</p> <p><b>Indigenous People:</b> Work collaboratively with CF Treaty Seven to support local Indigenous entrepreneurship in our region.</p> <p><b>Youth:</b> We will offer the Young Entrepreneur Training Initiative (YETI) for the fourth year in the summer of 2026. We will conduct workshops and training sessions on business planning, marketing, financial management, and leadership skills for young entrepreneurs. We will also provide mentorship and guidance to young entrepreneurs through a network of experienced business professionals.</p>

**CF NAME: COMMUNITY FUTURES WILD ROSE**

**Fiscal Year: 2026-27**

**OPERATING PLAN**

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Entrepreneurs with Disabilities Program (EDP): Pursue all opportunities to enroll those with disabilities in the EDP program offered through the CFNA. We will work with our partners to increase awareness and participation.

**3.3 Alignment with Government of Canada’s Priorities**

Please outline your organization’s plans or activities (e.g. projects/initiatives) to contribute to Government of Canada priorities, as set out in the [Prime Minister’s mandate letter to his cabinet](#). PrairiesCan acknowledges that circumstances are different across organizations and **therefore your organization may only be able to address a limited number of priorities below**.

The priorities are:

1. Establishing a new economic and security relationship with the United States and strengthening our collaboration with reliable trading partners and allies around the world.
2. Building one Canadian economy by removing barriers to interprovincial trade and identifying and expediting nation-building projects that will connect and transform our country.
3. Bringing down costs for Canadians and helping them to get ahead.
4. Making housing more affordable by unleashing the power of public-private cooperation, catalysing a modern housing industry, and creating new careers in the skilled trades.
5. Protecting Canadian sovereignty and keeping Canadians safe by strengthening the Canadian Armed Forces, securing our borders, and reinforcing law enforcement.
6. Attracting the best talent in the world to help build our economy, while returning our overall immigration rates to sustainable levels.
7. Spending less on government operations so that Canadians can invest more in the people and businesses that will build the strongest economy in the G7.

Priority #	Planned Projects/Initiatives (2 – 3 sentences/projects/initiatives)
	<p>Community Futures Wild Rose (CFWR) aligns with select Government of Canada priorities through its existing lending products, business advisory services, and capacity-building supports for small and medium-sized enterprises (SMEs). Programming is delivered using existing resources and is tailored to the needs of rural and small-urban communities.</p> <p><b>Supporting Housing Supply and Construction Sector Capacity</b></p> <p>CFWR directly supports housing development through financing tools designed to address capital gaps faced by local builders and developers.</p> <p>Current activities include:</p> <ul style="list-style-type: none"><li>• Delivering the <b>Builder’s Bridge Loan</b>, a Board-developed lending product designed to bridge cash-flow gaps during residential construction, allowing projects to proceed without delays.</li><li>• Supporting small and medium-scale residential developments, including duplexes and multi-unit projects, in communities experiencing housing supply constraints.</li></ul>

- Providing financial guidance to builders and developers to support project readiness and timely completion.

By enabling housing projects to move forward efficiently, CFWR contributes to increased housing supply, construction employment, and local economic stability.

### **Workforce Development for Skilled Trades**

Community Futures Wild Rose’s **Advancing Workforce Development** initiative supports the federal priority of creating new careers in the skilled trades by addressing regional labour shortages and strengthening pathways into apprenticeship and trade careers. Through hands-on “Try a Trade” events, targeted outreach to students and adult learners, and direct connections to employers and training institutions, the project increases awareness and access to skilled trades and the health care sector. By supporting employers with practical workforce recruitment and retention strategies, the initiative strengthens the availability of skilled trades labour and health care employment opportunities in our region.

### **Supporting Domestic Trade, Supply Chains, and Business Growth**

CFWR supports SMEs in strengthening domestic supply chains and expanding into new regional and provincial markets by improving financial readiness, operational capacity, and scalability. In addition, CFWR staff are currently developing a new **Scale Up Loan product** which, if approved by the Board, is intended to launch in 2026 to support established businesses pursuing growth and expansion.

Activities will include:

- Supporting SMEs to scale and expand through growth-oriented financing.
- Providing business diagnostics and financial analysis to strengthen competitiveness and decision-making.
- Delivering mentorship and peer learning opportunities that facilitate business-to-business connections within the region.

These activities contribute to building one Canadian economy by supporting stronger, more resilient local and regional SME businesses.

### **Helping Entrepreneurs Reduce Costs and Improve Financial Resilience**

CFWR helps entrepreneurs bring down costs and strengthen financial sustainability by pairing access to capital with practical, hands-on financial coaching.

Current activities include:

- Providing flexible financing designed to support long-term business sustainability and reduce reliance on higher-cost financing.
- Delivering one-on-one **Cashflow Canvas coaching**, led by CFWR’s Business Development Officer, to help SMEs understand cash inflows, outflows, and timing, identify cost pressures, manage working capital, and make informed financial decisions that improve long-term viability.

These supports help SMEs operate more efficiently, remain competitive, and create stable employment within their communities.

**CF NAME: COMMUNITY FUTURES WILD ROSE**

**Fiscal Year: 2026-27**

**OPERATING PLAN**

**4.0 GOVERNANCE AND ACCOUNTABILITY**

**4.1 Incorporation / Policy Updates**

Please provide copies of the following only if they have been updated since last submitted to PrairiesCan (or WD):

Incorporation / Policy Documents:	Date Document Was Last Updated	Date Submitted
Articles of incorporation and association	November 2021	December 2021
Bylaws	November 2021	December 2021
<b>Loan fund management</b> Please include: <ul style="list-style-type: none"> <li>• Interest Rates (if less than prime plus 2%)</li> <li>• Interest transfers</li> <li>• Loans in excess of \$150,000 (if applicable)</li> <li>• Syndicated Loans</li> <li>• Equity Positions</li> <li>• Appeals and redress mechanism</li> </ul>	January 2023	January 2023
Conflict of interest	November 2021	December 2021
Board of Directors (policy for appointment/selection, terms of office, etc.)	September 2021	December 2021

**4.2 Cyber-Security**

Please indicate when your electronic security measures and processes were last reviewed, and any subsequent upgrades.
<ul style="list-style-type: none"> <li>• Fall 2019 CFWR contracted BulletProof to manage all cyber security. This included a new firewall upgrade. March 2021 New Cyber Security Policy approved by CFWR Board.</li> <li>• 2022-2023 participated in the CF PanWest Cyber Security project.</li> <li>• February 2022 SysGen conducted an independent study on our cyber security and processes to identify risk levels. Report indicates CFWR at a low cyber security risk.</li> <li>• BulletProof regularly conducts risk testing of CFWR staff, with mandatory annual cybersecurity training for all team members.</li> </ul>

**4.3 Transparency and Accountability**

As per the contribution agreement section on Reflecting Community, Transparency and Accountability, please confirm below that the most current, up-to-date information is posted on your website for the following items:	
Names of the current Board of Directors (and names of any non-board members of the Investment Review Committee – if applicable)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Profile of Board composition (i.e. geographic representation, sector/area of expertise, gender, etc.)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Board Recruitment and nomination processes	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Annual audited financial statement	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Performance results	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**CF NAME: COMMUNITY FUTURES WILD ROSE**

**Fiscal Year: 2026-27**

**OPERATING PLAN**

Referral Reference to the FEDO to make it known to members of the public that business services for Francophone entrepreneurs are available	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Investment/Loan Fund redress /appeals process	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Please comment below if current information is not yet available on your website.	

**5.0 PERFORMANCE INDICATORS**

The process of setting overall performance targets should take into account considerations such as your historic performance, status and trends in your region’s economy, activities of other business service providers, needs of your community(ies), capacity of your organization, etc.

**Note: Both you and PrairiesCan must agree to your final overall performance targets.**

**5.1 Please complete the table below.**

PrairiesCan will enter the submitted targets into our new system.

Performance Indicator	Target	GROUP 1 MPS	GROUP 2 MPS	GROUP 3 MPS
<b>**Targets should be greater than or equal to your MPS.</b>				
Indicate which Group your CF is in (groupings can be found in the attached Instruction Manual):	<b>Choose a Group</b>			
Number of new community-based projects	3	2	2	2
Number of business training session participants	200	400	400	300
Number of business advisory services	200			
Number of loans	22	12	8	6
Value of loans	\$1,210,000	\$600,000	\$400,000	\$200,000

**6.0 FINANCIAL**

**6.1 Budget Forecast and Cash Flow (PrairiesCan Core Funding) Requirements**

Please provide, **as an attachment**, your total budget forecast (revenues and expenses) for the coming year, shown by quarter or month. For sources of revenue, please include PrairiesCan core funding, planned/requested interest transfers, and other revenues of which there is a high level of certainty, as separate line items. The PrairiesCan core funding will constitute the cash flow by quarter for advance purposes.

**\*Note: PrairiesCan will not accept a deficit operating budget. If there is a surplus, please provide details as to why this is the case. When including other funders, please ensure PrairiesCan funding is fully committed.**

**CF NAME: COMMUNITY FUTURES WILD ROSE**

**Fiscal Year: 2026-27**

**OPERATING PLAN**

---

**6.2 Interest transfers**

If your budget includes planned interest transfer, please highlight the numbers below.		
	Amount	Activities the interest transfer will support
Planned Interest Transfer (up to 80% of net growth or \$200,000)	\$110,000	Increased lending activities and CED projects
Requested Interest Transfer (greater than 80% of net growth or \$200,000)		

**7.0 ATTESTATION**

I attest that the information contained in this document is true and correct, and that the operating plan and budget has been presented to and approved by the board.

Completed by:

<b>Name:</b>	Chantale Sangster
<b>Title:</b>	Executive Director
<b>Date:</b>	January 9, 2026

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**Submission Instructions**

- Please utilize the [PrairiesCan portal \(https://pacifican.prairiescan.gc.ca/en-CA/\)](https://pacifican.prairiescan.gc.ca/en-CA/) to upload this document by **January 31, 2026**.
  - Please upload a copy of your Operating Plan in WORD format only. Please do not submit a PDF version.
  - Make sure to click the "Notify Officer & Exit" button to complete the upload.
  - Please follow up with an email to your PrairiesCan Officer advising that it has been submitted.
-



COMMUNITY FUTURES WILD ROSE

**2026 / 2027**

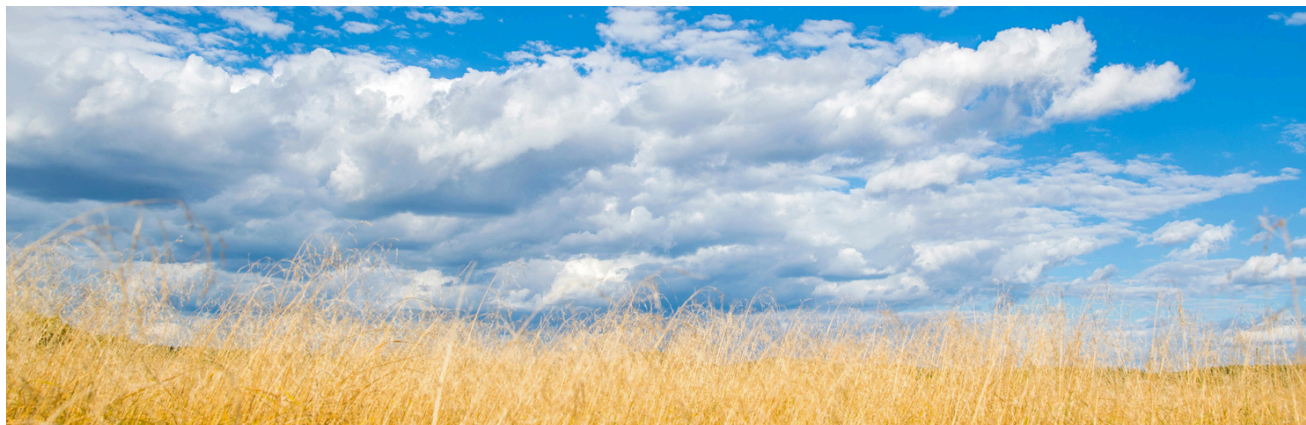
**DRAFT BUDGET**

*Prepared by Chantale Sangster, Executive Director*



# INTRODUCTION

As we approach the upcoming fiscal year, it is my privilege to present the 2026/2027 Draft Budget Report for the Board’s review and consideration. This document provides an overview of our recent financial performance and outlines the proposed budget for the upcoming fiscal year. It reflects our ongoing commitment to financial prudence, operational efficiency, and the advancement of our strategic priorities, ensuring continued organizational stability and impact.



# BUDGET REVIEW PROCESS

The budget review process at Community Futures Wild Rose is a structured and collaborative effort designed to ensure comprehensive financial planning and accountability. The process unfolds as follows:

## 01 DRAFT PREPARATION (OCTOBER)

The Executive Director initiates the budgeting process by preparing a draft budget. This involves analyzing current financial data, forecasting future expenses and revenues, and aligning the budget with organizational goals.

## 02 TEAM REVIEW

A meeting is conducted with the team to review the draft budget. This collaborative session allows for input and adjustments based on departmental needs and priorities.

## 03 AUDIT/FINANCE COMMITTEE REVIEW (NOVEMBER)

The revised draft is presented to the Audit/Finance Committee. This committee conducts a thorough review, suggesting revisions to ensure the budget's accuracy and feasibility.

## 04 BOARD PRESENTATION (DECEMBER)

Following the committee's input, the draft budget is provided to the Board of Directors. This draft document includes an overview of the budget's alignment with strategic objectives and any significant changes from previous years.

## 05 BOARD REVIEW AND DECISION (JANUARY)

The finalized budget is included on the agenda for the January board meeting, where it is reviewed, and a decision is made. This ensures the budget is approved and ready for implementation at the start of the fiscal year in April.

## 06 SUBMISSION TO PRAIRIESCAN (BY JANUARY 31<sup>ST</sup>)

The approved budget, along with the operations plan, will be submitted to PrairiesCan by January 31st. This submission ensures compliance with reporting requirements and supports our strategic alignment with regional economic initiatives.

# 2021-2025 BUDGET COMPARATIVE STATEMENT

A comprehensive analysis has been conducted on financial performance over the past four fiscal years (2021-2025) as part of this budget report. This review intends to provide the Board with a clear understanding of historical trends, identify key variances, and highlight factors that have influenced financial outcomes during this period.

The Budget Comparative Statement presents actual revenues, expenditures, and other relevant financial indicators across the four years, offering a transparent and concise overview of budget performance. This analysis supports informed decision-making as we prepare for the 2026/2027 fiscal year, and ensures continued alignment between financial management and organizational priorities.

Community Futures Wild Rose - Operating								
Multi period Income Statement								
	Apr 01, 2021 to Mar 31, 2022	Apr 01, 2022 to Mar 31, 2023	Apr 01, 2023 to Mar 31, 2024	Apr 01, 2024 to Mar 31, 2025	Actual Average	2025-2026 Current Budget	YTD (8 months) \$	YTD as %
<b>REVENUE</b>								
Fed Gov't Contribution	\$ 294,963.00	\$ 294,963.00	\$ 294,963.00	\$ 294,963.00	\$ 294,963.00	\$ 294,963.00	\$ 221,223.00	75%
Interest Transfer	\$ 44,000.00	\$ 43,000.00	\$ 75,000.00	\$ 75,000.00	\$ 59,250.00	\$ 147,000.00	\$ 130,335.00	89%
RRF and CGIA admin dollars transfer	\$ 66,000.00	\$ 18,000.00	\$ 23,000.00	\$ 53,000.00	\$ 40,000.00	\$ 47,650.00	\$ 38,560.00	82%
Corporate rent transfer	\$ -	\$ 35,000.00	\$ 23,000.00	\$ 28,200.00	\$ 21,950.00	\$ 33,300.00	\$ 25,731.00	77%
Other Gov't Grants and Funding	\$ 8,711.00	\$ 1,336.42	\$ 16,660.00	\$ -	\$ 6,689.36	\$ -	\$ -	0%
Loan Fees	\$ 8,640.83	\$ 15,928.00	\$ 20,625.00	\$ 27,515.00	\$ 18,192.21	\$ 24,850.00	\$ 19,325.00	78%
Project Income	\$ -	\$ 23,000.00	\$ 26,500.00	\$ 37,852.54	\$ 21,838.14	\$ 47,200.00	\$ 25,733.38	55%
Interest on Deposit	\$ 1,500.00	\$ 6,075.51	\$ 13,381.20	\$ -	\$ 8,278.73	\$ 18,200.00	\$ 12,252.47	67%
Misc. Revenue	\$ -	\$ -	\$ -	\$ 100,000.00	\$ -	\$ -	\$ -	0%
<b>TOTAL REVENUE</b>	<b>\$ 423,814.83</b>	<b>\$ 438,332.83</b>	<b>\$ 493,189.20</b>	<b>\$ 625,409.27</b>	<b>\$ 495,191.56</b>	<b>\$ 613,171.00</b>	<b>\$ 473,548.85</b>	<b>77%</b>
<b>EXPENSES</b>								
Covid expenses	\$ 2,679.37	\$ 54.00	\$ -	\$ -	\$ 683.34	\$ -	\$ -	-
Travel Expense	\$ 2,982.42	\$ 7,519.57	\$ 9,243.00	\$ 9,204.47	\$ 7,232.52	\$ 9,000.00	\$ 5,334.87	59%
Repairs & Maintenance	\$ 933.23	\$ 2,813.32	\$ 8,071.86	\$ 1,925.79	\$ 3,437.13	\$ 2,800.00	\$ 160.00	7%
WCB Expense	\$ 509.29	\$ 796.82	\$ 824.32	\$ 929.69	\$ 772.83	\$ 825.00	\$ 458.50	56%
Legal/Accounting	\$ 12,823.20	\$ 10,550.00	\$ 15,735.00	\$ 16,578.60	\$ 13,921.70	\$ 16,500.00	\$ 6,891.00	42%
Advertising/Promotion	\$ 18,494.23	\$ 10,196.02	\$ 8,290.87	\$ 7,282.03	\$ 11,050.79	\$ 11,800.00	\$ 6,816.91	57%
Office Supplies	\$ 9,217.20	\$ 14,879.42	\$ 9,584.68	\$ 9,782.99	\$ 10,864.97	\$ 12,500.04	\$ 6,384.69	51%
Telephone & Fax	\$ 4,265.00	\$ 2,600.00	\$ 2,315.00	\$ 2,327.20	\$ 2,876.80	\$ 3,400.00	\$ 1,220.00	36%
Internet Hook-up	\$ 1,860.00	\$ 2,647.00	\$ 3,192.63	\$ 3,277.47	\$ 2,744.28	\$ 4,000.00	\$ 2,047.28	51%
Insurance	\$ 5,695.23	\$ 4,898.86	\$ 7,018.86	\$ 5,172.81	\$ 5,695.77	\$ 7,000.00	\$ 1,915.00	27%
Membership Fees	\$ 688.00	\$ 521.54	\$ 574.00	\$ 1,163.00	\$ 721.64	\$ 690.00	\$ 40.00	6%
Meeting/Conference	\$ 4,274.55	\$ 9,182.22	\$ 6,281.08	\$ 16,011.99	\$ 7,457.46	\$ 8,825.00	\$ 5,623.67	68%
Staff Training	\$ 1,061.35	\$ 5,672.60	\$ 6,335.67	\$ 3,298.99	\$ 4,092.15	\$ 3,700.00	\$ 888.00	19%
Condo Fees	\$ 11,678.74	\$ 11,379.52	\$ 11,013.00	\$ 10,972.00	\$ 11,260.82	\$ 13,250.00	\$ 7,618.09	57%
Utilities Expenses	\$ 5,738.66	\$ 5,505.19	\$ 5,648.42	\$ 5,600.94	\$ 5,622.80	\$ 6,000.00	\$ 3,228.37	54%
Bank Charges	\$ 58.84	\$ 100.00	\$ 140.00	\$ 91.69	\$ 97.63	\$ 140.00	\$ 50.00	36%
Janitorial/Carpet Cleaning	\$ 7,425.00	\$ 7,200.00	\$ 7,200.00	\$ 7,200.00	\$ 7,256.25	\$ 9,500.00	\$ 4,620.00	49%
Wages	\$ 253,445.00	\$ 251,822.82	\$ 300,348.93	\$ 314,969.72	\$ 283,051.62	\$ 291,361.48	\$ 208,343.78	71%
UBC Expense	\$ 4,468.23	\$ 4,822.57	\$ 5,719.28	\$ 6,055.20	\$ 5,215.82	\$ 5,303.01	\$ 3,720.24	72%
CPP Expense	\$ 9,569.13	\$ 10,828.50	\$ 13,367.31	\$ 14,720.45	\$ 12,121.35	\$ 13,341.03	\$ 8,756.74	63%
Board Travel	\$ 626.66	\$ 926.78	\$ 683.42	\$ 349.71	\$ 641.64	\$ 1,200.00	\$ 488.23	41%
Board Training	\$ 1,828.60	\$ 753.40	\$ -	\$ -	\$ 645.50	\$ 1,200.00	\$ 454.41	39%
Capital Purchases	\$ 574.90	\$ 389.00	\$ -	\$ 121,505.00	\$ 30,618.00	\$ 84,492.12	\$ 86,382.56	102%
Community Development Project	\$ 11,356.20	\$ 16,530.38	\$ 14,486.49	\$ 3,953.29	\$ 11,594.09	\$ 8,400.00	\$ 5,501.19	70%
GST Expense	\$ 2,156.02	\$ 2,038.07	\$ 2,568.19	\$ 2,967.79	\$ 2,350.02	\$ 6,000.00	\$ 2,108.52	35%
Credit Checks/PPSA	\$ 1,163.65	\$ 1,299.52	\$ 2,310.00	\$ 2,834.76	\$ 1,931.98	\$ 1,900.00	\$ 1,308.89	73%
Staff Benefits Expense	\$ 22,129.32	\$ 22,501.87	\$ 28,821.48	\$ 34,905.26	\$ 27,089.48	\$ 32,251.98	\$ 23,529.35	73%
RRSP Staff Expense	\$ 10,857.10	\$ 10,298.86	\$ 11,096.76	\$ 14,334.76	\$ 11,646.87	\$ 13,149.84	\$ 9,816.90	75%
Computer Software	\$ 13,163.85	\$ 18,496.03	\$ 11,084.65	\$ 13,952.86	\$ 14,174.35	\$ 18,797.00	\$ 12,781.23	69%
Casual Labour	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,623.94	\$ 6,741.80	26%
<b>TOTAL EXPENSE</b>	<b>\$ 421,825.06</b>	<b>\$ 436,687.66</b>	<b>\$ 491,854.30</b>	<b>\$ 624,931.06</b>	<b>\$ 493,899.58</b>	<b>\$ 613,171.00</b>	<b>\$ 421,731.22</b>	<b>51%</b>
<b>NET INCOME</b>	<b>\$ 1,989.77</b>	<b>\$ 1,465.05</b>	<b>\$ 1,234.90</b>	<b>\$ 478.21</b>	<b>\$ 1,291.98</b>	<b>\$ -</b>	<b>\$ 51,818.63</b>	

## DRAFT BUDGET 2026 / 2027

We are pleased to present the draft budget for the 2026/2027 fiscal year for the Board’s review and consideration. This budget has been developed following a detailed analysis of our financial performance in recent years, as outlined in the budget comparative statement and the accompanying summary of revenues and expenses.

It reflects our organization’s continued commitment to financial prudence, operational efficiency, and the achievement of our strategic priorities. The document provides a comprehensive overview of projected revenues, anticipated expenditures, and the planned allocation of resources across key programs and initiatives.

