TOWN OF TROCHU – AGENDA

FOR THE COUNCIL MEETING HELD
November 23rd 2026
At Trochu Town Office

Notes	#	Agenda Item and Information

Regular Meeting – November 23rd, 2026

1. CALL TO ORDER

The meeting will be called to order at 6:00 pm

2. ACCEPTANCE OF THE AGENDA

a) Additions to the Agenda
b) Agenda Acceptance

3. ADOPTION OF THE MINUTES OF PREVIOUS MEETING

a) Adoption of November 9th, 2026, Regular Council Meeting Minutes

4. HOUSEKEEPING

a) Housekeeping Acceptance

5. PUBLIC HEARINGS

a) Nothing for this Agenda Item

6. DELEGATIONS

a) Edwin Dingha 6:00 PM
b) Trochu Library Davinia Hunt/Yvonne Hoppins 6:30 PM
c) Blue Squall Media Drew Kenworthy 6:45 PM
d) Trochu Arboretum Terry Myers 7:05 PM

7. BYLAWS, POLICIES and AGREEMENTS

a) RFD Bylaw 2026-17 Land Use Rezoning

8. REPORTS:

A. STAFF REPORTS:

a) Nothing for this agenda item

B. COMMITTEE REPORTS, MINUTES & OTHER REPORTS

a) Nothing for this agenda item

C. COUNCIL REPORTS

a) Nothing for this agenda item

9. CORRESPONDENCE LISTING:

a) Nothing for this agenda item

10. FINANCE:

a) RFD Trochu Housing 2027 Budget

11. OLD BUSINESS, UNFINISHED BUSINESS and ITEMS TABLED or REQUIRING MORE INFORMATION FROM PREVIOUS MEETINGS

a) Nothing for this agenda item

12. NEW BUSINESS

a) RFD Kneehill County Bylaw Enforcement Agreement
b) RFD 2027 Arboretum MOU
c) RFD Knievel Option to Purchase Agreement
d) RFD Land Use District Discussion

13. SPECIAL PROJECTS

a) Nothing for this Agenda Item

14. CONFIDENTIAL MATTERS – CLOSED SESSION

Confidential Matters: Council to move to a session closed to the public for items dealing with Land, Legal or Labour in accordance with Section 197 and the Public Sector Body Privacy and Data Protection Act. Please note that no back-up material will be sent with this Agenda for closed sessions and material circulated will be returned to the CAO and destroyed unless otherwise noted.

a) Labour (Sec. 4)

15. RETURN TO OPEN MEETING

Meeting to be recessed to allow return of public and reconvened with public present.

16. ADJOURNMENT

TOWN OF TROCHU – MINUTES

FOR THE COUNCIL MEETING HELD
November 9th, 2026
At Trochu Town Office

Motions	#	Item and Information

Regular Meeting – November 9th, 2026

1. CALL TO ORDER

Mayor Kletke called the meeting to order at 6:30 pm. In attendance were Mayor Barry Kletke, Deputy Mayor Chris Armstrong, Councillors Bill Cunningham, Cerilo Dela Cruz, Jaime Martel, Carl Peterson, CAO Jamie Collins, Director of Operations Dave Nelson, and Recording Secretary Toni Nelson.

Chris Reeds joined the meeting at 6:58pm

2. ACCEPTANCE OF THE AGENDA

a) Additions to the Agenda
- Housekeeping: Hot dog nights

b) Agenda Acceptance

2026-11-09-01 Motion to accept the agenda with amendments

Motion by PETERSON to accept the agenda with amendments **CARRIED**

3. ADOPTION OF THE MINUTES OF PREVIOUS MEETING

a) Adoption of October 13th, 2026, Regular Council Meeting Minutes

2026-11-09-02 Motion to adopt the October 13th, 2026, Regular Council Meeting Minutes

Motion by MARTEL to adopt the October 13th, 2026, Regular Council Meeting Minutes **CARRIED**

b) Adoption of October 26th, 2026, Organizational Meeting Minutes

2026-11-09-03 Motion to adopt the October 26th, 2026, Organizational Meeting Minutes

Motion by ARMSTRONG to adopt the October 26th, 2026, Organizational Meeting Minutes **CARRIED**

c) Adoption of October 26th, 2026, Committee of the Whole Meeting Minutes

2026-11-09-04 Motion to adopt the October 26th, 2026, Committee of the Whole Meeting Minutes

Motion by CUNNINGHAM to adopt the October 26th, 2026, Committee of the Whole Meeting Minutes **CARRIED**

4. HOUSEKEEPING

a) Housekeeping

2026-11-09-05 Motion to schedule the December Regular Council meeting for Monday, December 21st

Motion by CUNNINGHAM to schedule the December Regular Council meeting for Monday, December 21st **CARRIED**

b) Arboretum Forest of Lights, Hosting Hot Dog Night

2026-11-09-06 Motion to host a Hot Dog Night on January 2nd for the Arboretum Forest of Lights event

Motion by PETERSON to host a Hot Dog Night on January 2nd for the Arboretum Forest of Lights event **CARRIED**

5. PUBLIC HEARINGS

a) Nothing for this Agenda Item

6. DELEGATIONS

a) Nothing for this Agenda Item

7. BYLAWS, POLICIES and AGREEMENTS

a) Nothing for this Agenda Item

8. REPORTS:

A. STAFF REPORTS:

a) Director of Operations Report

2026-11-09-07 Motion o accept the Director of Operations Report and file for future reference

Motion by CUNNINGHAM to accept the Director of Operations Report and file for future reference **CARRIED**

b) Administrator's Report

2026-11-09-08 Motion to accept the Administrator's Report and file for future reference

Motion by ARMSTRONG to accept the Administrator's Report and file for future reference **CARRIED**

Chris Reeds joined the meeting at 6:58pm

B. COMMITTEE REPORTS, MINUTES & OTHER REPORTS

a) October Grant Writer Report

C. COUNCIL REPORTS

a) Councillor Cunningham
- No additions

b) Councillor De La Cruz
- No additions

c) Councillor Martel
- No additions

d) Councillor Peterson
- No additions

e) Councillor Reeds
- No additions

f) Deputy Mayor Armstrong
- No additions

g) Mayor Kletke
- No additions

h) Motions from Items in Councillor Reports

i) Acceptance of Council Reports and filing for future reference

2026-11-09-09 Motion to accept the Council Reports and file for future reference

Motion by DELA CRUZ to accept the Council Reports and file for future reference CARRIED

9. CORRESPONDENCE LISTING:

a) Red Deer River Watershed Alliance Report & Case for Support
b) ATCO Merger Letter
c) CAEP Announcement

2026-11-09-10 Motion to move to a closed session at 7:10pm to discuss the following: a) Land (Sec. 4)

Motion by REEDS to move to a closed session at 7:10pm to discuss the following:