This proposed budget is intended to guide our financial decisions in the year ahead, ensuring resources are effectively directed to sustain operations, strengthen impact, and advance long-term organizational goals.

<b>Total Revenue .....</b>	<b>\$ 525,874.56</b>
<b>Total Expenses .....</b>	<b>\$ 525,874.56</b>



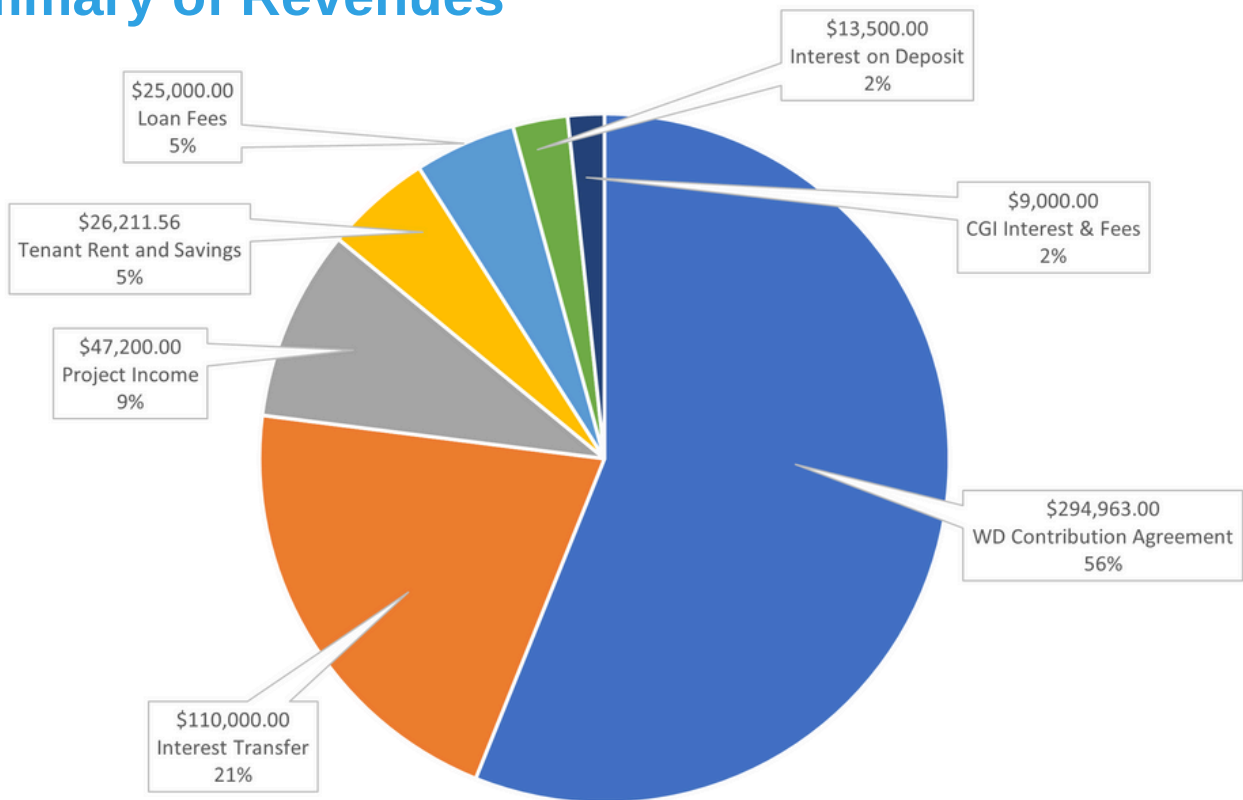
## SUMMARY OF REVENUES AND EXPENSES

This section outlines the projected revenues and expenses for the **2026/2027 fiscal year**. It details anticipated income sources, including contribution funding, interest transfers, project income, and other revenue streams.

By analyzing these projections, we can evaluate the organization's financial sustainability and capacity for growth. The section also provides a breakdown of expected expenditures—covering personnel, operations, marketing, office and building costs, and other related expenses.

Together, these projections give the Board a clear overview of the financial plan for the year ahead, supporting informed decision-making and the effective allocation of resources to achieve our strategic objectives.

# Summary of Revenues



**WD Contribution Agreement** – This line item reflects the annual funding of \$294,963 under the current contribution agreement (2021–2026). A new agreement is scheduled for April 2026; however, no increase to core funding is anticipated for the next fiscal year.

**Interest Transfer** – This represents interest earned on loans that can be used to support operations. Access is limited to a maximum of \$200,000 per year, subject to specific eligibility criteria.

**Project Income** – This amount is based on confirmed revenues from ongoing Community Economic Development (CED) projects for the 2026/2027 fiscal year.

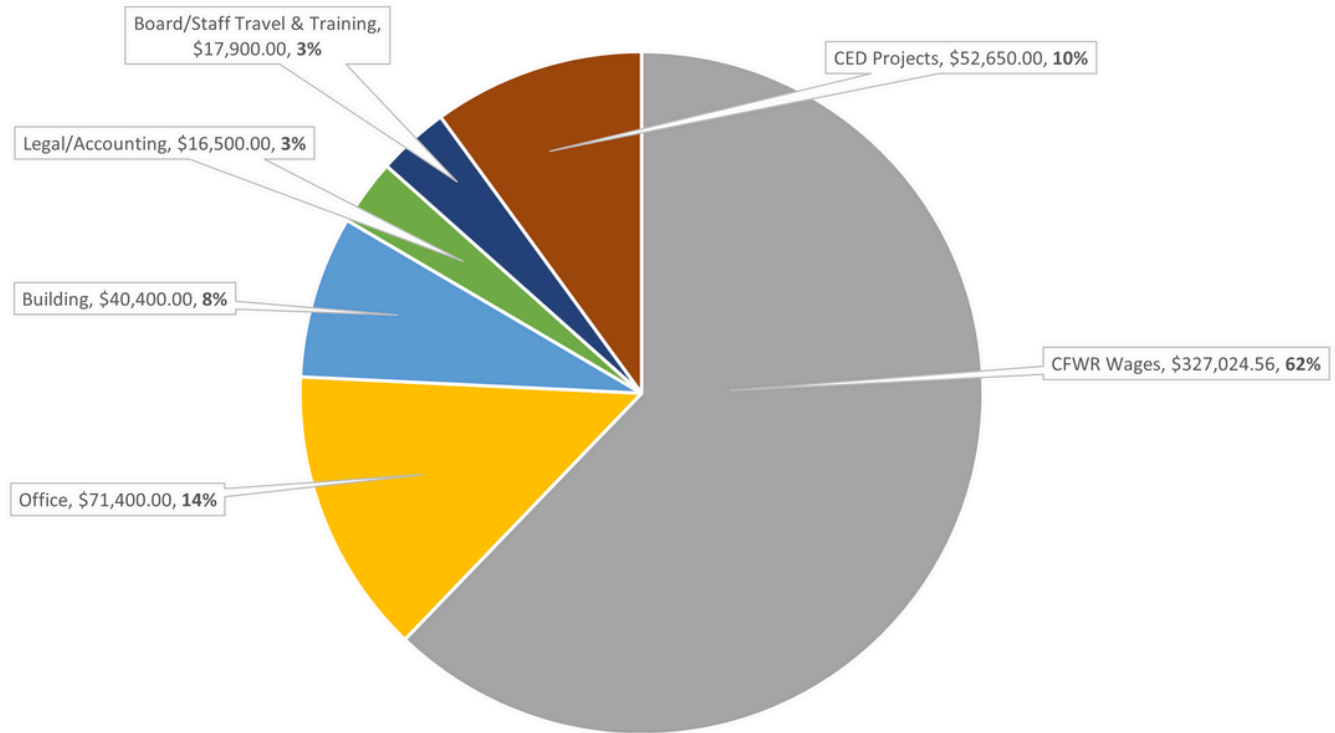
**Tenant Rent and Savings** – The current savings account balance is \$126,000. We propose utilizing \$10,411.56 from savings, \$10,800 from tenant rent, and \$5,000 in miscellaneous project revenue to support operations in 2026/2027.

**Loan Fees** – Based on the past two years’ performance, this revenue line has been adjusted to \$25,000, which is considered an achievable target.

**Interest on Deposit** – With current rates, we anticipate earning \$8,927 in interest on deposits and plan to allocate \$4,573 from interest earned on maturing GIC investments.

**CGI Interest & Fees** – No fees or interest from the CGI project have previously been used for operations. We plan to utilize \$9,000 in the upcoming fiscal year.

# Summary of Expenses



**Staffing** – This includes wages, MERCs, health benefits, RRSP contributions, as well as the board-approved team bonus allocation should the team exceed our established performance targets.

**Office** – Covers office supplies, phone and internet services, advertising and marketing, membership fees, bank charges, GST on purchases, credit checks, meetings and conferences, and ongoing computer and cybersecurity subscriptions.

**Building** – Includes condo fees, repairs and maintenance, insurance, utilities, janitorial services, and capital purchases.

**Legal and Accounting** – Reflects the current contract with Avail CPA for accounting and audit services.

**Board and Staff Travel and Training** – Encompasses all travel, accommodation, and professional development expenses for staff and Board members. It also includes travel for members-at-large attending committee meetings, Board Chair participation at the annual Symposium, and other training or development initiatives throughout the year.

**Community Economic Development (CED) Projects** – This category has been streamlined, creating more efficient resource use, and it includes expenditures involving the project management contractor.

**Community Futures Wild Rose - Operating**

**Multi-period Income Statement**

	2025-2026 Current Budget	Variance Explanation	2026-2027 Budget
<b>REVENUE</b>			
Fed Govt Contribution	\$ 294,963.00		\$ 294,963.00
Interest Transfer	\$ 147,000.00	Maximum allowance is \$200,000	\$ 110,000.00
RRRF and CGI admin dollars transfer	\$ 47,650.00	Admin Dollars complete, now using fees/interest	\$ 9,000.00
Savings and tenant rent	\$ 33,308.00	\$10,800 rent, \$5,000 CBDC projects, 10,411.56 savings	\$ 26,211.56
Loan Fees	\$ 24,850.00		\$ 25,000.00
Project Income	\$ 47,200.00		\$ 47,200.00
Interest on Deposit	\$ 18,200.00	Decrease in interest anticipated	\$ 13,500.00
Misc .Revenue			
<b>TOTAL REVENUE</b>	<b>\$ 613,171.00</b>		<b>\$ 525,874.56</b>
<b>EXPENSES</b>			
Covid expenses	\$ -		
Travel Expense	\$ 9,000.00		\$ 9,000.00
Repairs & Maintenance	\$ 2,400.00	Everything is current and updated	\$ 1,200.00
WCB Expense	\$ 825.00		\$ 825.00
Legal/Accounting	\$ 16,500.00		\$ 16,500.00
Advertising/Promotion	\$ 11,880.00		\$ 11,000.00
Office Supplies	\$ 12,500.04		\$ 11,500.00
Telephone & Fax	\$ 3,400.00		\$ 2,500.00
Internet Hook-up	\$ 4,000.00		\$ 3,500.00
Insurance	\$ 7,000.00		\$ 7,500.00
Membership Fees	\$ 660.00		\$ 660.00
Meeting/Conference	\$ 8,685.00		\$ 8,500.00
Staff Training	\$ 3,700.00		\$ 3,700.00
Condo Fees	\$ 13,250.00		\$ 13,000.00
Utilities Expenses	\$ 6,000.00		\$ 7,000.00
Bank Charges	\$ 140.00	Change of bank, new fees anticipated	\$ 1,000.00
Janitorial/Carpet Cleaning	\$ 9,500.00		\$ 10,200.00
Wages	\$ 291,861.48	FTE to contract position (see casual labour)	\$ 269,446.08
UIC Expense	\$ 5,203.01	FTE to contract position (see casual labour)	\$ 4,754.00
CPP Expense	\$ 13,841.69	FTE to contract position (see casual labour)	\$ 12,316.00
Board Travel	\$ 1,200.00		\$ 1,200.00
Board Training	\$ 1,200.00	2 off-site board training sessions planned	\$ 4,000.00
Capital Purchases	\$ 84,492.12	Renovations complete	\$ 1,500.00
Community Development Project	\$ 8,400.00		\$ 9,000.00
GST Expense	\$ 6,000.00		\$ 2,800.00
Credit Checks/PPSA	\$ 1,800.00		\$ 2,500.00
Staff Benefits Expense	\$ 32,251.98	4 FTE to 3 FTE	\$ 27,100.00
RRSP Staff Expense	\$ 13,149.84		\$ 12,583.48
Computer Software	\$ 18,707.00		\$ 20,440.00
Casual Labour	\$ 25,623.84		\$ 50,650.00
<b>TOTAL EXPENSE</b>	<b>\$ 613,171.00</b>		<b>\$ 525,874.56</b>
<b>NET INCOME</b>	<b>\$ -</b>		<b>\$ -</b>



## CONCLUSION

In summary, the 2026/2027 Draft Budget positions Community Futures Wild Rose for another year of sound financial stewardship, operational strength, and meaningful regional impact.





**Mission:** Community-owned and committed to building resilient businesses, vibrant communities, and strong futures.

**Vision:** Community Futures Wild Rose creates thriving communities one business idea at a time.

**AGENDA**

**REGULAR MEETING OF THE COMMUNITY FUTURES WILD ROSE BOARD OF DIRECTORS**

To be held at the CFWR Office: Suite #101, 331 Third Avenue, Strathmore, AB  
At 7:00 pm on February 5, 2026

- 1. **Call to Order**
- 2. **Celebration – CFWR winning the SWCC Business Excellence Award – Nonprofit of the Year!**
- 3. **Approval of Agenda**
- 4. **Consent Agenda:**
  - A. Regular Meeting Minutes January 8, 2026 (see attached) Page 2
  - B. Financial Variance Report – December 2025 (see attached) Page 5
  - C. Executive Directors Report (see attached) Page 8
- 5. **Strategic Priorities:**
  - A. **Business Growth & Resiliency**
    - i. BDC Elevation Program (see attached) Page 9
    - ii. CFWR BBLOC Program redesigned (see attached) Page 15
  - B. **Comprehensive Client Support & Success**
    - i. Board Lending Training Dates in May (see attached) Page 19
    - ii. Loan in Arrears Report
    - iii. Loan Portfolio Report (see attached) Page 20
  - C. **Community Awareness & Engagement**
    - i. Regional Partnership Pilot Project
  - D. **Innovation, Adaptability & Sustainability**
- 6. **Other Business:**
  - i. January meeting updates
  - ii. Policy Review:
    - a. Procurement Policy (send separately)
    - b. HR Policy (send separately)
    - c. OH & S Policy (send separately)
    - d. WD Policy Updates (send separately)
- 7. **Closed Session:**
  - i. Lower-level Lease Update

**Date of Next meeting:** Thursday, March 5, 2026 at 7pm at the CFWR office

**Adjournment**

**Values/Guiding Principles:**

Accountability & Transparency, Integrity & Trust, Inclusion,  
Innovation & Vision, Empathy & Hope



**Mission:** Community-owned and committed to building resilient businesses, vibrant communities, and strong futures.

**Vision:** Community Futures Wild Rose creates thriving communities one business idea at a time.

**MINUTES**

**REGULAR MEETING OF THE COMMUNITY FUTURES WILD ROSE BOARD OF DIRECTORS**

Held at the CFWR Office: Suite #101, 331 3<sup>rd</sup> Avenue, Strathmore, AB

At 7:00 pm on January 8, 2026

Municipality	Name	Present (X)
Acme	Rhonda Laking	X
Bassano	Matthew Loewen	X
Beiseker	Neil Young	X
Carbon	Stacey McKenna	X
Chestermere	Janelle Sandboe	X
Hussar	Michelle Plante	X
Irricana	Julie Sim	X
Kneehill County	Laura Lee Machell-Cunningham	X
Linden	Trish McConnell	X
Rockyford	Darcy Burke	X
Standard	Richard Bryan	X
Strathmore	Claude Brown	X
Three Hills	Dennis Hazelton	X
Trochu	Chris Armstrong	X
Wheatland County	Donna Biggar	Regrets
<b>Staff:</b>		
Chantale Sangster	Executive Director	X
Trisha Breault	CED Coordinator	X

**1. Call to Order**

Dennis Hazelton called the meeting to order at 7:13 pm

**2. Approval of Agenda**

Chantale requested to add 5. Other Business i. February Meeting

BD01-0126	Matthew Loewen	Motion to approve the January 8, 2026, agenda as amended. CARRIED.
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**3. Consent Agenda**

- A. Regular Meeting Minutes November 6, 2025 (see attached) Page 2
- B. IRC Meeting Minutes June/Sept/Nov (see attached) Page 6
- C. Financial Variance Report – Oct-Nov 2025 (see attached) Page 18
- D. Executive Directors Report (see attached) Page 24

A question was raised for discussion regarding the Financial Variance Report, and a clerical error was identified in the June IRC minutes. Administration will make the necessary corrections.

BD02-0126	Rhonda Laking	Motion to approve the Consent Agenda as amended. CARRIED.
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**Values/Guiding Principles:**

Accountability & Transparency, Integrity & Trust, Inclusion, Innovation & Vision, Empathy & Hope

**4. Strategic Priorities:**

**A. Business Growth & Resiliency**

- i. Oct-Dec 2025 KPI Report Page 25

Presented as Information
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- ii. Dec 2025 RRRF Payment Report Page 26

BD03-0126	Richard Bryan	Motion to approve the December 2025 RRRF Payment Report. CARRIED.
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- iii. CED Projects Update Page 27

Presented as Information
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**B. Comprehensive Client Support & Success**

- i. 2026 Interest Rate Decision

BD04-0126	Laura Lee Machell-Cunningham	Motion to approve the 2026 Interest rate at a flat rate of Prime +2%. CARRIED.
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- ii. Loan in Arrears Report

**Loan #850DY-0223**

The client was in default on monthly payments from March through November 2025 but paid the balance in full in December after multiple notices. Although this file is currently out of arrears, it is one to watch in 2026. **(\$33,374.98 Balance Owing)**

**Loan #877Y-0524**

The client defaulted on their December 2025 payment of \$1,327.75 (including an NSF fee) and, despite typically resolving missed payments quickly, has not responded to follow-up emails sent on December 17, 2025, and January 5, 2026. **(\$91,982.95 Balance Owing)**

**Loan #849-0223**

The business ceased operations in summer 2025 after failing to find a buyer, and since all assets were seized with none available for subordinate creditors, we would recommend that CFWR write off the remaining loan balance of \$18,124.07. **(\$18,124.07 Balance Owing)**

BD05-0126	Matthew Loewen	Motion to approve the Monthly Loans in Arrears Report as presented. CARRIED.
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- iii. Loan Portfolio Report Page 32

Our Loan portfolio currently at 16 loans approved, valued at \$1,197,000. Primary sector is Professional Services, followed by Agriculture, Transportation and Accommodations and Food Services. There is currently \$2.99 million in CFLIP and \$1,897,602.37 in the Investment Account. We have had 9 loans pay out this fiscal for \$600,000.

Presented as Information
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**C. Community Awareness & Engagement**

- i. Selection of Heart of the Community Q4 Winner Page 37

Presented as Information
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ii. Quarterly Impact Report for Council Package

Page 43

Presented as Information

**D. Innovation, Adaptability & Sustainability**

i. WD Updates

Presented as Information

ii. 2026/2027 WD Operations Plan

Page 45

BD06-0126 | Matthew Loewen | Motion to approve the 2026/2027 WD Operations Plan as presented. CARRIED.

iii. CFWR 2026/2027 Draft Budget

Page 54

BD07-0126 | Claude Brown | Motion to approve the 2026/2027 Draft Budget as presented. CARRIED.

**5. Other Business:**

i. February Meeting

Presented as Information

**6. Closed Session:**

**7. Date of Next meeting:** Thursday, February 5, 2026, at 7pm at the CFWR office

**Adjournment 8:58 pm**

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**Dennis Hazelton, Board Chair**



## December 1-31, 2025

Executive Financial Summary

# Monthly Budget vs Actuals

	ACTUAL	MONTHLY BUDGET	VARIANCE
REVENUE	\$15,253.16	\$13,583.34	\$1,669.82
EXPENSES	\$29,564.74	\$37,329.94	-\$7,765.20
NET	-\$14,311.58	-\$23,746.60	<b>\$9,435.02</b>

### Key Variances - Positive

- Loan fees slightly higher than budget for the month
- We received a refund in staff training (cancelled) and CED projects (reimbursement)

### Key Variances - Negative

- 
- 

## April 1 - December 31, 2025

Executive Financial Summary

# Year-to-Date Dashboard

	ACTUAL	YTD BUDGET	VARIANCE
REVENUE	\$494,090.53	\$491,989.06	\$2,101.47
EXPENSES	\$475,709.05	\$478,936.58	-\$3,227.53
NET	\$18,381.48	\$13,052.48	<b>\$5,329.00</b>

### Key Variances - Positive

- Loan Fees and Project Income slightly higher than budget

### Key Variances - Negative

- Repairs/Maintenance, Staff Training, GST, and Computer software all coming under budget

### Market Trends / News

- The Bank of Canada interest rate review was on January 28, 2026.
- CFWR lending rate of Prime + 2% holding steady at 6.45%.

### Final Notes

- Next BoC interest rate review and decision is scheduled for March 18, 2026

## Community Futures Wild Rose - Operating

Comparative Income Statement

	Actual Dec 01, 2025 to Dec 31, 2025		Budget Dec 01, 2025 to Dec 31, 2025		Difference
<b>REVENUE</b>					
Fed Gov't Contribution	0.00		0.00		0.00
RRRF and CGI admin dollars transfer	8,610.86		8,700.00		-89.14
Corporate rent transfer	0.00		0.00		0.00
Other Gov't Grants and Funding	0.00		0.00		0.00
Loan Fees	2,310.00		500.00		1,810.00
Project Income	3,533.34		3,533.34		0.00
Interest on Deposit	798.96		850.00		-51.04
Misc . Revenue	0.00		0.00		0.00
<b>TOTAL REVENUE</b>	<b>15,253.16</b>		<b>13,583.34</b>		<b>1,669.82</b>
<b>EXPENSES</b>					
Travel Expense	177.60		750.00		-572.40
Repairs & Maintenance	0.00		200.00		-200.00
WCB Expense	0.00		0.00		0.00
Legal/Accounting	0.00		0.00		0.00
Advertising/Promotion	534.82		990.00		-455.18
Office Supplies	157.82		1,041.67		-883.85
Telephone & Fax	170.00		283.33		-113.33
Internet Hook-up	0.00		333.33		-333.33
Insurance	0.00		0.00		0.00
Membership Fees	0.00		0.00		0.00
Meeting/Conference	1,288.00		3,000.00		-1,712.00
Staff Training	-609.00		0.00		-609.00
Condo Fees	984.52		1,000.00		-15.48
Utilities Expenses	79.35		500.00		-420.65
Bank Charges	75.50		11.66		63.84
Janitorial/Carpet Cleaning	0.00		950.00		-950.00
Wages	21,145.10		21,200.00		-54.90
UIC Expense	245.94		365.47		-119.53
CPP Expense	585.24		932.42		-347.18
Board Travel	298.98		100.00		198.98
Board Training	0.00		100.00		-100.00
Capital Purchases	0.00		100.00		-100.00
Community Development Project	-544.88		700.00		-1,244.88
GST Expense	128.60		500.00		-371.40
Credit Checks/PPSA	362.95		150.00		212.95
Staff Benefits Expense	2,437.36		2,317.00		120.36
RRSP Staff Expense	1,133.86		905.06		228.80
Computer Software	912.98		900.00		12.98
Project Management Contract Fees	3,370.90		3,370.90		0.00
<b>TOTAL EXPENSE</b>	<b>32,935.64</b>		<b>40,700.84</b>		<b>-7,765.20</b>
<b>NET INCOME</b>	<b>-17,682.48</b>		<b>-27,117.50</b>		<b>9,435.02</b>

Generated On: Jan 20, 2026

## Community Futures Wild Rose - Operating

Comparative Income Statement

	Actual Apr 01, 2025 to Dec 31, 2025		Budget Apr 01, 2025 to Dec 31, 2025		Difference
<b>REVENUE</b>					
Fed Gov't Contribution	221,223.00		221,223.00		0.00
Interest Transfer	130,335.00		130,335.00		0.00
RRRF and CGI admin dollars transfer	47,560.86		47,650.00		-89.14
Corporate rent transfer	25,731.00		25,731.00		0.00
Other Gov't Grants and Funding	0.00		0.00		0.00
Loan Fees	22,235.00		19,600.00		2,635.00
Project Income	32,800.06		31,800.06		1,000.00
Interest on Deposit	14,205.61		15,650.00		-1,444.39
Misc . Revenue	0.00		0.00		0.00
<b>TOTAL REVENUE</b>	<b>494,090.53</b>		<b>491,989.06</b>		<b>2,101.47</b>
<b>EXPENSES</b>					
Travel Expense	7,659.05		6,750.00		909.05
Repairs & Maintenance	254.98		1,800.00		-1,545.02
WCB Expense	459.50		575.00		-115.50
Legal/Accounting	6,891.00		6,400.00		491.00
Advertising/Promotion	8,075.73		8,910.00		-834.27
Office Supplies	9,263.49		9,375.03		-111.54
Telephone & Fax	1,610.00		2,549.97		-939.97
Internet Hook-up	2,698.39		2,999.97		-301.58
Insurance	4,925.00		5,350.00		-425.00
Membership Fees	40.00		253.00		-213.00
Meeting/Conference	8,010.50		8,685.00		-674.50
Staff Training	290.04		2,400.00		-2,109.96
Condo Fees	8,602.61		9,000.00		-397.39
Utilities Expenses	4,459.52		4,500.00		-40.48
Bank Charges	282.00		104.94		177.06
Janitorial/Carpet Cleaning	5,820.00		6,650.00		-830.00
Wages	228,988.88		227,587.20		1,401.68
UIC Expense	4,000.62		4,106.60		-105.98
CPP Expense	9,405.19		11,044.43		-1,639.24
Board Travel	787.21		900.00		-112.79
Board Training	454.41		900.00		-445.59
Capital Purchases	86,412.16		84,192.00		2,220.16
Community Development Project	5,380.94		6,300.00		-919.06
GST Expense	2,463.45		4,500.00		-2,036.55
Credit Checks/PPSA	1,996.35		1,350.00		646.35
Staff Benefits Expense	29,922.46		25,300.98		4,621.48
RRSP Staff Expense	12,384.62		10,434.66		1,949.96
Computer Software	14,161.15		16,008.00		-1,846.85
Project Management Contract Fees	10009.80		10009.80		0.00
<b>TOTAL EXPENSE</b>	<b>475,709.05</b>		<b>478,936.58</b>		<b>-3,227.53</b>
<b>NET INCOME</b>	<b>18,381.48</b>		<b>13,052.48</b>		<b>5,329.00</b>

Generated On: Jan 20, 2026

## **CFWR Executive Director's Report**

January, 2026

### **Strategic Priorities:**

#### **A. Business Growth & Resiliency**

- i. CED Collaboration with municipalities
  - a) ED presentation at Chestermere Council meeting
- ii. Support for job creation & retention
  - a) CFWR hosted CCIS Newcomer Meeting
- iii. Promote business resiliency
  - a) ED attended CFNA provincial Managers meeting
  - b) ED hosted CFWR Governance Committee meeting

#### **B. Comprehensive Client Support & Success**

- i. Operating from a more client-focused lens
- ii. Diversify training offerings
  - a) CFWR hosted: HR Interactive Session – Difficult Conversations
- iii. Become a one-stop shop for business
  - a) ED meeting with Economic Developers Alberta

#### **C. Community Awareness & Engagement**

- i. Increase presence at community events
  - a. ED and CED Coordinator attended SWCC BEA Awards
  - b. ED presented to Beiseker Chamber
  - c. ED attended Three Hills Chamber Executive Meeting
  - d. ED attended Three Hills Chamber General Meeting Luncheon
- ii. Increase presence in schools
- iii. Increase online presence
- iv. Promote & share impacts (HOOC campaign promote and share their stories)

#### **D. Innovation, Adaptability & Sustainability**

- i. Expanding revenue streams
  - a. Lower-Level Lease short-term signed
  - b. ED meeting with Town of Strathmore Ec. Dev. Manager regarding contract work
- ii. Business development to bring in more clients
  - a. CFWR hosted Regional EDA Community Investment Readiness Workshop
  - b. CFWR hosted IRC meeting
- iii. Diversify investments

# Reaching further: A new \$100M boost for the 520,000 entrepreneurs in rural and remote communities

BDC and Community Futures/SADC+CAE/CBDC join forces to expand access to financing and advice, unlocking growth where it's often overlooked  
Prince George, Québec and Montréal  
– October 15, 2025 –

Community Futures/SADC+CAE/CBDC and the Business Development Bank of Canada (BDC) today announced a \$100M initiative to reach more business owners living in rural and remote areas. Leaders in their communities, rural entrepreneurs are an exceptionally active demographic, with an entrepreneurship rate standing at 17% in 2024, compared to 12% in urban areas. The financing envelope created by this new initiative is expected to generate up to \$250 million in GDP over five years.

With their respective business centres and offices throughout the country, Community Futures/SADC+CAE/CBDC and BDC have a complimentary footprint. A federal program administered by regional development agencies and Canada Economic Development, Community Futures/SADC+CAE/CBDC operates 267 non-profit offices across Canada delivering small business loans, tools, training and events. BDC supports entrepreneurs with financing, advisory services and capital from 109 business centres across Canada and online at [bdc.ca](http://bdc.ca).

“This initiative aims to increase the support provided to the 520,000 entrepreneurs living in rural and remote areas who grow our economy”, said the Honourable Mélanie Joly, Minister of Industry and Minister responsible for Canada Economic Development for Quebec Regions. “It leverages the complementary strengths of both organizations—BDC’s financing and advisory expertise and Community Futures/SADC+CAE/CBDC’s deep local presence across the country.”

“At BDC, we believe that every entrepreneur, no matter where they live, deserves a fair chance to grow their business. Rural and remote communities are full of bold, resilient business owners who often face more barriers and fewer resources”, said Isabelle Hudon, President and Chief Executive Officer of BDC. “This initiative with Community Futures/SADC+CAE/CBDC allows us to do what a development bank should: go where others don’t, and build bridges where gaps exist. We’re unlocking potential that’s been overlooked for too long. We believe that’s what our economy needs right now.”

“Joining forces with BDC to supercharge the opportunities and resources available to rural and remote entrepreneurs from coast-to-coast-to-coast is a powerful combination

that will result in significant impact throughout the country for decades to come," said Troy Dungate, President of Community Futures/SADC+CAE/CBDC. "BDC is committing to investing \$100M to bolster businesses that often face strong headwinds simply due to geography and the vast nature of our country. This commitment, combined with our boots-on-the-ground, grassroots knowledge is an intelligent way to ensure that this capital infusion is dispersed through loans to new and existing entrepreneurs that are ready to bring their business to the next level. Additionally, we know that many entrepreneurs in rural Canada are attracted to the work because of the desirable lifestyle it creates for their families. Working together, we expect this to make positive, meaningful change in the lives of individual Canadians and our country as a whole."

This initiative with Community Futures/SADC+CAE/CBDC builds on BDC's broader commitment to develop entrepreneurial potential in all its forms and to help grow the Canadian economy. Since launching our Community Banking initiative in November 2024, BDC teamed up with financial institutions and community lending partners that support underserved groups. By joining this network of trusted partners, Community Futures/SADC+CAE/CBDC should help us reach even more business owners in rural and remote areas. It's about meeting entrepreneurs where they are and helping them grow.

This announcement comes just before Small Business Week, a national celebration of Canadian entrepreneurship that BDC has organized for more than 45 years. This year's theme is The economic revolution is here – get your business ready. BDC and Community Futures/SADC+CAE/CBDC are stepping up to help entrepreneurs in rural and remote communities—who are vital contributors to Canada's economy—have the resources they need to thrive.

Other institutions they have partnered with:

## Financial institution partners

### Growth financing and advice

#### Alterna Savings

(Available to Ontario-based clients only)

[→ Learn more](#)

#### Desjardins

[→ Learn more](#)

#### First Nations Bank of Canada

[→ Learn more](#)

#### Meridian Credit Union

(Available to Ontario-based clients only)

[→ Learn more](#)

#### NLCU

[→ Learn more](#)

#### RBC Royal Bank®

[→ Learn more](#)

#### The Toronto-Dominion Bank

[→ Learn more](#)

#### Vancity

[→ Learn more](#)

# Administration Notes: BDC Business Elevation Program

## 1. Purpose and Context

- The *BDC Business Elevation Program* is a collaboration between **Community Futures** and **BDC** designed to expand lending capacity for small and medium-sized enterprises in rural communities.
  - The intent is to allow Community Futures offices to offer larger loans — up to \$500,000 — by having BDC purchase a 50% participation in each eligible loan.
  - The goal: to help offices that are reaching or exceeding their internal lending limits continue to support local businesses that need growth capital.
- 

## 2. Why This Program Exists

- Across the network, some CF offices are currently running out of loan dollars to lend.
  - This program is designed specifically to extend their lending capacity by effectively doubling what they can offer without depleting their own loan funds.
  - It provides a strong option for those offices that are capital-constrained or looking to diversify portfolio risk.
- 

## 3. Our Situation at CF Wild Rose

- Here at **Community Futures Wild Rose**, we're in a different position.
  - We currently have just under \$5 million available to lend, which means our lending capacity is strong and not an immediate constraint.
  - Because of that, the *BDC Business Elevation Program* isn't as relevant or necessary for us at this time.
  - However, it remains a useful strategic tool in our back pocket — particularly for:
    - **High-risk loans**, where sharing the risk with BDC could make sense; or
    - **Larger transactions**, where participation could enhance confidence or liquidity.
- 

## 4. How the Program Works

- CF originates, assesses, and services the loan — we remain the single point of contact for the entrepreneur.
  - Once approved, BDC silently participates by funding 50% of the loan amount directly to us prior to closing.
  - Example:
    - For a \$100,000 loan, CF advances the full \$100K to the client, but BDC reimburses \$50K before closing.
    - The client continues making payments only to CF, and we remit BDC's share monthly.
- 

## 5. Program Parameters and Benefits

- CF earns a 2% annual administration fee, paid quarterly by BDC, on the outstanding balance of these shared loans, in good standing.
  - Entrepreneurs benefit from:
    - Access to larger financing amounts through a single relationship.
    - The simplicity of one set of loan documents and one payment schedule.
  - It's especially valuable for growth-stage businesses who need more than traditional CF limits allow.
- 

## 6. My Recommendation

- Given our strong lending position, I recommend that we focus first on getting our own dollars out into the community, rather than splitting loans with BDC.
  - This ensures we continue to maximize our own portfolio returns and maintain local control of our lending decisions.
  - That said, the BDC partnership remains an excellent option for selective use — for instance:
    - When risk exposure is higher than we're comfortable carrying alone, or
    - When a project's scale justifies shared participation.
-

## 7. Closing Summary

In short, this program is a great opportunity for many CF offices that are short on loan capital — but for CF Wild Rose, it's more of a strategic option than a necessity. We're in a fortunate position with nearly \$5 million available to lend, so our priority should remain putting **our own dollars** to work in our communities.

# Builders Bridge Line of Credit (BBLOC)

**Flexible working capital for residential builders.**

Delivered by Community Futures Wild Rose.

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## What is BBLOC?

The **Builders Bridge Line of Credit (BBLOC)** is a flexible, short-term line of credit designed to help residential builders and developers manage cash flow during the construction phase of new housing projects.

BBLOC provides working capital support alongside your primary construction financing, helping you move projects forward without unnecessary financial stress.

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## Who is BBLOC for?

BBLOC is designed specifically for:

- Residential home builders
- Small to mid-sized developers
- Spec and pre-sale projects
- Builders working with bank construction financing

**BBLOC is not intended for individual homeowners building their own personal residence.**

Applicants must be operating as a business entity and actively engaged in residential construction or development.

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## How BBLOC Works

BBLOC is designed to complement your bank financing, not replace it.

Your typical project structure:

- Bank provides the main construction mortgage
- You bring builder equity
- CFWR provides BBLOC as a working capital buffer

This allows you to:

- start projects sooner
  - manage cash flow more confidently
  - avoid delays caused by funding timing gaps
- 

### **What Can BBLOC Be Used For?**

BBLOC can support:

- early-stage construction costs
- trade and supplier deposits
- materials and inventory purchases
- short-term cash flow needs during construction

BBLOC is **not intended** for:

- land acquisition
  - long-term financing
  - speculative real estate investing
  - personal residential builds
- 

### **How Much Can I Access?**

BBLOC is available for up to:

15% of the independently appraised as-completed value of your project

Final loan amounts are based on:

- project plans and specifications
  - construction budget
  - independent as-completed appraisal
  - senior lender participation
-

## **Term & Repayment**

BBLOC is a short-term construction facility.

- Monthly interest-only payments are required during the build.
- The full principal balance is due and payable upon sale of the completed home or at project completion/refinancing.

In most cases, repayment occurs through the legal closing process when the property is sold or refinanced.

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## **Why Builders Use BBLOC**

Builders choose BBLOC because it:

- improves project cash flow
- reduces financial pressure early in the build
- helps avoid construction delays
- supports smoother relationships with trades and suppliers
- strengthens overall project viability

In simple terms:

BBLOC gives you breathing room when timing and cash flow matter most.

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## **Why Work with Community Futures Wild Rose?**

Community Futures Wild Rose is a community-owned, not-for-profit lender focused on strengthening local business and building thriving communities.

We work with builders to:

- understand real project needs
- provide practical financing solutions
- collaborate with banks and financial partners
- support sustainable growth in our region

Our role is not to compete with your bank — our role is to help your project succeed.

---

**Ready to Learn More?**

If you're a residential builder or developer planning a project and want to explore how BBLOC could support your build, contact us to start a conversation.

**Community Futures Wild Rose**

Lindsay Desrosiers, Business Development Officer

Chantale Sangster, Executive Director

## Board Lending Training Available Dates:

Name:	Available
May 2	
May 9	
May 23	

### Agenda:

10am-12pm – Board Lending Training

12pm-1:30pm Lunch and Shopping/Strolling through the hamlet

1:30-3:30pm Rosebud Theatre



When Bill and Sandy's marriage split up, so did their curling team – splintering off into a men's team and a women's team who begrudgingly share the ice at the local Curling Club. Now, a medical emergency has left the men's team short a player on the day of the big regional bonspiel. If they have any hope of beating their rivals from the next town over and taking the trophy, they'll have to put aside their personal differences and unite as one team. *Hurry Hard* is a hilarious and heartfelt comedy about what it takes to overcome impossible odds.



# **LOAN PORTFOLIO MONTHLY REPORT**

**April 1, 2025 - January 31, 2026**

## **COMMUNITY FUTURES WILD ROSE**

101 - 331 3rd Avenue

Box 2159

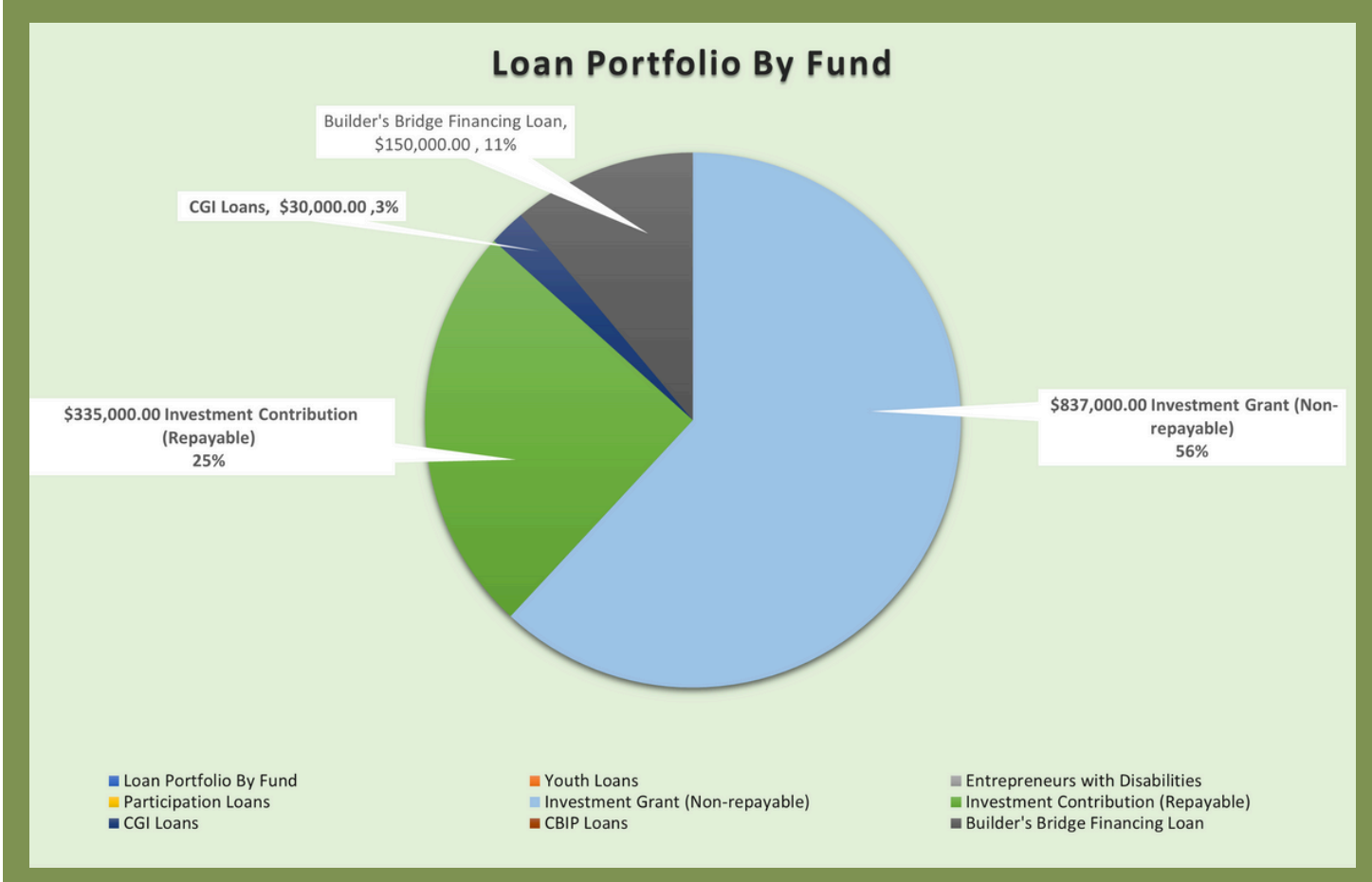
Strathmore, AB T1P 1K2

P: 403-934-8888

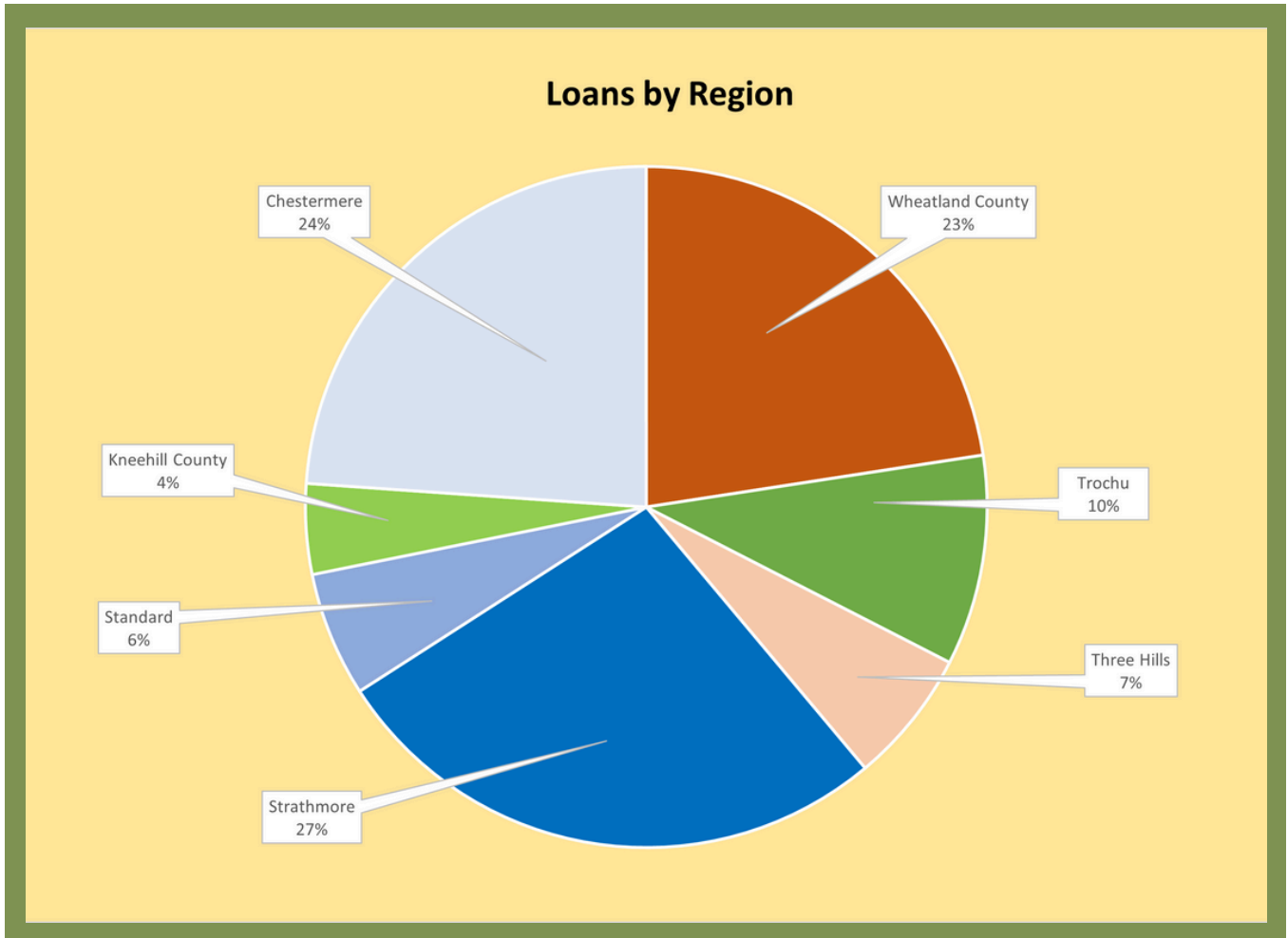
E: [wildroseinfo@albertacf.com](mailto:wildroseinfo@albertacf.com)

# TERM LOAN DOLLARS INVESTED BY FUND

**\$1,352,000.00**  
**18 LOANS**



# TERM LOANS INVESTED BY REGION



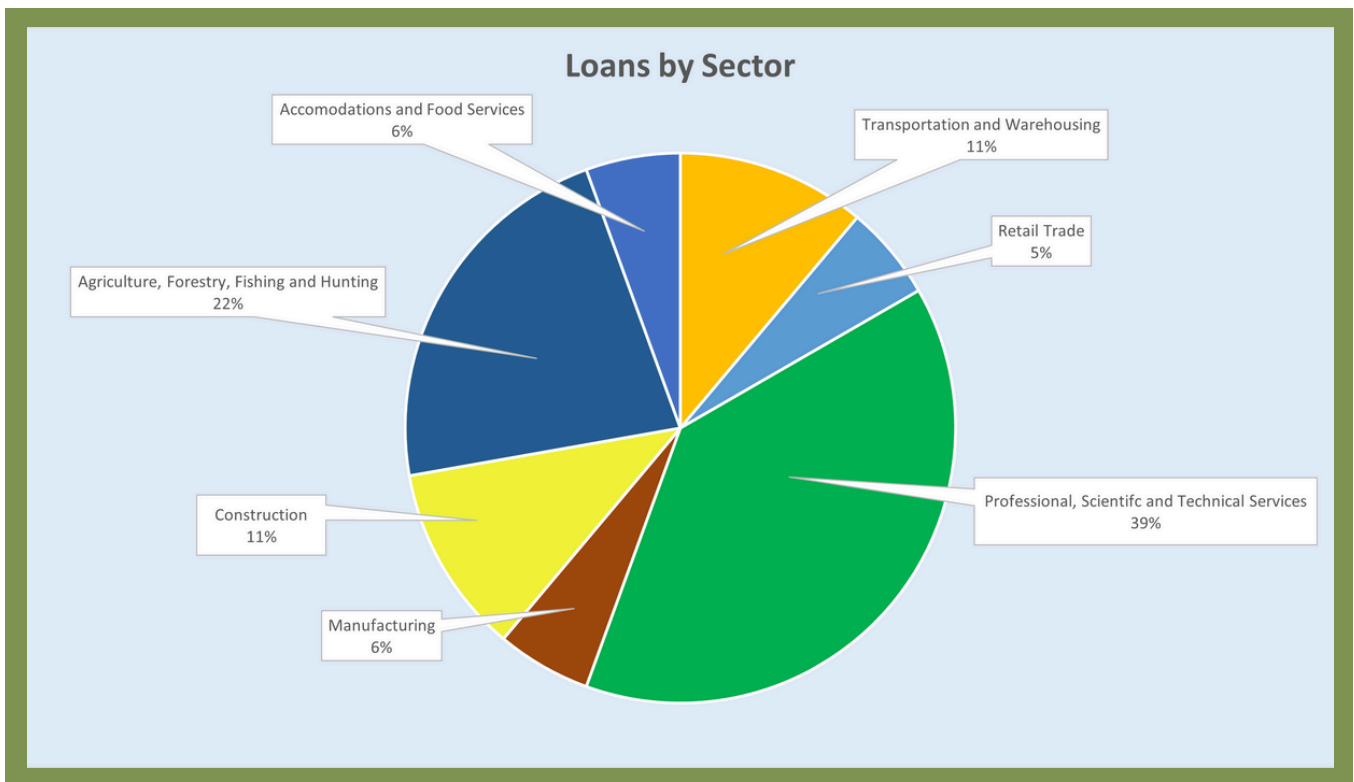
## ➤ Current Investments

Current investments are in the communities of: Trochu, Strathmore, Standard, Kneehill County, Chestermere, Wheatland County and Three Hills.

# TERM LOAN DOLLARS INVESTED BY SECTOR

## ➤ Sectors that are Trending

With the disbursement of the four loans issued this fiscal year, we have achieved representation primarily in Professional Services, followed by Agriculture, Transportation, Construction, Accommodations and Food Services, and Retail Trade.



# LOAN PORTFOLIO RISK ANALYSIS

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The average Community Futures annual loss rate in Alberta is 4.0% to 7.0%. Community Futures organizations provide repayable loans to Small and medium-sized businesses. We are development lenders, and as such, we are expected to provide loans with a higher degree of loss or write-off risk. The acceptable loss rate should be no greater than 2.5% less than the Community Futures lending rate (**CFWR flat rate is currently 6.45%**).

	Principal Committed	Current Outstanding	Provision	Percentage
CFWR Portfolio	\$5,151,605.74	\$3,485,608.03	\$70,000.00	2.00%
RRRF Portfolio	\$3,187,000.00	\$1,163,319.42	\$752,347.86	62.5%
Total Portfolio	\$8,298,605.74	\$4,648,927.45	\$822,345.00	17.7%

<b>Loans paid out this fiscal:</b>	<b>10 loans at \$750,000.00</b>
<b>Investment Account Balance:</b>	<b>\$1,695,793.29</b>
<b>CFLIP Account Balance:</b>	<b>\$3,002,166.99</b>



**Mission:** Community-owned and committed to building resilient businesses, vibrant communities, and strong futures.

**Vision:** Community Futures Wild Rose creates thriving communities one business idea at a time.

**AGENDA**

**REGULAR MEETING OF THE COMMUNITY FUTURES WILD ROSE BOARD OF DIRECTORS**

To be held at the CFWR Office: Suite #101, 331 Third Avenue, Strathmore, AB  
At 7:00 pm on March 5, 2026

- 1. **Call to Order**
- 2. **Guest Speaker/Presentation:** Amber Campbell and Veronica Marino from PrairiesCan
- 3. **Approval of Agenda**
- 4. **Consent Agenda:**
  - A. Regular Meeting Minutes February 5, 2026 (see attached) Page 2
  - B. Financial Variance Report – January 2026 (see attached) Page 5
  - C. Executive Directors Report (see attached) Page 7
- 5. **Strategic Priorities:**
  - A. **Business Growth & Resiliency**
    - i. CFWR BBLOC Program Brochure (updated – see attached) Page 8
  - B. **Comprehensive Client Support & Success**
    - i. Board Lending Training May 23, 2026, Rosebud
    - ii. Loan in Arrears Report
    - iii. Loan Portfolio Report (see attached) Page 10
  - C. **Community Awareness & Engagement**
    - i. Community Investment Readiness Tool update
  - D. **Innovation, Adaptability & Sustainability**
    - i. 2025-2028 Annual CFWR Strategic Plan Review (see attached) Page 15
- 6. **Other Business:**
- 7. **Closed Session:**
  - i. Lower-level Lease Update

**Date of Next meeting:** Thursday, April 2, 2026 at 7pm at the CFWR office

**Adjournment**

**Values/Guiding Principles:**

Accountability & Transparency, Integrity & Trust, Inclusion,  
Innovation & Vision, Empathy & Hope



**Mission:** Community-owned and committed to building resilient businesses, vibrant communities, and strong futures.

**Vision:** Community Futures Wild Rose creates thriving communities one business idea at a time.

**MINUTES**

**REGULAR MEETING OF THE COMMUNITY FUTURES WILD ROSE BOARD OF DIRECTORS**

Held at the CFWR Office: Suite #101, 331 3<sup>rd</sup> Avenue, Strathmore, AB

At 7:00 pm on February 5, 2026

Municipality	Name	Present (X)
Acme	Rhonda Laking	X
Bassano	Matthew Loewen	X
Beiseker	Neil Young	X
Carbon	Stacey McKenna	X
Chestermere	Janelle Sandboe	X
Hussar	Michelle Plante	X
Irricana	Julie Sim	X
Kneehill County	Laura Lee Machell-Cunningham	X
Linden	Trish McConnell	X
Rockyford	Darcy Burke	Regrets
Standard	Richard Bryan	X
Strathmore	Claude Brown	X
Three Hills	Dennis Hazelton	X
Trochu	Chris Armstrong	X
Wheatland County	Donna Biggar	X
<b>Staff:</b>		
Chantale Sangster	Executive Director	X
Trisha Breault	CED Coordinator	X

**1. Call to Order**

Dennis Hazelton called the meeting to order at 7:00 pm

**2. Celebration – CFWR winning the SWCC Business Excellence Award – Nonprofit of the Year!**

**3. Approval of Agenda**

BD01-02-26	Neil Young	Motion to approve the February 5, 2026, agenda as presented. CARRIED.
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**4. Consent Agenda**

- A. Regular Meeting Minutes January 8, 2026 (see attached)
- B. Financial Variance Report – December 2025 (see attached)
- C. Executive Directors Report (see attached)

BD02-02-26	Matthew Loewen	Motion to approve the Consent Agenda as presented. CARRIED.
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**Values/Guiding Principles:**

Accountability & Transparency, Integrity & Trust, Inclusion, Innovation & Vision, Empathy & Hope

**5. Strategic Priorities:**

**A. Business Growth & Resiliency**

- i. BDC Elevation Program (see attached)

Presented as Information

- ii. CFWR BBLOC Program redesigned (see attached)

BD03-02-26	Richard Bryan	Motion to approve the CFWR BBLOC Program redesign. CARRIED.
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**B. Comprehensive Client Support & Success**

- i. Board Lending Training Dates in May (see attached)

Presented as Information

- ii. Loan in Arrears Report

BD04-02-26	Chris Armstrong	Motion to approve the Monthly Loans in Arrears Report as presented. CARRIED.
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- iii. Loan Portfolio Report (see attached)

Our Loan portfolio currently at 18 loans approved, valued at \$1,352,000. Primary sector is Professional Services, followed by Agriculture, Transportation and Accommodations and Food Services. There is currently \$3,002,166 million in CFLIP and \$1,695,793.29 in the Investment Account. We have had 10 loans pay out this fiscal for \$750,000.

Presented as Information

**C. Community Awareness & Engagement**

- i. Regional partnership Pilot project

Presented as Information

**D. Innovation, Adaptability & Sustainability**

**6. Other Business:**

- i. January Meeting Updates

Presented as Information

- ii. Policy Review

- a. Procurement Policy (sent separately)

BD05-02-26	Matthew Loewen	Motion to approve the Procurement Policy as presented. CARRIED.
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- b. HR Policy (sent separately)

BD06-02-26	Julie Sim	Motion to approve the HR Policy as amended. CARRIED.
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- c. OH&S Policy (sent separately)

BD07-02-26	Neil Young	Motion to approve the OH&S Policy as amended. CARRIED.
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d. WD Policy update (sent separately)

BD08-02-26	Julie Sim	Motion to approve the WD Policy Update as presented. CARRIED.
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**7. Closed Session:**

i. Lower-level Lease Update

BD09-02-26	Laura Lee Machell-Cunningham	Motion to move into closed session at 8:01 pm. CARRIED.
BD10-02-26	Trish McConnell	Motion to move out of closed session at 8:22 pm. CARRIED.
BD11-02-26	Neil Young	Motion to direct administration to provide more information on current and future lower-level leases at the next meeting. CARRIED.

**Date of Next meeting:** March 5, 2026, at 7:00 PM, Community Futures Wild Rose office

**Adjournment 8:25 pm**

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**Dennis Hazelton, Board Chair**

# Community Futures Wild Rose - Operating

## Comparative Income Statement

	Actual Jan 01, 2026 to Jan 31, 2026		Budget Jan 01, 2026 to Jan 31, 2026		Difference
<b>REVENUE</b>					
Fed Gov't Contribution		73,741.00		73,741.00	0.00
Interest Transfer		16,665.00		16,665.00	0.00
Corporate rent transfer		7,577.00		7,577.00	0.00
Loan Fees		970.96		3,000.00	-2,029.04
Project Income		3,533.34		3,533.34	0.00
Interest on Deposit		522.22		850.00	-327.78
<b>TOTAL REVENUE</b>		<b>103,009.52</b>		<b>105,366.34</b>	<b>-2,356.82</b>
<b>EXPENSES</b>					
Travel Expense		330.96		750.00	-419.04
Repairs & Maintenance		195.00		200.00	-5.00
Advertising/Promotion		49.77		990.00	-940.23
Office Supplies		1,944.05		1,041.67	902.38
Telephone & Fax		120.00		283.33	-163.33
Internet Hook-up		195.00		333.33	-138.33
Insurance		0.00		1,200.00	-1,200.00
Membership Fees		230.00		407.00	-177.00
Meeting/Conference		59.33		0.00	59.33
Staff Training		0.00		1,300.00	-1,300.00
Condo Fees		984.48		1,100.00	-115.52
Utilities Expenses		1,048.94		500.00	548.94
Bank Charges		125.60		11.66	113.94
Janitorial/Carpet Cleaning		600.00		950.00	-350.00
Wages		21,145.10		21,200.00	-54.90
UIC Expense		482.56		365.47	117.09
CPP Expense		1,117.90		932.42	185.48
Board Travel		0.00		100.00	-100.00
Board Training		0.00		100.00	-100.00
Capital Purchases		0.00		100.00	-100.00
Community Development Project		532.00		700.00	-168.00
GST Expense		209.00		500.00	-291.00
Credit Checks/PPSA		233.43		150.00	83.43
Staff Benefits Expense		2,410.53		2,317.00	93.53
RRSP Staff Expense		1,133.66		1,133.36	0.30
Computer Software		476.98		900.00	-423.02
Project Management Contract Fees		3,370.90		3,370.90	0.00
<b>TOTAL EXPENSE</b>		<b>36,995.19</b>		<b>40,936.14</b>	<b>-3,940.95</b>
<b>NET INCOME</b>		<b>66,014.33</b>		<b>64,430.20</b>	<b>1,584.13</b>

Generated On: Feb 18, 2026

## Community Futures Wild Rose - Operating

### Comparative Income Statement

	Actual Apr 01, 2025 to Jan 31, 2026		Budget Apr 01, 2025 to Jan 31, 2026		Difference
<b>REVENUE</b>					
Fed Gov't Contribution		294,964.00		294,964.00	0.00
Interest Transfer		147,000.00		147,000.00	0.00
RRRF and CGI admin dollars transfer		47,560.86		47,650.00	-89.14
Corporate rent transfer		40,885.00		40,885.00	0.00
Loan Fees		23,205.96		22,600.00	605.96
Project Income		36,333.06		35,333.06	1,000.00
Interest on Deposit		14,727.83		16,500.00	-1,772.17
<b>TOTAL REVENUE</b>		<b>604,676.71</b>		<b>604,932.06</b>	<b>-255.35</b>
<b>EXPENSES</b>					
Travel Expense		7,990.01		7,500.00	490.01
Repairs & Maintenance		449.98		2,000.00	-1,550.02
WCB Expense		459.50		575.00	-115.50
Legal/Accounting		6,891.00		4,400.00	2,491.00
Advertising/Promotion		8,125.50		9,900.00	-1,774.50
Office Supplies		11,207.54		10,416.70	790.84
Telephone & Fax		1,730.00		2,833.30	-1,103.30
Internet Hook-up		2,893.39		3,333.30	-439.91
Insurance		4,925.00		6,550.00	-1,625.00
Membership Fees		270.00		660.00	-390.00
Meeting/Conference		8,069.83		8,685.00	-615.17
Staff Training		290.04		3,700.00	-3,409.96
Condo Fees		9,587.09		11,050.00	-1,462.91
Utilities Expenses		5,508.46		5,000.00	508.46
Bank Charges		407.60		116.60	291.00
Janitorial/Carpet Cleaning		6,420.00		7,600.00	-1,180.00
Wages		250,133.98		248,787.20	1,346.78
UIC Expense		4,483.18		4,472.07	11.11
CPP Expense		10,523.09		11,976.85	-1,453.76
Board Travel		787.21		1,000.00	-212.79
Board Training		454.41		1,000.00	-545.59
Capital Purchases		86,412.16		84,292.00	2,120.16
Community Development Project		5,912.94		7,000.00	-1,087.06
GST Expense		2,670.46		5,000.00	-2,329.54
Credit Checks/PPSA		2,149.98		1,500.00	649.98
Staff Benefits Expense		32,332.99		27,617.98	4,715.01
RRSP Staff Expense		13,517.98		11,568.02	1,949.96
Computer Software		14,674.13		16,908.00	-2,233.87
Project Management Contract Fees		13,380.70		13,380.70	0.00
<b>TOTAL EXPENSE</b>		<b>512,658.15</b>		<b>518,822.72</b>	<b>-6,164.57</b>
<b>NET INCOME</b>		<b>92,018.56</b>		<b>86,109.34</b>	<b>5,909.22</b>

Generated On: Feb 12, 2026

## **CFWR Executive Director's Report**

February, 2026

### **Strategic Priorities:**

#### **A. Business Growth & Resiliency**

- i. CED Collaboration with municipalities
  - a) ED presentation at Irricana Council meeting
  - b) ED secured CIR Primer session with Bassano CAO
  - c) ED secured CIR Primer session with Beiseker CAO
  - d) ED secured CIR Primer session with Acme CAO
- ii. Support for job creation & retention
  - a) CFWR hosted CCIS Newcomer Session 3
- iii. Promote business resiliency
  - a) ED attended CFNA provincial Managers training
  - b) ED hosted CFWR Executive Committee meeting

#### **B. Comprehensive Client Support & Success**

- i. Operating from a more client-focused lens
- ii. Diversify training offerings
  - a) CFWR hosted: 211 Alberta: A Hands-on Guide to Using 211 AB
- iii. Become a one-stop shop for business
  - a) ED and BDO met with Southern AB Manager and Senior Business Advisor from BDC to discuss collaboration

#### **C. Community Awareness & Engagement**

- i. Increase presence at community events
  - a. ED attended Three Hills Chamber Executive Meeting
- ii. Increase presence in schools
  - a. ED and CED Coordinator met with Cathy Price and Kurt Ratzlaff regarding collaboration for Career and Try a Trade Days in March and September
- iii. Increase online presence
- iv. Promote & share impacts
  - a. Posted the HOOC Q4 winner and story was picked up by local media

#### **D. Innovation, Adaptability & Sustainability**

- i. Expanding revenue streams
  - a. Secured 3-year Lower-Level Lease agreement for Office 1
- ii. Business development to bring in more clients
- iii. Diversify investments

## Why Builders Use BBLOC

BBLOC gives you breathing room when timing and cash flow matter most.

- Improves project cash flow
- Reduces financial pressure
- Helps avoid construction delays
- Supports smoother relationships with trades and suppliers
- Strengthens overall project viability

### BBLOC can support:

- Early-stage construction costs
- Trade and supplier deposits
- Materials and inventory purchases
- Short-term cash flow needs during construction

## Get In Touch!



For inquiries and more information about the **Builders' Bridge Line of Credit**, contact:

**Lindsay Desrosiers**  
Business Development Officer

📞 403-934-8888 (ext 2)

✉️ [lindsayd@albertacf.com](mailto:lindsayd@albertacf.com)

**Let's work together to build a sustainable future in rural Alberta!**

# Builders' Bridge Line of Credit (BBLOC)

HELPING BUILD A BRIGHTER FUTURE IN RURAL ALBERTA



# Unlock New Opportunities for Builders!

Are you a commercial or residential builder facing challenges in obtaining working capital during your construction projects?

BBLOC provides working capital support alongside your primary construction financing, helping you move projects forward without unnecessary financial stress.

## Who is BBLOC for?

- Residential home builders
- Small to mid-sized commercial builders
- Spec and pre-sale projects
- Builders working with bank construction financing

**Note: BBLOC is not intended for individual homeowners building their own personal residence.**

### Serving Builders in these Communities:

Acme, Ardenode, Bassano, Beiseker, Carbon, Carseland, Chestermere, Cluny, Conrich, Dalemead, Dalum, Delacour, Gem, Gleichen, Hussar, Huxley, Indus, Irricana, Kathryn, Keoma, Kneehill County, Langdon, Linden, Lyalta, Norfolk, Rockyford, Rosebud, Standard, Strathmore, Swalwell, Three Hills, Torrington, Trochu, Wheatland County, Wimborne

## How to Apply

**1 Complete the Eligibility Form**  
Begin by filling out the eligibility form. This step helps us determine if you meet the initial requirements for the loan.

**2 Pay the Processing Fee**  
Submit a \$100 non-refundable processing fee along with your eligibility form.

**3 Eligibility Confirmation**  
We will contact you directly and provide the loan application form if you are eligible.

**4 Submit the Application**  
Complete and return the application form with all supporting documents to finalize your submission.

Find the form here:





# **LOAN PORTFOLIO MONTHLY REPORT**

**April 1, 2025 - February 28, 2026**

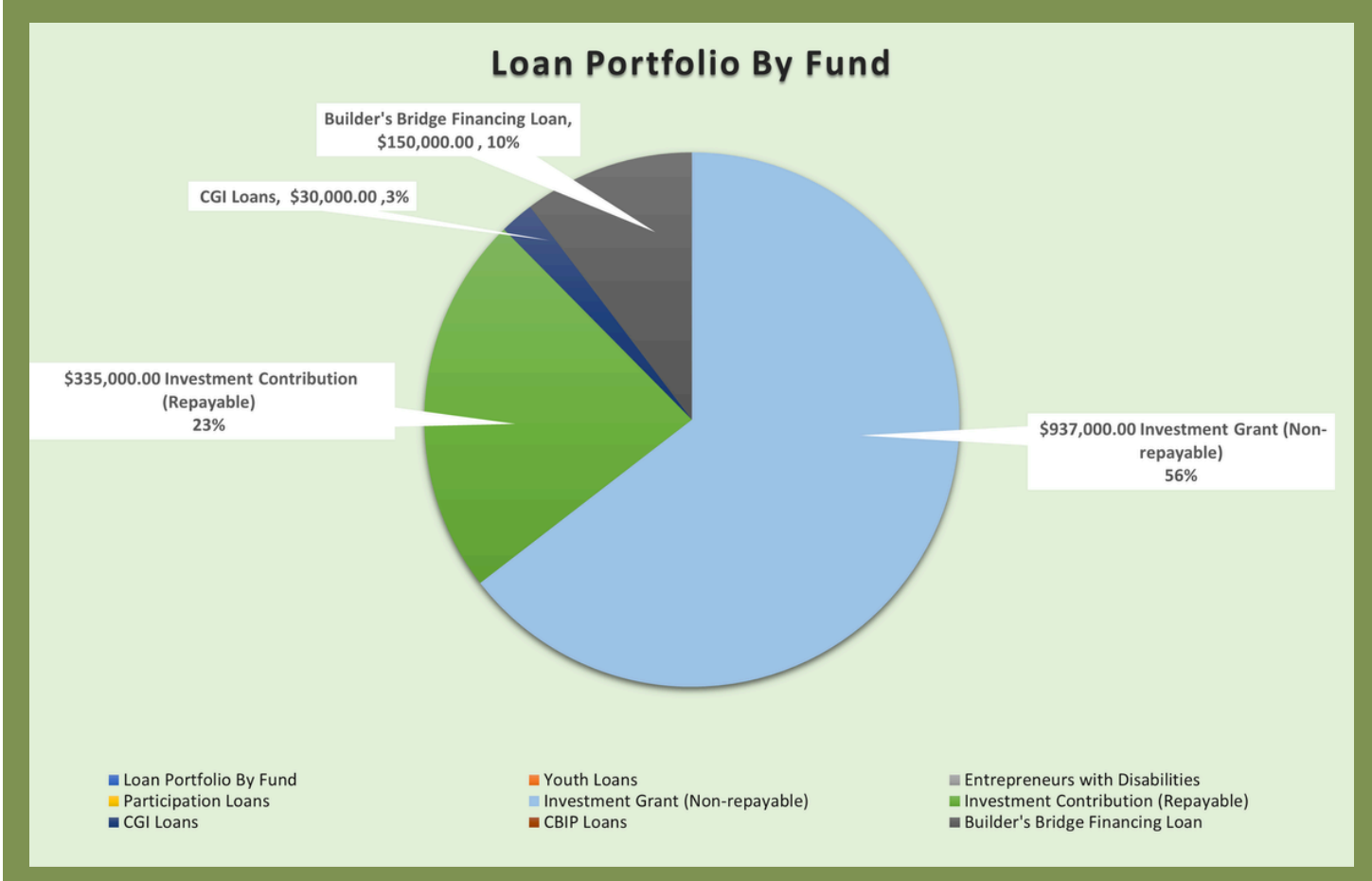
## **COMMUNITY FUTURES WILD ROSE**

101 - 331 3rd Avenue  
Box 2159  
Strathmore, AB T1P 1K2

P: 403-934-8888  
E: [wildroseinfo@albertacf.com](mailto:wildroseinfo@albertacf.com)

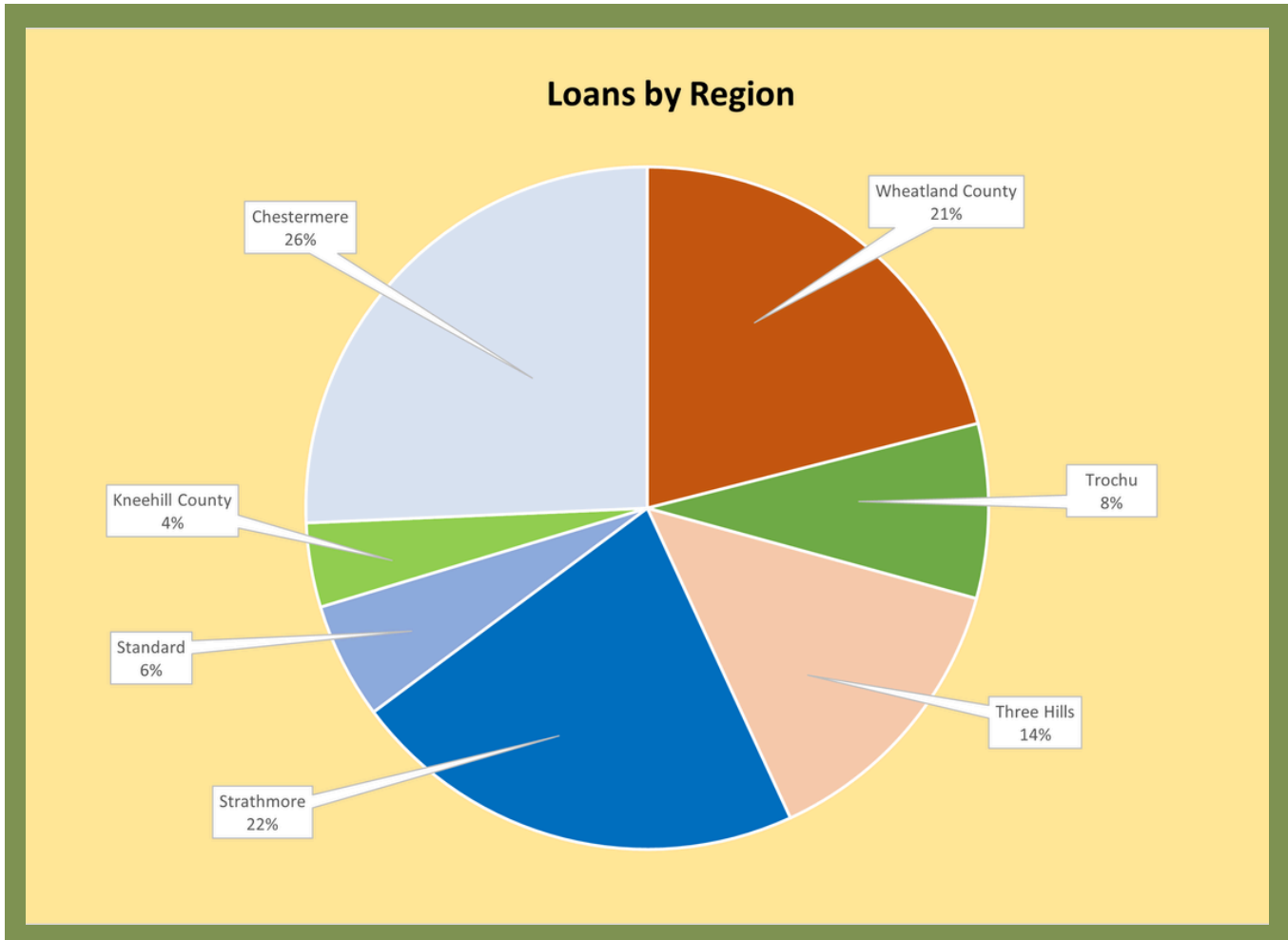
# TERM LOAN DOLLARS INVESTED BY FUND

**\$1,452,000.00**  
**19 LOANS**



# TERM LOANS INVESTED BY REGION

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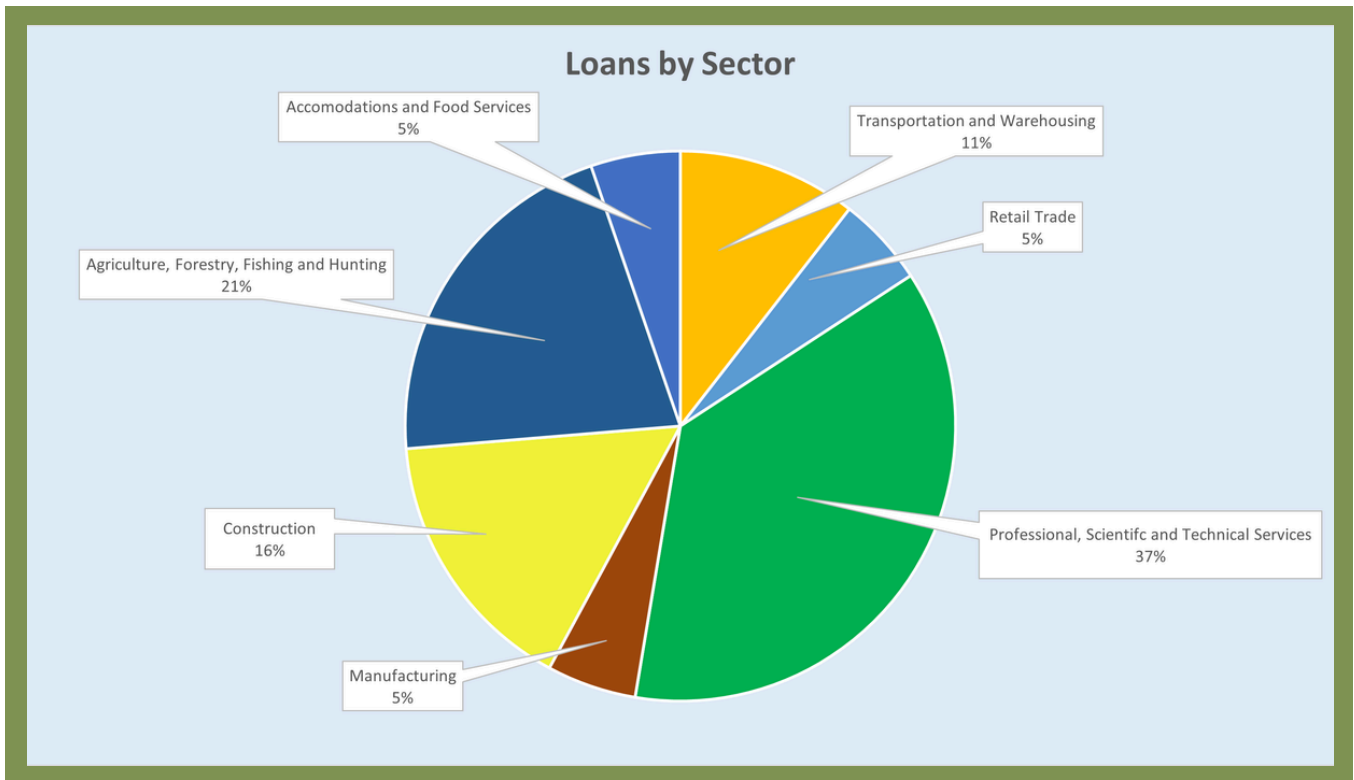
## ➤ Current Investments

Current investments are in the communities of: Trochu, Strathmore, Standard, Kneehill County, Chestermere, Wheatland County and Three Hills.

# TERM LOAN DOLLARS INVESTED BY SECTOR

## ➤ Sectors that are Trending

With the disbursement of the nineteen loans issued this fiscal year, we have achieved representation primarily in Professional Services, followed by Agriculture, Transportation, Construction, Accomodations and Food Services, and Retail Trade.



# LOAN PORTFOLIO RISK ANALYSIS

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The average Community Futures annual loss rate in Alberta is 4.0% to 7.0%. Community Futures organizations provide repayable loans to Small and medium-sized businesses. We are development lenders, and as such, we are expected to provide loans with a higher degree of loss or write-off risk. The acceptable loss rate should be no greater than 2.5% less than the Community Futures lending rate (**CFWR flat rate is currently 6.45%**).

	Principal Committed	Current Outstanding	Provision	Percentage
CFWR Portfolio	\$5,170,605.74	\$3,521,551.28	\$70,000.00	1.98%
RRRF Portfolio	\$3,187,000.00	\$1,095,655.61	\$752,347.86	68.6%
Total Portfolio	\$8,298,605.74	\$4,648,927.45	\$822,345.00	17.4%

**Loans paid out this fiscal:** **11 loans at \$831,000.00**  
**Investment Account Balance:** **\$1,698,262.02**  
**CFLIP Account Balance:** **\$3,010,847.76**



# **STRATEGIC PLAN ANNUAL REVIEW REPORT (2025–2028 STRATEGIC PLAN)**

## **YEAR ONE**

Reporting Period: April 1, 2025 – March 31, 2026

**Community Futures Wild Rose**

101 - 331 3rd Avenue

Box 2159

Strathmore, AB T1P 1K2

# Introduction

This Annual Review Report provides a detailed narrative assessment of Community Futures Wild Rose's first year of implementation under the 2025–2028 Strategic Plan. The intent of this report is not simply to list activities, but to clearly articulate how Year One actions advanced the approved strategic objectives, what impact was achieved, and how this positions the organization for Years Two and Three of the plan.

## Executive Summary

Year One of the 2025–2028 Strategic Plan reflects a year of strong performance, high demand, and deliberate foundation-building. CFWR exceeded most performance targets, particularly in community-based project development, capital deployment, leveraged investment, and training participation. Overall KPI performance averaged 334% across reporting categories, with results exceeding target in nearly all areas. These results confirm the continued relevance and demand for CFWR's services across the region.

At the same time, this year was shaped by significant transition. CFWR is concluding a five-year federal funding agreement and has been advised that it will operate under a one-year extension for 2026/27. Internally, the organization redistributed responsibilities following a long-serving staff member's retirement, and governance continuity was impacted by the onboarding of nine new Board members following the 2025 municipal election.

Taken together, Year One was intentionally focused on strengthening systems, refining service delivery, and advancing priority objectives while maintaining capacity. The coming year will function as a bridge year, emphasizing prioritization, consolidation, and strategic focus.

# Mission Statement

We are the trusted leader fostering business development, leading the way to economic prosperity and diversity within our region.

# Vision Statement

Community Futures Wild Rose creates thriving communities one business idea at a time.



# Strategic Context

The external operating environment continues to evolve. CFWR has been advised that federal funding will shift to one-year agreements while the Government of Canada reviews a national evaluation of the Community Futures program, including consultant recommendations and any potential program changes. This shorter-term funding uncertainty increases the importance of demonstrating measurable outcomes, maintaining strong performance reporting, and staying closely aligned with federal priorities—while also managing organizational risk and planning with contingencies in mind.

Internally, CFWR absorbed the retirement of a staff member with over three decades of institutional knowledge without replacing the position, redistributing responsibilities across the existing team. This decision prioritized fiscal prudence but placed additional pressure on staff capacity. Concurrently, governance continuity was impacted by Board turnover following the 2025 election, increasing the importance of orientation, shared understanding, and disciplined reporting.

# Progress by Strategic Pillar and Objective

## PILLAR ONE

### **Pillar 1 – Business Growth & Resiliency**

The Business Growth and Resiliency pillar focuses on strengthening regional economic development capacity, supporting job creation and retention, and improving business resilience in the face of ongoing economic pressures such as inflation, labour shortages, and rising operating costs.

#### **Objective 1.1 – Strengthen CED Collaboration with Municipalities**

In Year One, CFWR prioritized foundational relationship-building with municipalities that have limited internal economic development capacity. Two CIR Primer sessions were delivered in Trochu and Linden, each supported by completed reports provided to municipal CAOs. These sessions established a common understanding of local economic conditions and provided a practical starting point for future economic development initiatives.

In addition to these sessions, the Executive Director delivered two council presentations to improve awareness of CFWR's role and services. Three additional CIR Primer sessions are scheduled in the coming fiscal year, demonstrating momentum and growing municipal interest.

This work translated into measurable community-level outcomes, including new community-based projects reaching 600% of target, community investment at 453% of target, and community-level leverage at 263% of target.

# Progress by Strategic Pillar and Objective

## **Objective 1.2 – Support Business Growth, Job Creation, & Retention**

CFWR's integrated approach to business support contributed to strong outcomes in business growth and employment. Through a combination of business coaching services, training, and access to capital, CFWR exceeded targets for businesses supported and jobs created or retained.

Business Walks across Chestermere, Langdon, Rosebud, and Bassano highlighted distinct local business conditions shaped by growth patterns, community structure, and business maturity.

In **Chestermere** (61 businesses), discussions reflected rapid-growth pressures, including bylaws and landlord-tenant issues, alongside a limited appetite among some businesses for external supports.

In **Langdon** (33 businesses), businesses emphasized independence and managing growth on their own terms, while also identifying opportunities for peer collaboration and shared approaches to cost pressures.

In **Rosebud** (12 businesses), many businesses were tourism-driven and seasonal, with limited interest in expansion.

In **Bassano** (20 businesses), there was strong entrepreneurial intent despite infrastructure constraints, vacant storefronts, and workforce gaps, with several businesses focused on practical steps to grow and support local revitalization.

# Progress by Strategic Pillar and Objective

## **Objective 1.3 – Build Regional Business Resiliency**

Business resiliency was advanced through targeted programming and sector-specific initiatives. The Disaster Recovery project progressed toward completion, with updated templates, planning tools, and training resources developed to support businesses in preparing for and responding to disruptive events. In addition, through the Executive Director's involvement on the Disaster Recovery Steering Committee, we have begun building relationships with Kneehill County and Wheatland County emergency preparedness groups, positioning CFWR to serve as a clear voice for business needs and continuity planning should a significant event occur in the region.

CFWR also supported workforce awareness through initiatives such as Try a Trade Day in Strathmore, which attracted over 300 participants and strengthened connections between employers, educators, and future workers.

## **PILLAR TWO**

### **Pillar 2 – Comprehensive Client Support & Success**

This pillar focuses on improving the client experience, expanding the range of supports available to entrepreneurs, and strengthening integrated pathways between lending, business coaching, and training services.

# Progress by Strategic Pillar and Objective

## **Objective 2.1 – Improve Client Experience and Accessibility**

A key Year One priority was reducing friction for clients. CFWR completed a comprehensive review of lending processes, resulting in simplified loan applications and streamlined fee structures. These changes reduced administrative burden for both clients and staff while maintaining appropriate risk management controls.

## **Objective 2.2 – Expand and Diversify Training & Business Coaching Supports**

Training and business coaching offerings were expanded to reflect the evolving needs of entrepreneurs. Eight interactive Human Resources training modules were developed for founders, addressing common people-management challenges. In addition, a recurring five-part Digital Marketing series was implemented each fall and spring to support business visibility and customer acquisition.

Business coaching was strengthened through the integration of the Cashflow Canvas business diagnostic tool, enabling deeper analysis of financial sustainability and more targeted business coaching support.

Business coaching services concluded at 90% of the target, reflecting capacity redistribution during the year; strengthening coaching delivery is a priority for Year Two.

# Progress by Strategic Pillar and Objective

## **Objective 2.3 – Strengthen Integrated Client Pathways**

CFWR continued to move toward a more integrated service model by aligning lending products and business coaching pathways. The Builders Bridge loan program was refined into a line of credit (BBLOC), improving flexibility for builders. Additionally, a new Scale-Up lending product is currently in development. It will be presented to the Board for approval in the spring, followed by a full marketing campaign and launch in the new fiscal year to better serve established businesses pursuing growth.

Participation in programs such as Capital Growth Initiative and Exit Navigator further supported clients at different stages of the business lifecycle.

Lending performance exceeded expectations, with loan value at 200% of target, loan volume at 133%, and capital leveraged through lending reaching 1396% of target.

## **PILLAR THREE**

### **Pillar 3 – Community Awareness & Engagement**

Community awareness and engagement activities focused on maintaining visibility, strengthening partnerships, and building long-term pipelines through youth and nonprofit engagement.

# Progress by Strategic Pillar and Objective

## **Objective 3.1 – Increase Visibility and Community Engagement**

CFWR maintained an active presence in communities through chamber events, governance sessions, and direct engagement with nonprofit and municipal partners. Governance sessions were delivered in Beiseker and Irricana, with an Irricana Chamber Strategic Planning session confirmed for the coming fiscal year.

CFWR also advanced nonprofit engagement through the Community Heroes project, supporting local nonprofits to strengthen visibility and connect residents to needed services; Cohort 1 is complete, and Cohort 2 is currently underway, with an Online Presence Manual in development.

## **Objective 3.2 – Build Youth and Workforce Pipelines**

Youth engagement remained a priority, with five YETI presentations delivered during the year. Workforce initiatives such as Try a Trade Day complemented this work by exposing students and job seekers to local career opportunities.

# Progress by Strategic Pillar and Objective

## **Objective 3.3 – Improve Communications and Impact Reporting**

CFWR continued to provide quarterly Impact Reports to Directors, reinforcing transparency and accountability. In parallel, CFWR strengthened public-facing impact communications through the Heart of Our Community campaign in 2025, which generated 192 nominations and enabled CFWR to share 53 business stories across social media and the CFWR website. These stories highlighted that local business owners contribute far beyond their storefronts—through volunteerism, donations, sponsorship, and ongoing community leadership—and CFWR was privileged to help tell their stories across the region. Work also progressed with marketing and website specialists to strengthen CFWR’s digital presence and clarify messaging around services and impact. As a Year Two priority, CFWR will build an interactive, live Impact Page on the website to make results more accessible to stakeholders and to support consistent, real-time impact storytelling alongside formal quarterly reporting.

## **PILLAR FOUR**

### **Pillar 4 – Innovation, Adaptability & Sustainability**

This pillar addresses CFWR’s long-term sustainability, adaptability, and capacity to innovate while managing risk.

# Progress by Strategic Pillar and Objective

## **Objective 4.1 – Improve Financial Sustainability**

CFWR strengthened financial sustainability by securing long-term leases for its office spaces 1 and 2, providing greater certainty and continuity for operations. Additional unanticipated revenue was generated through the Hire for Talent project, demonstrating the organization's ability to leverage opportunities aligned with strategic priorities.

## **Objective 4.2 – Strengthen Systems & Organizational Adaptability**

The Launch Pad Online Learning Management System was implemented and advanced toward project completion, improving access to 24/7 training and resources. Program adjustments, including pausing the business mentorship program due to low engagement, reflected a disciplined approach to resource allocation and staff capacity.

# Strategic Takeaways and Forward Focus

Year One underscored the value of a phased, disciplined approach to implementing a multi-year plan. While not all objectives were expected to be completed, meaningful progress was made across all pillars. Strong KPI performance confirms impact, while course corrections demonstrate adaptive management.

The 2026/27 fiscal year will serve as a bridge year, with emphasis on consolidating gains, strengthening business coaching capacity, and ensuring sustainability in a shifting funding environment.



**CONFIRMED MINUTES**

**Regular Meeting of the Town of Strathmore Library Board**

Tuesday, February 17, 2026

6:30 P.M.

Strathmore Municipal Library Program Room

**PRESENT:**

Trustee Ann Horn, Chair  
Trustee Taura Fox Walker, Co-Chair  
Trustee Melissa Langmaid  
Trustee Lindsay Walker  
Trustee Tammy Anderson  
Trustee Musenga Simwawa  
Trustee Emily Rochford  
Trustee Shanon Kelly  
Director Rachel Dick Hughes

**ASBENT WITH NOTICE:**

Trustee Jen Chaisson  
Trustee Sunday Adeola Treasurer

**1. CALL TO ORDER & OPENING REMARKS**

Trustee A. Horn called today's meeting to order at 6:36 P.M.

Welcome New Board Members:

Emily Rochford  
Shanon Kelly

**2. ACKNOWLEDGEMENT**

*We honour all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries. We acknowledge that the ancestral and traditional lands on which we gather are Land of the Blackfoot Confederacy and Treaty 7 territory, a traditional meeting ground for many Indigenous peoples, and in particular our neighbors, Siksika Nation on whose territory we work, live, and play, and on whose territory we stand and where Strathmore resides.*

**3. CONFIRMATION OF PROPOSED AGENDA (APPENDIX A)**

**Moved by Trustee Langmaid**

To approve the February 17, 2026, Town of Strathmore Library Board Meeting agenda as amended.

ATIA Sec. 20(1)

Ann Horn, Chair

ATIA Sec. 20(1)

Taura Fox Walker, Vice Chair

**APPROVED**

4. **CONFIRMATION OF MINUTES OF JANUARY 20, 2026 (APPENDIX B) AND ANNUAL ORGANIZATIONAL MEETING OF JANUARY 20, 2026 (APPENDIX C)**

**Moved by Trustee Walker**

To approve the January 20, 2026, Town of Strathmore Library Board Regular Meeting Minutes and January 20, 2026, Organizational Meeting as presented.

**APPROVED**

5. **REPORTS**

5.1 Director's Report (**APPENDIX D**)

5.2 Strategy & Community Report – Look Ahead

Fund Raiser for new couch April ?

Parade of Garage Sales April 11

Freezie Sale July 1<sup>st</sup> , possible Rain Barrel Auction

Stampede Weekend TBD

Christmas Auction Nov 26 TBD

6 **NEW BUSINESS**

6.1 Review of our SML SharePoint and Board volunteer reporting site

6.2 Plan of Service – Service Response Discussion (**APPENDIX E**)

6.3 2025 Financial Review Orion LLP (**APPENDIX F**)

**Moved by Trustee Walker**

Motion to approve Orion LLP to conduct our Financial Review

**APPROVED**

6.4 Speaking to MLA about Provincial Grants

6.5 Policy Review- SAIL Advisory Committee (**APPENDIX G**)

**Moved by Trustee Langmaid**

Motion that the board amend the policy manual to include 2.7.4 SAIL Advisory Committee

**APPROVED**

7. 8:24 P.M. Section 32 moved to In Camera

8:29 P.M. moved to out of Camera

8. **CALENDAR LOOK AHEAD**

1. **March - SAIL presentation**

2. **April - Policies and Procedures – Emergency Response Procedures**

ATIA Sec. 20(1)

Ann Horn, Chair

2

ATIA Sec. 20(1)

Taura Fox Walker, Vice Chair

**9. ADJOURNMENT**

**Moved by Trustee Simwawa**

Motion to adjourn the meeting at 8:33 P.M.

**APPROVED**

**Next regular meeting Tuesday March 17, 2026 at 6:30 P.M.**

**APPENDICIES**

- A. Proposed Agenda for February 17, 2026
- B. Unconfirmed Minutes of Regular Meeting of January 20, 2026
- C. Unconfirmed Minutes of Organizational Meeting of January 20, 2026
- D. Directors Report
- E. Plan of Service- Potential Service Responses
- F. 2025 Financial Review Letter – Orion LLP
- G. Policy Manual Update – SAIL Advisory Committee

ATIA Sec. 20(1)

Ann Horn, Chair

3

ATIA Sec. 20(1)

Taura Fox Walker, Vice Chair

WADEMESA AMBULANCE CALL VOLUMES 2013 - CURRENT															
MONTH	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
JANUARY	272	267	287	287	297	363	339	339	348	422	318	267	260	263	1.15%
FEBRUARY	219	239	281	278	265	287	293	323	363	330	307	228	208	258	24.04%
MARCH	258	239	295	300	306	339	330	312	331	373	296	248	284		
APRIL	240	247	227	271	288	266	338	226	395	397	278	235	233		
MAY	269	283	234	298	314	327	331	381	456	375	360	248	276		
JUNE	255	293	331	296	345	307	282	375	514	271	338	226	249		
JULY	262	287	317	328	358	297	331	392	510	407	298	286	291		
AUGUST	292	298	269	289	341	334	313	349	594	396	320	277	266		
SEPTEMBER	266	282	258	311	368	297	301	395	509	370	284	222	266		
OCTOBER	232	293	270	267	331	356	336	351	464	354	270	287	259		
NOVEMBER	227	272	287	291	319	343	339	342	473	386	302	230	251		
DECEMBER	269	280	274	315	348	329	335	375	503	406	278	248	336		
Totals	3,061	3,280	3,330	3,531	3,880	3,845	3,868	4,160	5,460	4,487	3,649	3,002	3,179	521	
	0.60%	7.16%	1.53%	6.04%	9.89%	-0.91%	0.60%	7.55%	31.25%	-21.69%	-22.97%	-21.56%	5.90%	11.32%	
													468		

**WADEMESA FIRE DISPATCH CALL VOLUMES**

2025 Dispatched Calls			
Month	2025	2026	
January	174	160	-8.0%
February	113	170	50.4%
March	166	0	
April	168	0	
May	179	0	
June	173	0	
July	149	0	
August	195	0	
September	186	0	
October	178	0	
November	154	0	
December	200	0	
<b>Total</b>	<b>2,035</b>	<b>330</b>	

2025 Answered Calls					
Month	2024	2025	2026	25/26 Difference	24/25 Difference
January	1,438	1,441	1,400	-2.8%	0.2%
February	1,293	1,223	1,274	4.2%	-5.4%
March	1,490	1,366			-8.3%
April	1,322	1,456			10.1%
May	1,405	1,529			8.8%
June	1,332	1,672			25.5%
July	1,650	1,596			-3.3%
August	1,539	1,464			-4.9%
September	1,361	1,485			9.1%
October	1,413	1,354			-4.2%
November	1,414	1,291			-8.7%
December	1,417	1,603			13.1%
<b>Total</b>	<b>17,074</b>	<b>17,480</b>	<b>2,674</b>		<b>2.4%</b>

2025												
Month	Carseland	Dalum	Gleichen	Hussar	Rockyford	Rosebud	Siksika	Standard	Strathmore	Wheatland West	Total	
January	19	2	8	6	10	1	23	12	69	24	174	
February	10	1	7	1	8	0	25	4	48	9	113	
March	11	6	10	6	8	4	30	9	68	14	166	
April	12	5	15	8	13	3	36	14	44	18	168	
May	9	0	17	4	11	4	32	7	75	20	179	
June	14	2	10	2	6	3	41	10	66	19	173	
July	7	0	13	1	5	0	34	11	65	13	149	
August	17	2	18	6	10	4	39	17	57	25	195	
September	0	6	13	5	11	3	42	11	65	30	186	
October	20	8	9	7	9	3	34	19	47	22	178	
November	9	2	7	4	5	1	28	6	79	13	154	
December	19	3	7	5	17	4	27	8	92	18	200	
<b>Totals</b>	<b>147</b>	<b>37</b>	<b>134</b>	<b>55</b>	<b>113</b>	<b>30</b>	<b>391</b>	<b>128</b>	<b>775</b>	<b>225</b>	<b>2,035</b>	

2026												
Month	Carseland	Dalum	Gleichen	Hussar	Rockyford	Rosebud	Siksika	Standard	Strathmore	Wheatland West	Total	25/26 Difference
January	21	5	12	4	4	3	20	7	68	16	160	-8.0%
February	13	2	11	5	9	1	29	12	75	13	170	50.4%
March											0	
April											0	
May											0	
June											0	
July											0	
August											0	
September											0	
October											0	
November											0	
December											0	
<b>Totals</b>	<b>34</b>	<b>7</b>	<b>23</b>	<b>9</b>	<b>13</b>	<b>4</b>	<b>49</b>	<b>19</b>	<b>143</b>	<b>29</b>	<b>330</b>	

## WADEMOSA March 16 19, 2026, Meeting

### Meeting Minutes Adopted

- February 9, 2026, Special Meeting minutes adopted
- February 24, 2026, Regular Meeting minutes adopted

### Agenda

- In-camera discussion with WADEMOSA legal representative
- Shaw/Rogers 911 Fees
  - Ongoing discussions
- Asset Management Plan
  - Proposals to have it developed
- Looking at dates for Strategic Planning
- Financials accepted as presented.

### Chair Report

- CAO and Chair met with Matthew Striepe from EHS to discuss ambulance contract that is expiring in September.

### CAO Report

- Call volumes up in February
- Ambulance accreditation complete at station in February and a site visit is scheduled for March 23.
- AAFRACS is now operational in Wheatland County
- EHS is ready to offer 5 year contracts to contract ambulance providers.
- Ambulance call volumes as listed in attachment # 1
- WADEMOSA Fire Dispatch call volumes as listed in attachment # 2

### New Business

- Fire Dispatch RFP developed by CAO Dahl and ready to be delivered to Wheatland County.
- Wheatland County is asking for monthly Fire Dispatch requisitions.
- Correspondence accepted as information

### Next Meeting

- April 20, 2026

Presented by Councillors Wegener and Brown.

**WHEATLAND HOUSING MANAGEMENT BODY  
REGULAR MEETING  
February 19, 2026**

Minutes of the Regular Meeting of the Wheatland Housing Management Body, held at the Wheatland Lodge, 76 - 2<sup>nd</sup> Street, Strathmore, Alberta on Thursday, February 19, 2026, at 6:30pm.

**Board Members Present:**

Wheatland County	G. Koester ~ Board Chair
Strathmore Lions Club	D. Geiger
Town of Strathmore	R. Wegener
Town of Strathmore	J. Chisholm ~ Zoom
Village of Hussar	L. Schultz
Village of Rockyford	L. Smith
Village of Standard	M. Gauthier
Wheatland County	R. Laursen
Wheatland County	K. Clayton
Member At Large	J. Aschenbrenner

**Attendees Present:**

Chief Administrative Officer	V. Cook
Financial Services/Payroll Manager & Deputy CAO	C. Hickey
Maintenance Supervisor	P. Neufeld
Site Manager	C. Shworak
Recording Secretary	T. Duxbury

**Absent:**

Hospice Society	D. Dunlop
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Board Chair, **KOESTER**, called the meeting to order at 6:32 PM.

Read Mission Statement & Vision Statement

Agenda Addition

F2m) Request received for access to the January 6, 2026, recorded meeting.

**RESOLUTION 46-02-01**  
Agenda

**SMITH MOVED** to approve the agenda as amended.

- Carried Unanimously.

Consent Agenda

- Organizational Meeting Minutes – November 20, 2025
- Regular Board Meeting Minutes – November 20, 2025
- Special Meeting Minutes – January 6, 2026
- Board Resolution Action
- Financial Reports – Lodge & Social Housing – December 2025
- Maintenance Reports – Lodge & Social Housing – February 2026
- Social Housing Report
- Site Manager Report
- CAO Report
- Committee Reports N/A

**WHEATLAND HOUSING MANAGEMENT BODY  
REGULAR MEETING  
February 19, 2026**

**RESOLUTION 46-02-02**  
Consent Agenda

**SMITH MOVED** to approve the Consent Agenda as presented.

- Carried Unanimously.

**Old Business**

**Social Housing ~ N/A**

*Keith Clayton in at 6:44PM*

**Lodge**

Reserve Fund

- The establishment of a reserve fund was discussed. It was agreed that two letters will be issued to all municipalities: one regarding the establishment of accepted reserve fund, and a second requesting a requisition in the amount of \$150,000 if agreed upon.

**RESOLUTION 46-02-03**  
Reserve Fund

**SMITH MOVED** that two letters be issued to all municipalities regarding the establishment of a reserve fund and a potential \$150,000 requisition, if agreed upon.

- Carried Unanimously

Financial Support from Wheatland Area Hospice Society

- Wheatland Area Hospice Society approved a \$40,000 contribution toward project application updates.
- Costs will be tracked and invoiced as appropriate, with the contribution applied to future obligations.

**RESOLUTION 46-02-04**  
WAHS Financial  
Support

**GAUTHIER MOVED** to accept the letter of Financial Support from the Wheatland and Area Hospice Society as information.

- Carried Unanimously

**New Business**

**Social Housing**

Budget 2026

- No questions or concerns were raised regarding the Social Housing 2026 Budget.

**RESOLUTION 46-02-05**  
Social Housing  
Budget 2026

**LAURSEN MOVED** to approve the 2026 Social Housing Budget as presented.

- Carried Unanimously

**Lodge**

Budget 2026

- The 2026 Wheatland Lodge budget was reviewed, including discussion on how the figures are determined.
- The audit will be presented at the next Board meeting March 19, 2026.

**WHEATLAND HOUSING MANAGEMENT BODY  
REGULAR MEETING  
February 19, 2026**

**RESOLUTION 46-02-06**  
Wheatland Lodge  
Budget 2026

**CLAYTON MOVED** to accept the 2026 Wheatland Lodge Budget as presented.

- Carried Unanimously

Bad Debt 2025

- Bad debt was reviewed ~ Social Housing

**RESOLUTION 46-02-07**  
Bad Debt 2025

**SCHULTZ MOVED** to approve the 2025 Social Housing Bad Debt as presented.

- Carried Unanimously

*Richard Wegener in at 6:53PM*

Increase Lodge Accommodation Fees and Maximum Rent

- A 5% increase to accommodation fees and maximum total rent amount was proposed, effective July 1, 2026.
- Rent is based on a portion of the residents' reported income and cannot be adjusted.

**RESOLUTION 46-02-08**  
Increase Lodge Fees

**WEGENER MOVED** to accept the proposed 5% increase to accommodation fees and maximum total rent amount.

- Carried Unanimously

Policy Approval for G-10 Administration – Capital Assets

- Request for an amendment to Capital Assets Policy.

**RESOLUTION 46-02-09**  
Capital Assets Policy  
Amendment

**GAUTHIER MOVED** to accept the amendment to the Capital Assets Policy as presented.

- Carried Unanimously

CUPE Pension – Motion Ratification

- During CUPE negotiations, a 1% increase to the CUPE employee pension plan was approved, bringing contributions to 6% employer and 6% employee.
- Due to Income Tax limits under NHRIPP (maximum combined contribution of 10.5%), the settlement terms from the previous round of bargaining will be amended through a Letter of Understanding.
- Revised contributions: Employer 6.0%; Employee 4.5%.
- No wage adjustments; employees will realize cost savings through pension contributions.
- An email vote of the WHMB Board was conducted, and all voting members were in favor of the revised contribution unanimously.

**RESOLUTION 46-02-10**  
CUPE Pension  
Ratification

**SMITH MOVED** the Board ratified the prior email vote approving the amended CUPE pension contributions (6.0% employer / 4.5% employee).

- Carried Unanimously

**WHEATLAND HOUSING MANAGEMENT BODY  
REGULAR MEETING  
February 19, 2026**

Development Permit Application – Motion Ratification

- An email vote of the WHMB Board was conducted approving authorization for WHMB to submit a Development Permit Application to the Town of Strathmore and payment of the \$18,000 application fee, funded by WAHS.
- All voting members were in favor unanimously.

**RESOLUTION 46-02-11**  
Development Permit  
Application

**CLAYTON MOVED** to ratify the email motion authorizing submission of the Development Permit application and approval of the \$18,000 fee funded by WAHS.

- Carried Unanimously

Meeting Requests

- Two meeting requests were received regarding attendance of WHMB members to council meeting regarding new build information.
- When more information is available, WHMB will hold a joint information session and invite all municipalities.
- A letter of response to be sent stating, WHMB will not attend council meeting rather hold information session when further information is available.

**RESOLUTION 46-02-12**  
Meeting Requests

**LAURSEN MOVED** to have administration draft a letter in response to meeting requests as discussed.

- Carried Unanimously

Annual Report 2025

- Annual Report 2025 reviewed.

**RESOLUTION 46-02-13**  
Annual Report 2025

**SMITH MOVED** to approve the 2025 Annual Report as presented and to have administration send out Annual Report 2025, Audited Financial Statement for 2025 and Site Manager Year End Report to all CAO's and Board Members when available.

- Carried Unanimously

Donor Wall Suggestion

- Discussion held regarding the donor wall.
- The Board may consider providing guidance and structure for a fundraiser volunteer, with the Communications Specialist creating an advertisement for a volunteer.

**RESOLUTION 46-02-14**  
Donor Wall Suggestion

**WEGENER MOVED** to contact the Communication Specialist to create an advertisement seeking a fundraising volunteer.

- Carried Unanimously

**WHEATLAND HOUSING MANAGEMENT BODY  
REGULAR MEETING  
February 19, 2026**

Emergency Plan – APP and Funding

- Discussion held on the Emergency Plan.
- Voyent App considered for emergency alerts.
- \$100,000 from the operating account allocated for emergency response.
- Funds to be dedicated and fully reserved for this purpose.

**RESOLUTION 46-02-15**  
Emergency Plan

**LAURSEN MOVED** to allocate \$100,000 from operating account for emergency response.

- Carried Unanimously

RBC Signing Authority for Lodge and Social Housing

- To add Chrystal Hickey as a signing authority.

**RESOLUTION 46-02-16**  
RBC Signing Authority

**SMITH MOVED** to add Chrystal Hickey as a signing authority to all WHMB accounts and to remove Vickey Cook.

- Carried Unanimously

RBC Credit Card

- Vickey Cook's credit amount to be split evenly between Chrystal Hickey and Peter Neufeld's total credit amount.

**RESOLUTION 46-02-17**  
RBC Credit Card

**SMITH MOVED** to have the credit amount from Vickey Cook's distributed between Chrystal Hickey and Peter Neufeld's credit cards evenly.

- Carried Unanimously

WHMB Employee Communication and Engagement Survey – Summary Results

- Results reviewed and discussed.

**RESOLUTION 46-02-18**  
WHMB Survey Results

**LAURSEN MOVED** to accepted the WHMB Employee Communication and Engagement Survey, Summary Results as information.

- Carried Unanimously

Agenda Addition

F2m) New Business

- A request was received for the January 6, 2026, meeting recording held at Strathmore Town Hall.
  - As this is contrary to policy, the CAO will forward the applicable WHMB Policy and respond by letter.

**RESOLUTION 46-02-19**  
Recording of Meeting

**LAURSEN MOVED** to direct administration to write a response letter in regards to request of January 6, 2026 meeting recording, as discussed and provide a copy of the WHMB related policy.

- Carried Unanimously

**WHEATLAND HOUSING MANAGEMENT BODY  
REGULAR MEETING  
February 19, 2026**

**RESOLUTION 46-02-20**  
PCS – SARA  
Upgrade Required

Priority Communications Systems (PCS) Upgrade

- The PCS SARA system was reviewed; pull cords, phones, cameras, and related components are outdated and require upgrade.
- Options were considered, from \$61,385 to 90,584.

**GAUTHIER MOVED** to approve the \$66,209 option regarding PCS upgrade as the most economical approach and to proceed accordingly.

- Carried Unanimously

Chair Report – verbal

MP David Bexte

- Discussion held with David Bexte, who expressed interest in learning more about the new build applications.
- It was noted that Derek Weiss would be best positioned to provide detailed information.

**RESOLUTION 46-02-21**  
MP Information  
New Build

**CLAYTON MOVED** that Koester would speak with Derek Weiss and put him in contact with MP David Bexte for new build information.

- Carried Unanimously

Green Maple Estates Email

- Correspondence was received from Green Maple Estates regarding a proposed housing project and request for support.
- The Board is open to receiving a presentation.

**RESOLUTION 46-02-22**  
Maple Green Estates

**SMITH MOVED** that Koester will contact Green Maple Estates and invite them to present to the Board.

- Carried Unanimously

Important Dates

- Wednesday March 4, 2026 - Retirement Party for Vickey Cook at 2:00 pm

Next Meeting Date

- Thursday March 19, 2026

Following Meeting Dates

- Thursday April 16, 2026
- Thursday May 21, 2026

**RESOLUTION 46-02-23**  
Adjournment

**KOESTER MOVED** the meeting adjourn at 9:15 PM.

- Carried Unanimously.

ATIA Sec. 20(1)

ATIA Sec. 20(1)

Chair

Recording Secretary

ATIA Sec. 20(1)



**Wheatland Housing**  
Management Body

# Annual Report 2025



## Our Mission

To provide quality housing and supportive services that promote independence, dignity, and well-being for the communities we serve.

## Our Vision

A community where everyone has access to safe, affordable, and supportive housing.

### **Wheatland Lodge**

76 – 2<sup>nd</sup> Street

Strathmore AB T1P 1J8

Phone 403.934.3474

[www.wheatlandhousing.ca](http://www.wheatlandhousing.ca)

## Table of Contents – Annual Report 2025

Cover Page	Page 1
Table of Contents	Page 2
Message from the Chair/Executive Director	Page 3
About WHMB	Page 3
Programs and Services	Page 4
Lodge Waitlist Information	Page 5
Senior & Community Housing Waitlist Information	Page 5
Highlights of the Year	Page 6
Financial Overview	Page 7
Looking Ahead – 2026 Priorities	Page 7
Board Member Contacts 2026	Page 8
Acknowledgements	Page 9
Contact Information	Page 9

## **Message from the Chair / Executive Director**

On behalf of the Board of Directors and staff, we are proud to present the 2025 Annual Report for Wheatland Housing Management Body (WHMB). This year has been one of growth and operational excellence, as we continue to provide safe, affordable, and supportive housing for seniors, families, and individuals in our communities.

Our focus remains on delivering quality services that promote independence, well-being, and community engagement, while exercising careful financial stewardship, supporting a dedicated and stable workforce, and proactively maintaining our aging infrastructure.

As we look ahead to 2026, we remain committed to innovation, collaboration, and excellence, ensuring that our communities continue to thrive and our residents continue to feel valued, supported, and at home.

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### **About WHMB**

The Wheatland Housing Management Body provides a range of housing options and support programs across Strathmore and surrounding communities, including Wheatland County, Rockyford, Standard, Hussar, Carseland, and Gleichen. WHMB is committed to meeting the evolving housing needs of low-income households and seniors through affordable and supportive living options.

## Programs and Services

### **1. Supportive Living Lodge (SLL)**

Compassionate residential care for individuals requiring assistance with daily living.

Focus on independence, wellness, and community engagement.

Provides a safe, nurturing environment for residents.

### **2. Community Subsidized Housing**

Subsidized rental housing for low-income families and single parents.

Offers affordable, income-adjusted rental options as part of Alberta's housing continuum.

### **3. Seniors Self-Contained Program**

Operates rent-geared-to-income apartments for low-income seniors.

**Locations:** Strathmore, Rockyford, Standard, Carseland, and Gleichen.

Supports independent living and addresses community demographic needs.

There continues to be strong demand for all housing options, with no indication of decline.

## **Lodge Waitlist Information**

Currently there are thirty (30) applicants waiting to move into the lodge as of January 8, 2026.

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## **Senior & Community Housing Waitlist Information**

### Residency:

- Senior Self Contained: 64 apartments
- Occupancy for month of December - 64 Households, (65 tenants)
- Community Houses: 20 Units
- Occupancy for month of December - 19 families (21 adults and 47 children)
- Seniors Self-Contained Waitlist – 52
- Community Housing - There was one vacancy in the month of December
- Rent Assistance Benefit – 74 active designations
- Subsidy Waitlist – 67 applicants

## Highlights of the Year

### **Retirement Announcement and Succession Plan**

In 2025, CAO Vickey Cook announced her intention to retire effective in 2026. To ensure leadership continuity, a formal succession plan was implemented, appointing Chrystal Hickey as Deputy CAO with the planned transition to the role of Chief Administrative Officer upon Vickey Cook's retirement. As part of this transition, Chrystal Hickey's former position of Payroll/Finance Administrator was filled by Victor Tacio.

### **Key Achievements**

- Hired a Community Stakeholders Engagement Specialist to lead strategy implementation
- Continued delivery of high-quality, affordable housing across all programs.
- Develop strong partnerships with municipalities and community stakeholders.
- Ensured programs remain responsive to evolving community demographics.
- Initiated revamp of the WHMB website to enhance accessibility and user experience.
- Achieved a successful audit with positive outcomes.
- CUPE contract signed for a three-year term.
- We are proud of our low staff turnover, which indicates a stable workforce and a positive, supportive workplace culture.

- WHMB remains financially stable, with responsible stewardship of funds.
- Funding sources include **municipal contributions, provincial support, and tenant rents**.
- Like many organizations, we are feeling the growing pressure of rising food and utility costs. At our seniors' living site, these increases are significantly impacting our operating budget, and we continue to work carefully to balance cost pressures while maintaining quality services for residents.
- Investments continue in maintaining and improving facilities to meet resident needs.

*The audited 2025 financial statements will be added to the Annual Report in March 2026.*

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### Looking Ahead – 2026 Priorities

- With support from all municipalities WHMB reapplied for the Affordable Housing Partnership Program (AHPP) provided by the government of Alberta.
- Improve quality of life by enhancing **supportive living programs** for seniors.
- Expand **community engagement and partnerships**.
- Ensure seniors/community housing services continue to meet **growing demand** in the region.
- Maintain **governance excellence and operational efficiency**.
- Build and maintaining an adequate Capital Reserve Fund.
- Preventative maintenance is key to managing our aging building responsibly, reducing long-term costs, and minimizing service disruptions.
- Strengthen communications: Stakeholders are informed, engaged and aligned with the organizations vision and priorities



## Board Member Contacts 2026

<p><b>Glenn Koester</b>  Wheatland County  Board Chair  WHMB Spokesperson  403-901-3702  403-533-2228  <a href="mailto:gkoester@telusplanet.net">gkoester@telusplanet.net</a></p>	<p><b>Leah Smith</b>  Village of Rockyford  Vice Chair  Personnel/Human Resources Committee  C/O PO Box 101  Rockyford AB T0J 2R0  403-934-0517  <a href="mailto:lmsmith666@hotmail.com">lmsmith666@hotmail.com</a></p>
<p><b>Martin Gauthier</b>  Village of Standard  Maintenance Committee  PO Box 249  Standard, AB T0J 3G0  403-644-3968  <a href="mailto:marty.gauthier@icloud.com">marty.gauthier@icloud.com</a></p>	<p><b>Richard Wegener</b>  Town of Strathmore  Policy Review Committee  Box 2280, 1 Parklane Drive  Strathmore, AB T1P 1K2  403-499-8352  <a href="mailto:richard.wegener@strathmore.ca">richard.wegener@strathmore.ca</a></p>
<p><b>Rick Laursen</b>  Wheatland County  Policy Review Committee  Building Committee  254061 TWP 240  Wheatland County AB T1P 0Y8  403-988-6390  <a href="mailto:rick.laursen@wheatlandcounty.ca">rick.laursen@wheatlandcounty.ca</a></p>	<p><b>James Chisholm</b>  Town of Strathmore  Finance Committee  Box 2280, 1 Parklane Drive  Strathmore, AB T1P 1K2  <b>PHONE</b>  <a href="mailto:James.Chisholm@Strathmore.ca">James.Chisholm@Strathmore.ca</a></p>
<p><b>Les Schultz</b>  Village of Hussar  Personnel/Human Resources Committee  109 – 1<sup>st</sup> Avenue East PO Box 200  Hussar AB T0J 1S0  403-934-1288  <a href="mailto:councillor2@villageofhussar.ca">councillor2@villageofhussar.ca</a></p>	<p><b>Keith Clayton</b>  Wheatland County  Maintenance Committee  Building Committee  PO Box 2154  Strathmore AB T1P 1K2  403-934-7893  403-934-4116  <a href="mailto:kandmclayton@xplornet.ca">kandmclayton@xplornet.ca</a></p>
<p><b>Jill Aschenbrenner</b>  Member at Large  Finance Committee  241035 RR 233  Wheatland County, AB T1P 0P7  403-901-9564  <a href="mailto:mjillasch@gmail.com">mjillasch@gmail.com</a></p>	<p><b>Don Geiger</b>  Strathmore Lions Club  Building Committee  403-901-5246  <a href="mailto:dcgeiger@telus.net">dcgeiger@telus.net</a></p>
<p><b>Darin Dunlop</b>  Wheatland Hospice Society  Building Committee  263003 Twp Rd 232  Wheatland County T1P0Y4  403-874-7470  <a href="mailto:darin@wheatlandhospice.ca">darin@wheatlandhospice.ca</a></p>	

## Acknowledgements

We extend our sincere gratitude to:

- Residents and families for their trust and partnership.
  - Municipal partners and community organizations for ongoing support.
  - WHMB Board of Directors and staff for their dedication and professionalism.
- 

## Contact Information

Support Wheatland Housing Management Body (WHMB) by donating, volunteering, or sharing your skills.

Your involvement helps improve the quality of life for our residents and strengthens a caring, inclusive community.

### Get in Touch

**Email:** [admin@whmb.ca](mailto:admin@whmb.ca)

**Website:** [www.wheatlandlodge.ca](http://www.wheatlandlodge.ca)

### Wheatland Lodge

76 2nd Street

Strathmore, AB T1P 1J8

Phone 403.934.3474

### Senior & Community Housing

95 Wheatland Trail

Strathmore, AB T1P 1A4

Phone 403.934.3937



attach 11

Wheatland Lodge Site Manager Report

Site Manager: Christi Shworak

Month / Year: February 2026

Section One: Administrative:

- Submission of Lodge Accommodation Fees Increase form, which, if approved, increases will take place **July 1<sup>st</sup>, 2026**. (Left on this report due to cancellation of January 2026 meeting.)
- Distributed / received back Annual Resident Feedback / Family & Emergency Contact Feedback Surveys – Results to date included with this report.

Section Two: Resident Information:

- Lodge Resident Update:

Month	Move In	Move Out	Reason
January 2026	2 – Single Residents	2 - Single Residents	2 – Residents Passed Away in Hospital from Lodge.



<b>2026 Year in total</b>	2 – Single Resident	2 – Single Residents	2 – Residents Passed Away in Hospital from Lodge.
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**Historical Information – Move In’s / Move Out’s over the years:**

Year	New Move In’s (January – December)	Move Out’s (January – December)
2025	24	26
2024	23	22
2023	34	32
2022	29	20
2021	21	27
2020	18	20
2019	23	23
2018	36	34

**C. Lodge Occupancy:** Total occupancy to date: **ninety- three residents** at time of report (two residents scheduled to move into lodge prior to the end of February 2026.)

**D. Additional Information:**

Month	Phone Inquiry	Walk-In Inquiry	Email Inquiry	Tours Given	Applications Distributed	Application Received
January 2026	8	5	1	4	4	4
Strathmore	5	5	1	2	4	2



Wheatland Housing Management Body

76 – 2nd Street  
 Strathmore, Alberta T1P 1J8  
 Christi Shworak  
 Site Manager

County	0	0	0	1 - Carseland	0	2 - Rockyford
Outside County / Strathmore	3 – (2-Calgary; 1 – Chestermere)	0	0	1 - Chestermere	0	0

2026 Year to Date	Phone Inquiry	Walk-In Inquiry	Email Inquiry	Tours Given	Applications Distributed	Applications Received
<b>Total</b>	8	5	1	4	4	4
<b>Strathmore</b>	5	5	1	2	4	2
<b>County</b>	0	0	0	1 – Carseland	0	2 - Rockyford
<b>Outside County / Strathmore</b>	3 – (2-Calgary; 1 – Chestermere)	0	0	1 - Chestermere	0	0

Inactive Applications for 2026 – No applicants

Reasons: N/A



**E. Waitlist Information:**

At the time of this report, the waitlist to move into the Wheatland Lodge is as follows:

**Single Residents:** Currently, there are **thirty-two applicants** waiting to move into the lodge as of February 10, 2026.

Region	Total Applicants / Mailing Address
Strathmore Residents	Twenty-two Applicants
Wheatland County	Three Applicants (2 – Wheatland County; 1 – Carseland)
Outside Strathmore / Wheatland County	Seven Applicants (4-Calgary, 1 – Chestermere, and 2 – Claresholm)

**Couples:** Currently, there are **seven couple applications** waiting to move into the lodge as of February 10<sup>th</sup>, 2026.

Region	Total Applicants / Mailing Address
Strathmore Residents	Two couples on the waitlist.
Wheatland County	Two couples on the waitlist – One - Wheatland County address and One – Rockyford couple.
Outside Strathmore / Wheatland County	Three couples on waitlist (1 Chestermere; 1 – Calgary; 1 – Three Hills)



**Historical Waitlist Information over the years:**

Year	Single Waitlist (as of December of each year)	Couple Waitlist (as of December of each year)
2025	30 Single applicants	Five Couples
2024	35 Single applicants	Four Couples
2023	18 Single applicants	Four Couples
2022	15 Single applicants	Seven Couples
2021	Four Single applicants (COVID YEAR)	Three Couples (COVID YEAR)
2020	Six Single applicants (COVID YEAR)	Three Couples (COVID YEAR)

**NOTE:** Average Income of Current Residents of Wheatland Lodge, as of February 2026 -- \$ 47,387.82.

**F. Resident Health / Personal Care Information:**

Residents utilizing Home Care Services	55
Residents who require the use of Oxygen.	8
Residents using Walkers	63
Residents that use Manual Wheelchairs	4
Residents that own / utilize Outdoor Scooters / E-Bikes	11
Residents that use Inside / Motorized Scooter or Wheelchairs	1



**Section Three: Resident Activity Events / Special Programs:**

Special programs for **February 2026** include:

- Resident / Staff Olympic Games – Game competitions, celebrations, award ceremonies
- Valentines Arts / Crafts – Valentine’s Day Party
- Entertainment by St. John Choir Schola, Lawrence Fryk, Ken Stobbe, and Marianne Pinchbeck / Friends
- Attend the Hope Bridges Concert Series – Greg Rider
- Elder Abuse Awareness Presentation through the Primary Care Network
- Bus trips to Deerfoot Casino / Walmart / Country drives
- Floor Curling / Floor Shuffleboard / Cheadle Lion’s Club Bingo / Texas Holdom Poker / Other activities & Games

Please see our current activity calendar that is shown on the website at [www.wheatlandhousing.ca](http://www.wheatlandhousing.ca) for a daily list of activities for the month of January 2026.

**Section Four: Organizational Information:**

- Hired / Orientated two new Casual Dietary / Housekeeping Aides.

Respectfully submitted,

ATIA Sec. 20(1)

**Christi Shworak**  
Site Manager  
[residentmanager@w](mailto:residentmanager@w)

**Wheatland Housing Management Body**  
76 – 2<sup>nd</sup> Street  
Strathmore AB. T1P 1J8  
Phone 403.934.3474 ext 221

Phone: 403-934-3474  
Extension: 221

Email: [residentmanager@whmb.ca](mailto:residentmanager@whmb.ca)

Website: [www.wheatlandhousing.ca](http://www.wheatlandhousing.ca)



## Wheatland Lodge Resident Feedback Survey 2026 – Results

88 Surveys distributed – 54 completed surveys returned.

***“It is our goal to service our community to the best of our abilities by honouring the uniqueness of everyone serve.”***

We do our very best to make sure that all our residents are happy and satisfied with the services / care they receive while living at the Wheatland Lodge. Each year, we ask you to provide us with input / suggestions that you may have to ensure that we meet these goals.

Please take a few minutes to let us know how we are doing or how we can improve our operations for you. Please note that there is extra space provided with each question that you can use to let us know what is working well or provide us ideas / suggestions on how we could improve an area of concern.

We very much appreciate you taking the time to complete this survey. Please know we do our best to ensure that all information received is shared with our team and we do our best to incorporate any operational changes suggested through the feedback as well.

### Nursing / Home Care / Wellness:

	Excellent	Good	Average	Fair	Poor	N/A
If you utilize our Home Care services, how do you feel we are doing? This rating includes both the Home Care RN (Case Manager) as well as our Bayshore HCAs.	18	13	2			21
Please let us know if you feel your health and care needs are discussed with you in an appropriate manner?	16	15	2			20
Do you feel the resources for therapy, homecare, etc. are accessible when needed, if applicable.	13	14	2			25
Do you feel the nurses / HCAs are available to answer questions / concerns you may have in a timely manner?	15	16	3			21

32



**Additional Comments:**

- They come every morning to put in my hearing aides which is great! I may need them more s my doctor thinks I will need a brace on my foot.
- Need better services on the weekends.
- The girls are always thoughtful and courteous – all staff.
- Please do not compare HCAs to RN – HCAs are all “average” and RN is “excellent.”
- Shortage of staff with Bayshore often makes things very rushed for the HCAs.

**Housekeeping Services:**

	Excellent	Good	Average	Fair	Poor	N/A
Do you feel your suite / common areas within the lodge are clean and well maintained?	42	11	1			
If you use our Personal Laundry Services offered through the lodge, do you feel this service is efficient and meets your needs / expectations?	12	7	2			33
Do you feel our housekeeping team is respectful to you? Do they knock prior to entering the suite, do they respond to you in a courteous and polite manner?	47	6				1
Overall, how would you rate the cleanliness and maintenance of the resident suites and common areas?	38	15				1

**Additional Comments:**

- They need to be shown how to vacuum.
- They are a very good team.
- Dirty windows on the outside.
- Housekeeping is second to none!
- All housekeeping staff are cheerful, helpful, and good at their work.
- Services provided with a song and a smile!
- When cleaning carpets, they should have a spot remover product to do the stains in the carpet.
- I cannot remember names personally, admire them for greeting us personally.
- I prefer to do my own laundry while I can; housekeepers are just great.

33



- All the housekeeping staff are willing to answer any questions – they are all very helpful.
- How often are public bathrooms cleaned—everyday? Especially the toilets and floors surrounding the bases. Maybe a spray bottle of bleach to allow the guests to clean the seat if desired. Place bottle high out of reach of children as cleanliness is so important.
- When I do not feel good, I use laundry – otherwise, housekeepers are wonderful...thanks.
- Very accommodating and personable – love them all!
- The housekeeping is tremendous and courteous to me – very well liked. Great they are!
- Staff do a good job of cleaning and are very pleasant to have around.
- Personal Laundry – the dryer is too hot / washed on hot as some shirts have been shrunk.

**Environment / Common Areas:**

	Excellent	Good	Average	Fair	Poor	N/A
Do you find there are suitable places for friends / family to come in and visit with you?	27	23	2			2
Do you feel the lodge has a feeling like “home” in that we make you feel secure, comfortable, and relaxed?	37	17				
Do you feel our staff respect your need for privacy?	33	21				
When talking about our lodge with others, do you speak about the lodge in a positive manner? Would you recommend our lodge to those that do not live here?	38	9				7

**Additional Comments:**

- I have lived in another “so called lodge” and in comparison, this one is great. I would and have recommended this lodge to others.
- Good place to live.
- When talking to others, tell them the place to be – home environment.
- Highly recommend.
- Some residents do not respect privacy when guests or family are with you in common areas.

34



- I am always glad to tell others about this as a residence / home. I am very happy and thankful to be here and can recommend it highly.
- Yes, the jolly staff and meal service are top of list. Cleaning and healthcare teams even know our names.
- I highly recommend the lodge to everyone and have friends who love to come here to visit.
- Kitchen & Common areas are very nice – when I entertained my nice and her husband. All staff is friendly too. Yes, I would suggest the lodge to friends or relatives. Even though I do not have family left, I am not without friends. I trust everyone here and my friends Marj & Brian.
- Yes. The environment is so positive. There are so many smiles from staff.
- Yes, I speak very well about the lodge. Also tell them to come and stay here – many have.
- I find the lodge very accommodating. Staff are friendly and very willing to help in every way.
- The Ranchman Patio is the only private room for visiting.
- The outside area on the street by the ramp should be kept clean of snow / ice as we must step into the street to get into the vehicle.
- I give very positive feedback to people asking about the Wheatland Lodge.

**Food Services:**

	Excellent	Good	Average	Fair	Poor	N/A
Do you feel that the lodge provides you with a variety of meals, snacks, desserts, and beverages daily?	23	20	10			1
Do you feel that the food offered at the lodge is tasty and presented in a pleasing manner?	18	30	5	1		
Do the dietary team attribute to a pleasant and inviting dining room experience for you? Are they courteous, patient, and do they allow you enough time to enjoy your meal?	35	17		1		1
Overall, how would you rate our food services / dietary department at the lodge?	28	19	5			2



**Additional Comments:**

- Too much food is served.
- There is often too much food served and there seems to be a lot of waste. Also, there is too much canned fruit.
- Enough with the green beans!! There are so many good veggies.
- Very happy with the food.
- With the food cost rising it would be nice if there were two plate sizes. Large for bigger appetites and small plate for smaller eaters. This would also cut back on the waste.
- Although cookies, muffins, fruit are available at snack times, we should be able to get a sandwich if available.
- I have no complaints, love the cheerful staff and as a member of second sitting, I realize that some residents take longer. No complaints for occasional delays.
- Due to medical procedures, my ability to taste food has diminished. Therefore, my assessment does not reflect accurately.
- Kudos to remembering what to pour in each cup!
- Well trained staff, courteous and pleasant. Good quality food considering price. They try to please us.
- All the staff are very courteous.
- Sometimes I do not like something, but that is my problem. I feel that Sammy has been cooking my meals since I arrived – HOT! Love that!
- A better variety of dry cereals for breakfast – IE: Kellogg’s Cornflakes, Raisin Bran at least occasionally.
- Very good food. If I do not want something, I eat a sandwich and soup – and that is fine.
- Excellent!
- Food is very good the high prices.
- Food is tastier when Sammy started cooking.

**Activities / Recreation:**

	Excellent	Good	Average	Fair	Poor	N/A
Do you feel you are adequately informed about the activities / events that are taking place within the lodge? IE: through the calendar on the website, through emails, social media, posters, etc.	28	22	3			1
Do you feel the choices / opportunities within the lodge are meeting your needs and / or expectations?	28	23	1	1		1



Overall, how would you rate our Activity Department when thinking about our Activity Coordinator, the programs that are offered, etc. 21 12 1 19

Do you look forward to attending / taking part in our programs? If not, please write down your suggestions / ideas that could improve your activity experiences. 19 7 27

Please provide any feedback / comments you may have in the section below.

**Additional Comments:**

- Enjoy the games but unable to hear the announcements due to my hearing.
- There are no evening activities.
- There are lots of things to do, but health issues keep some of us from doing them.
- All is well – I just like reading in my room.
- I am very hard of hearing and can rarely hear or understand the announcements.
- I do not personally join many of the games but do think there is a good assortment available. The coordinator/Janice does a “wonderful” job of inclusive activities and options. If the exercises were offered occasionally at later times, I would attend, but I cannot do much in the mornings.
- The director is doing a great job.
- All activities are good for me.
- Also, good communication exists between residents and many nice people. It’s all good but I am not very ambitious.
- The activity department is doing a very good job.
- I used to partake – my health now prevents joining the activities and this is not your problem.
- It is very difficult to entertain seniors – we have a wide variety of cognitive abilities, and you all try to satisfy everyone, which is impossible.
- Everything to me is fine. What we have is very enjoyable. Our coordinator is very good.
- The activities and programs are very well planned. At this point, I cannot take part as I am having trouble with my right hip occasionally and my left elbow is healing well. I am enjoying sitting and doing jig-saw puzzles and hope to attend more functions soon.



**Management / Administration:**

	Excellent	Good	Average	Fair	Poor	N/A
Do you feel that our Management Team leads by example in showing that the care of our residents is our highest priority?	41	12				1
Do you feel that you can voice your concerns / suggestions / ask questions freely and in confidence to the management team?	40	12				2
Do you feel that an appropriate person is always available to answer any of your questions?	29	6	2			17
Do you feel you are informed in a timely manner about anything that is important to know about from the lodge? Do you feel your phone calls / emails are responded to in a timely manner?	39	14				1
Overall, do you feel our management team shows genuine concern and care for you and ensures that you are kept involved and informed?	39	9	1			5

**Additional Comments:**

- I have missed a few things I would have liked to attend.
- Excellent management team and it reflects down to all employees of the lodge. Good questionnaire!
- I am always made to feel welcome when I approach management with problems.
- Although my health is my major concern, I feel the management cares!
- Our management is wonderful. I have been seven years here and no complaints. Oh, some little things but nothing to fight about.
- Management is great to talk to within business hours as they are not here all the time.

**Communication:**

This is the first time we are asking for feedback to this area, so if you can please answer the following questions, we would very much appreciate that as we want to ensure we are communicating with you effectively and in the way that suits your needs the best. Thank you!



**1. Do you feel adequately informed of updates and ongoing at Wheatland Lodge?**

YES -- 48                      NO -- 0                      No answer: 6

If you answered no to this question, what would you like to have more information or more consistent information about?

- Again, because of my hearing and I wear hearing aides, I miss something.

**2. How do you typically receive information from Wheatland Lodge (please check all that apply.)**

Word of Mouth:	37
Information Sent by Mail:	14
Email:	9
Facebook:	9
LinkedIn:	0
Website:	2
Resident Newsletter:	41
Board meeting (Goodwill club) minutes:	27
No Answers:	4

**3. Please list your top three ways to receive information from Wheatland Lodge:**

1. Person -- 20
2. Mailbox Memos -- 17
3. Coffee Area/ On Activity Board -- 15
4. Newsletter/ Calendar – 26
5. Conversation with others -- 2
6. Phone -- 5
7. Email -- 7
8. Goodwill Club Meeting – 6
9. Website – 2
10. Facebook – 4
11. Overhead Announcements -- 5

39



## Wheatland Housing Management Body

76 – 2nd Street  
Strathmore, Alberta T1P 1J8  
Christi Shworak  
Site Manager

4. We are considering changing how we manage our newsletters – please check off what you would prefer?
- a. **FULL newsletter /Calendar** continued to be delivered to your room each month: 39
  - b. **MONTHLY CALENDAR only** delivered to your room / **read newsletter online**: 7
  - c. **CALENDAR ONLY** delivered to room each month: 11
  - d. **NO CALENDAR / NEWSLETTER** delivered to room – **available in common areas only**: 4

Thank you for taking the time to complete our annual resident survey – we very much appreciate you taking the time to provide us with this very important feedback that will allow us to adjust our operations where need be.

Please return this survey to Christi Shworak by dropping it off at the front desk.

We appreciate your input / feedback, and we hope the results of this survey will let us know how we are doing and how we can change / improve in any areas we recognize as required.

Please remember that I am always available to meet with you in person or open to having a telephone conversation as well.

Respectfully,



**Christi Shworak**  
Site Manager  
[residentmanager@whmb.ca](mailto:residentmanager@whmb.ca)

**Wheatland Housing Management Body**  
76 – 2<sup>nd</sup> Street  
Strathmore AB. T1P 1J8  
Phone 403.934.3474 ext 221



**Family / Contact Feedback Survey 2026**

**Eighty-eight surveys were mailed out to family members / emergency contacts, and twelve completed surveys were returned at this time.**

***“It is our goal to service our community to the best of our abilities by honouring the uniqueness of everyone serve.”***

We do our very best to make sure that all our residents are happy and satisfied with the services / care they receive while living at the Wheatland Lodge. Each year, we ask our family members / emergency contacts to provide us with input / suggestions that you may have to ensure that we meet these goals.

Please take a few minutes to let us know how we are doing or how we can improve our operations for your family members. Please note that there is extra space provided with each question that you can use to let us know what is working well or provide us ideas / suggestions on how we could improve an area of concern.

We very much appreciate you taking the time to complete this survey. Please know we do our best to ensure that all information received is shared with our team and we do our best to incorporate any operational changes suggested through the feedback as well.

**Nursing / Home Care / Wellness:**

	Excellent	Good	Average	Fair	Poor	N/A
If your family member utilizes our Home Care services, how do you feel we are doing? This rating includes both the Home Care RN (Case Manager) as well as our Bayshore HCAs.	5	3				4
Please let us know if you feel the health and care needs of your family member are discussed with you and your family member appropriately?	3	2	2			5
Do you feel the resources for therapy, homecare, etc. are accessible when needed, if applicable.	5	1	2			4
Do you feel the nurses / HCAs are available to answer questions / concerns you or your family member may have in a timely manner?	5		3			4

41



**Additional Comments:**

- There needs to be more homecare staff. They are so worn out and do not have time to do anything extra. They are running late and are overworked.
- Our sister has not used this service, but I do know that it is in the works for some type of physio.
- It would be nice to have a full-time case manager to always have someone there.
- I would like to see Bob & Gale receive some home care if I convince them to.

**Housekeeping Services:**

	Excellent	Good	Average	Fair	Poor	N/A
Do you feel your family member's suite / common areas within the lodge are clean and well maintained?	11	1				
If your family member uses our Personal Laundry Services offered through the lodge, do you feel this service is efficient and meets their needs / expectations?	6	2				4
Do you feel our housekeeping team is respectful of your family member? Do they knock prior to entering the suite, do they respond to your family member in a courteous and polite manner?	10	2				
Overall, how would you rate the cleanliness and maintenance of the resident suites and common areas?	11	2				

**Additional Comments:**

- Lodge and rooms are very tidy and clean.
- Really nitpicky – overall very good. It can be a hit and miss for vacuuming especially small pebbles in the bathroom area.
- I have never heard her complain about housekeeping.

42



**Environment / Common Areas:**

	Excellent	Good	Average	Fair	Poor	N/A
Do you find there are suitable places for friends / family to come in and visit with your family member?	8	4				
Do you feel the lodge has a feeling like “home” in that we make you / your family member feel secure, comfortable, and relaxed while you are here?	9	3				
Do you feel our staff respect your need for privacy while you are here visiting with your family member?	9	3				
When talking about our lodge with others, do you speak about the lodge in a positive manner? Would you recommend our lodge to those that do not live	9	3				

**Additional Comments:**

- I feel very comfortable in asking I have had no reason to do so at this time.

**Food Services:**

	Excellent	Good	Average	Fair	Poor	N/A
Do you feel that the lodge provides your family member with a variety of meals, snacks, desserts, and beverages daily?	6	4	1			1
When speaking with your family member, do you hear that the food offered at the lodge is tasty and presented in a pleasing manner?	4	2	5		1	
Do the dietary team attribute to a pleasant and inviting dining room experience for your family member? Are they courteous, patient, and do they allow your family member enough time to enjoy their meal?	9	2				1
Overall, how would you rate our food services / dietary department at the lodge?	4	5	2			1

43



**Additional Comments:**

- **The food is the only thing my family member complains about. Very institutional. Meat is poor quality. Too many sauces that taste like paste. Average at best.**
- **The waste of food is so unnecessary. There should be different size meals for small eaters! Food is so expensive, I do not understand this waste!!**
- **We have been to one dinner so far and it was fried chicken – excellent. My sister tells us everyday what she had for lunch and supper – seems to be well balanced to us.**
- **We realize you cannot cater to one person, but our mom has a citrus allergy, and many dishes are prepared with tomato, pineapple, and strawberries, which can contribute to her eczema. Sometimes it is hard to avoid eating too much of the wrong food.**
- **She does not like some of the presentations and is very picky about the foods. I do not think it is the fault of the team.**
- **My brother likes the meals.**

**Activities / Recreation:**

	Excellent	Good	Average	Fair	Poor	N/A
Do you feel you are adequately informed about the activities / events that are taking place within the lodge? IE: through the calendar on the website, through emails, social media, posters, etc.	8	3	1			
Do you feel the choices / opportunities within the lodge pertaining to the physical, emotional, social, spiritual, and intellectual determinants of health are meeting the needs of your family member?	6	4	1			1
Overall, how would you rate our Activity Department when thinking about our Activity Coordinator, programs offered, how they pertain to your family member, and if your family member looks forward to attending / taking part in our programs.	5	5	1			1

Please provide any feedback / comments you may have in the section below.

44



**Additional Comments:**

- My sister and I go through the calendar beginning of every month. It is amazing the choices for the residents.
- Very happy with the activities.
- Love the live music.
- As she rarely participates in many group things, it is hard to have an opinion. She enjoys her card afternoons.

**Management / Administration:**

	Excellent	Good	Average	Fair	Poor	N/A
Do you feel that our Management Team leads by example in showing that the care of our residents is our highest priority?	10	2				
Do you feel that you and your family members can voice your concerns / suggestions / ask questions freely and in confidence to the management team? Do you feel that an appropriate person is always available to answer any of your questions?	9	2				1
Do you feel you are informed in a timely manner about anything that is important to know about from the lodge? Do you feel your phone calls / emails are responded to in a timely manner?	8	3	1			
Overall, do you feel our management team shows genuine concern and care for you or your family member and ensures that you are kept involved and informed about your family member's care?	9	3				

**Additional Comments:**

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**Communication:**

This is the first time we are asking for feedback to this area, so if you can please answer the following questions, we would very much appreciate that as we want to ensure we are communicating with you effectively and in the way that suits your needs the best. Thank you!

**1. Do you feel adequately informed of updates and ongoing at Wheatland Lodge?**

YES 11 NO -- 0 SOMEWHAT - 1

If you answered no to this question, what would you like to have more information or more consistent information about?

- I would like to see more signage in main entrance to what events are coming ahead of time.

**2. How do you typically receive information from Wheatland Lodge (please check all that apply.)**

Word of Mouth: 9  
 Information Sent by Mail: 2  
 Email: 8  
 Facebook: 6  
 LinkedIn: 0  
 Website: 3  
 Resident Newsletter: 4  
 Board meeting minutes: 0  
 No Answer 1

**3. Please list your top three ways to receive information from Wheatland Lodge:**

1. Email -- 8
2. Facebook -- 4
3. Newsletter – 6
4. Signage – 1
5. Phone – 5
6. Mail – 2
7. Word of Mouth -- 2



**4. How else, would you like to receive information and updates from Wheatland Lodge?**

- N/A

Thank you for taking the time to complete our annual family / contact survey – we very much appreciate you taking the time to provide us with this very important feedback that will allow us to adjust our operations where need be.

Please return this survey to Christi Shworak @ [residentmanager@whmb.ca](mailto:residentmanager@whmb.ca) or drop off to the front desk of our office the next time you come in to visit. If you prefer, you can also fax this survey to attention: Christi at 403-934-4329.

We appreciate your input / feedback, and we hope the results of this survey will let us know how we are doing and how we can change / improve in any areas we recognize as required.

Please remember that I am always available to meet with you in person or open to having a telephone conversation as well.

Respectfully,



**Christi Shworak**  
Site Manager  
[residentmanager@whmb.ca](mailto:residentmanager@whmb.ca)

**Wheatland Housing Management Body**  
76 – 2<sup>nd</sup> Street  
Strathmore AB. T1P 1J8  
Phone 403.934.3474 ext 221

**WHEATLAND HOUSING MANAGEMENT BODY**

**Financial Statements**

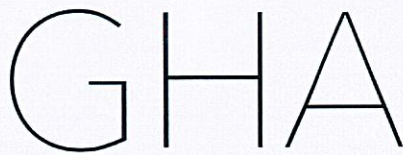
**Year Ended December 31, 2025**

# WHEATLAND HOUSING MANAGEMENT BODY

## Index to Financial Statements

Year Ended December 31, 2025

<b>INDEPENDENT AUDITOR'S REPORT</b>	1 - 2
<b>FINANCIAL STATEMENTS</b>	
Statement of Financial Position	3
Statement of Operations	4
Statement of Changes in Net Assets	5
Statement of Cash Flows	6
Notes to Financial Statements	7 - 11



## INDEPENDENT AUDITOR'S REPORT

### To the Board of Wheatland Housing Management Body:

#### *Opinion*

We have audited the financial statements of Wheatland Housing Management Body (the Management Body), which comprise the statement of financial position as at December 31, 2025, and the statement of operations and changes in net assets and cash flows for the years then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Wheatland Housing Management Body as at December 31, 2025, the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

#### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Management Body in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Management Body's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Management Body's financial reporting process.

#### *Auditor's Responsibility for the Audit of the Financial Statements*

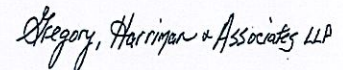
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omission, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Management Body's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Management Body's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Management Body to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Strathmore, Alberta  
March 19, 2026



Gregory, Harriman & Associates LLP  
Chartered Professional Accountants

**WHEATLAND HOUSING MANAGEMENT BODY  
STATEMENT OF FINANCIAL POSITION  
AS AT DECEMBER 31, 2025**

	Wheatland Lodge	Social Housing	TOTAL	
	2025	2025	2025	2024
<b>CURRENT ASSETS</b>				
Cash (Note 3)	\$ 1,340,864	\$ 313,877	\$ 1,654,741	\$ 1,437,464
Accounts receivable	8,523	1,782	10,305	40,153
Goods and Services Tax receivable	30,986	221	31,207	57,311
Inventory	51,544	-	51,544	53,995
Prepaid expenses	-	39,583	39,583	32,502
Security deposits held	-	29,772	29,772	24,618
	<u>1,431,917</u>	<u>385,235</u>	<u>1,817,152</u>	<u>1,646,043</u>
<b>PROPERTY AND EQUIPMENT (Note 4)</b>	<u>3,286,898</u>	<u>13,384</u>	<u>3,300,282</u>	<u>3,386,808</u>
<b>TOTAL ASSETS</b>	<u>\$ 4,718,815</u>	<u>\$ 398,619</u>	<u>\$ 5,117,434</u>	<u>\$ 5,032,851</u>
<b>CURRENT LIABILITIES</b>				
Accounts payable and accrued liabilities (Note 5)	\$ 354,894	\$ 26,549	\$ 381,443	\$ 376,302
Direct rent advances (Note 6)	-	60,000	60,000	60,000
Deferred revenue (Note 7)	-	255,361	255,361	150,460
Security deposits payable	-	26,126	26,126	22,370
	<u>354,894</u>	<u>368,036</u>	<u>722,930</u>	<u>609,132</u>
<b>OPERATING RESERVE FUND PAYABLE (Note 8)</b>	-	17,200	17,200	17,200
<b>UNAMORTIZED EXTERNAL CONTRIBUTIONS (Note 9)</b>	<u>1,389,221</u>	<u>-</u>	<u>1,389,221</u>	<u>1,456,229</u>
	<u>1,744,115</u>	<u>385,236</u>	<u>2,129,351</u>	<u>2,082,561</u>
<b>NET ASSETS</b>				
Unrestricted	1,077,024	-	1,077,024	1,019,712
Invested in property and equipment	1,897,676	13,383	1,911,059	1,930,578
	<u>2,974,700</u>	<u>13,383</u>	<u>2,988,083</u>	<u>2,950,290</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>\$ 4,718,815</u>	<u>\$ 398,619</u>	<u>\$ 5,117,434</u>	<u>\$ 5,032,851</u>

APPROVED ON BEHALF OF THE BOARD

ATIA Sec. 20(1)

Director

ATIA Sec. 20(1)

Director

**WHEATLAND HOUSING MANAGEMENT BODY  
STATEMENT OF OPERATIONS  
YEAR ENDED DECEMBER 31, 2025**

	Wheatland Lodge	Social Housing	TOTAL	
	2025	2025	2025	2024
<b>OPERATING REVENUE</b>				
Rent revenue	\$ 1,847,591	\$ 666,528	\$ 2,514,119	\$ 2,444,552
Provincial grants	400,223	247,391	647,614	634,207
Municipal requisitions	448,574	-	448,574	438,543
Sundry revenue	29,389	33,105	62,494	49,835
Cable recovery	38,592	19,323	57,915	59,216
Interest revenue	37,107	13,879	50,986	83,781
Laundry and user fees	37,482	6,568	44,050	41,389
Utilities recovery	-	30,012	30,012	13,114
Donation revenue	23,147	-	23,147	4,250
	<u>2,862,105</u>	<u>1,016,806</u>	<u>3,878,911</u>	<u>3,768,887</u>
<b>EXPENDITURES</b>				
Wages and employee benefits	1,755,702	372,844	2,128,546	2,021,587
Repairs and maintenance	163,636	322,966	486,602	843,405
Food and kitchen	403,266	-	403,266	376,629
Utilities	183,550	200,567	384,117	426,535
Security	30,950	37,299	68,249	102,604
Office	42,784	12,081	54,865	29,123
Cleaning supplies	24,682	29,189	53,871	48,472
Professional fees	32,575	11,250	43,825	37,844
Cable	42,129	-	42,129	40,897
Insurance	22,296	5,254	27,550	24,097
Program supplies	23,552	899	24,451	26,504
Waste removal	11,592	9,793	21,385	21,957
Licenses and memberships	7,992	6,617	14,609	15,381
Travel and convention	7,070	4,124	11,194	9,966
Bad debt	5,132	2,730	7,862	1,462
Telephone	7,707	-	7,707	7,497
Interest and bank charges	2,082	1,193	3,275	2,504
	<u>2,766,697</u>	<u>1,016,806</u>	<u>3,783,503</u>	<u>4,036,464</u>
<b>Operating excess (deficiency) of revenue over expenses</b>	<u>95,408</u>	<u>-</u>	<u>95,408</u>	<u>(267,577)</u>
<b>CAPITAL</b>				
Amortization of deferred contributions (Note 9)	67,008	-	67,008	70,959
Amortization expense	(123,696)	(926)	(124,622)	(128,880)
<b>Capital deficiency of revenue over expenses</b>	<u>(56,688)</u>	<u>(926)</u>	<u>(57,614)</u>	<u>(57,921)</u>
<b>NET EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	<u>\$ 38,720</u>	<u>\$ (926)</u>	<u>\$ 37,794</u>	<u>\$ (325,498)</u>

The accompanying notes form an integral part of these financial statements.

**WHEATLAND HOUSING MANAGEMENT BODY  
STATEMENT OF CHANGES IN NET ASSETS  
YEAR ENDED DECEMBER 31, 2025**

	2025	2025	2025	2024
	Unrestricted	Invested in Property & Equipment	Total	Total
<b>NET ASSETS, beginning of year</b>	\$ 1,019,712	\$ 1,930,578	\$ 2,950,290	\$ 3,275,788
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES</b>	37,794	-	37,794	(325,498)
<b>INVESTED IN PROPERTY AND EQUIPMENT</b>	19,518	(19,518)	-	-
<b>NET ASSETS, end of year</b>	<u>\$ 1,077,024</u>	<u>\$ 1,911,059</u>	<u>\$ 2,988,083</u>	<u>\$ 2,950,290</u>

The accompanying notes form an integral part of these financial statements.

**WHEATLAND HOUSING MANAGEMENT BODY  
STATEMENT OF CASH FLOWS  
YEAR ENDED DECEMBER 31, 2025**

<b>OPERATING ACTIVITIES</b>	<b>2025</b>	<b>2024</b>
Cash provided (used) by operations		
Excess of revenue over expenditures	\$ 37,794	\$ (325,498)
Add non-working capital changes		
Amortization expense	124,622	128,880
Amortization of deferred contributions	(67,008)	(70,959)
	<b>95,408</b>	<b>(267,577)</b>
 Net change in non-cash working capital components		
Decrease (increase) in accounts receivable	29,848	(13,183)
Decrease (increase) in Goods and Services Tax receivable	26,104	(23,987)
Decrease (increase) in inventory	2,451	644
Decrease (increase) in prepaid expenses	(7,081)	(4,853)
Increase (decrease) in accounts payable and accrued liabilities	5,142	(56,208)
Decrease (increase) in security deposits held	(5,154)	485
Increase (decrease) in security deposits payable	3,754	(1,152)
Increase (decrease) in deferred revenue	104,901	110,044
	<b>159,965</b>	<b>11,790</b>
Cash provided (used) by operations	<b>255,373</b>	<b>(255,787)</b>
 <b>INVESTING ACTIVITIES</b>		
Additions to property and equipment	(38,096)	(291,690)
Additions to unamortized external contributions	-	134,788
Cash provided (used) by investing	<b>(38,096)</b>	<b>(156,902)</b>
 Net cash increase (decrease) during the year	<b>217,277</b>	<b>(412,689)</b>
 Cash, beginning of the year	<b>1,437,464</b>	<b>1,850,153</b>
 Cash, end of the year	<b>\$ 1,654,741</b>	<b>\$ 1,437,464</b>

**WHEATLAND HOUSING MANAGEMENT BODY  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2025**

**1) Purpose of the Organization**

Wheatland Housing Management Body ("The Management Body") is an organization operating and managing social programs aimed at providing affordable housing to low-income Alberta residents who are the most in need. The organization is established as a management body by the provincial ministerial order and is governed by the Alberta Housing Act and its regulations. The management body is a registered Canadian charitable organization operating senior and social housing.

**2) Significant Accounting Policies and Reporting Practices**

**A. Basis of Presentation**

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPPO).

**B. Basis of Accounting**

Wheatland Housing Management Body follows the deferral method of accounting for contributions.

**C. Revenue Recognition**

Unrestricted contributions are recognized as revenue in the year received, or receivable.

Externally restricted non-capital contributions are deferred and recognized as revenue in the year when the related expenses are incurred.

Externally restricted capital contributions are recorded as deferred capital contributions until the amount is invested in capital assets. Amounts invested representing externally funded capital assets are then transferred to unamortized external capital contributions.

Unamortized external capital contributions are recognized in the periods in which the related amortization expense of the funded capital asset is recorded.

Municipal requisitions are recognized in the year in which they are earned.

Rental revenue, cable recovery, laundry and user fees, sundry revenue, and utilities recovery are recognized in the year it is earned.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred.

Donations and contributions in kind are recorded at fair value when such value can reasonably be determined.

**D. Cash**

Cash consists of balances held with banks.

**E. Inventory**

Inventory includes food, supplies and linens and is measured at the lower of cost and replacement value. Cost is determined using the first-in, first-out method.

*continues ...*

**WHEATLAND HOUSING MANAGEMENT BODY  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2025**

2) **Significant Accounting Policies and Reporting Practices** *(continued)*

F. *Property and Equipment*

Property and equipment are stated at cost or deemed cost less accumulated amortization. Contributed property and equipment are recorded at fair market value at the date of contribution.

Property and equipment are amortized over their useful lives on a declining balance basis at the following rates:

Vehicles	30%
Furniture and equipment	20%
Building	5%
Leasehold improvements	5%
Land improvements	5%

The half year rule is in effect in the year of acquisition. No amortization is taken in the year of disposition.

G. *Income Taxes*

As a registered not-for-profit organization, the organization is exempt from paying income taxes under Section 149(1)(f) of the Income Tax Act.

H. *Government Assistance*

Funding to finance operating expenses is provided by Municipal Requisitions and the Province of Alberta. The funding is recorded as revenue when earned in the Statement of Operations.

I. *Contributed Assets*

Senior self-contained and social housing projects capital assets are owned by Alberta Seniors and Housing.

Due to the difficulty of determining the fair value, contributed assets and related expenses, are not recognized in the financial statements, unless otherwise noted.

J. *Contributed Services*

The Lodge operation is exempt from paying municipal property tax.

Volunteers contribute an undeterminable number of hours each year to assist the organization in carrying out its service delivery activities.

Due to the difficulty in determining the fair value, contributed services are not recognized in the financial statements.

K. *Financial Instruments*

The organization initially measures its financial assets and financial liabilities at fair value. The organization subsequently measures all its financial assets and financial liabilities at amortized cost except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in net income.

*continues ...*

**WHEATLAND HOUSING MANAGEMENT BODY**  
**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2025**

2) **Significant Accounting Policies and Reporting Practices** *(continued)*

L. *Measurement Uncertainty*

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. The precise value of many assets and liabilities is dependent on future events. As a result, the preparation of financial statements for a period involves the use of approximations, which have been made using careful judgment by management. Actual results could differ from those approximations.

The significant areas requiring the use of management's estimates include amortization of capital assets, and unamortized capital contributions.

The useful lives and related amortization of capital assets is an area where management makes significant estimates and assumptions in determining the amounts to be recorded in the financial statements.

3) **Cash**

	2025	2024
<b>Lodge</b>		
Bank	\$ 1,266,874	\$ 1,145,648
Due from Social Housing	70,077	42,411
Petty cash	3,127	1,536
Chinook Credit Union Ltd. - common shares	786	786
	\$ 1,340,864	\$ 1,190,381
 <b>Social Housing</b>		
Bank	\$ 383,954	\$ 289,494
Due to Lodge	(70,077)	(42,411)
	\$ 313,877	\$ 247,083
	\$ 1,654,741	\$ 1,437,464

The Management Body holds funds that are restricted in use to be utilized by Social Housing. Since this funding has not been utilized, \$223,492 (Note 7) is not available for general use.

4) **Property and Equipment**

	2025		2024	
Cost	Accumulated Amortization	Net Book Value	Net Book Value	
Land	\$ 76,490	\$ -	\$ 76,490	\$ 76,490
Vehicles	143,719	103,141	40,578	11,710
Furniture and equipment	672,366	623,868	48,498	60,623
Buildings	7,308,631	4,205,237	3,103,394	3,205,015
Leasehold improvements	19,947	7,690	12,257	12,902
Land improvements	81,960	62,895	19,065	20,068
	\$ 8,303,113	\$ 5,002,831	\$ 3,300,282	\$ 3,386,808

**WHEATLAND HOUSING MANAGEMENT BODY  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2025**

**5) Accounts Payable and Accrued Liabilities**

	2025	2024
<b>Lodge</b>		
Payroll accrued liabilities	\$ 272,124	\$ 241,927
Trade accounts payable and accrued liabilities	82,770	77,471
	\$ 354,894	\$ 319,398
 <b>Social Housing</b>		
Trade accounts payable and accrued liabilities	\$ 26,549	\$ 56,904
	26,549	56,904
	\$ 381,443	\$ 376,302

**6) Direct Rent Advances**

Direct rent advances consists of funds received from Alberta Seniors, Housing Divisions for operating expenses. Should these funds be utilized, they are required to be replenished by Wheatland Housing Management Body - Social Housing. This balance is recallable on demand by Alberta Seniors and Housing.

	2025	2024
Direct rent advances	\$ 60,000	\$ 60,000

**7) Deferred Revenue**

	2024	Increases	Decreases	2025
Deferred operating reserve funds	\$ 130,595	92,897	-	\$ 223,492
Rent supplement	19,865	436,864	424,861	31,869
	\$ 150,460	\$ 529,761	\$ 424,861	\$ 255,361

Deferred operating reserve funds are funds restricted for use by Social Housing to be utilized if the deficit funding is insufficient in the year. Total funds of \$223,492 are restricted in their use and are covered by cash held ( Note 3 ). The timing of the utilization of these funds cannot be reasonably determined; accordingly, the balance is presented as a current liability until the funds are utilized.

**8) Operating Reserve Fund Payable**

Alberta Seniors and Housing has provided \$202.35 per unit for 85 units to Social Housing as an operating reserve fund. These funds are to be used in an emergency situation.

**WHEATLAND HOUSING MANAGEMENT BODY  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2025**

**9) Unamortized External Capital Contributions**

	<u>2024</u>	<u>Increases</u>	<u>Decreases</u>	<u>2025</u>
Building	\$ 741,945	-	37,097	\$ 704,848
Sprinkler system	488,426	-	24,421	464,005
CMHC seed funds	134,788	-	-	134,788
Call bell system	87,322	-	4,366	82,956
Activity van	3,748	-	1,124	2,624
	<u>\$ 1,456,229</u>	<u>\$ -</u>	<u>\$ 67,008</u>	<u>\$ 1,389,221</u>

The unamortized capital contributions will be recognized in revenue as the related amortization expense for the capital addition is incurred. An amount of \$67,008 (2024 - \$70,959), which represents the current year amortization on these projects, has been recognized as income in the current year.

**10) Financial Instruments**

The organization's financial instruments consist of: cash, accounts receivable, security deposits held, accounts payable and accrued liabilities, direct rent advances, security deposits payable and operating reserve fund payable. The risks attached to these financial instruments are as follows:

Credit Risk

Credit risk arises from the possibility that the entities to which the organization provides services may experience financial difficulty and be unable to fulfill their obligations. The organization is exposed to financial risk that arises from the credit quality of the entities to which it provides services. As the organization provides services to a variety of customers, its credit risk is minimized.

Interest Rate Risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risk from interest rate fluctuations, the organization manages exposure through its normal operating and financing activities. The organization is exposed to interest rate risk from the return on its investments. The organization manages its investment portfolio on the basis of its cash requirements and to optimize its interest income.

Fair Value

The fair values of cash, accounts receivable, security deposits held, accounts payable and accrued liabilities, direct rent advances and security deposits payable correspond closely to their carrying amount because of their short-term maturity dates.

Liquidity Risk

Liquidity risk is the risk of being unable to meet cash requirements or fund obligations as they become due. It stems from the possibility of a delay in realizing the fair value of financial instruments.

The organization manages its liquidity risk by constantly monitoring forecasted and actual cash flows and financial liability maturities, and by holding assets that can be readily converted into cash.

Trade accounts payable and accrued liabilities are generally repaid within 30 days.

**11) Comparative Figures**

Some of the comparative figures have been reclassified to conform to the current year's presentation.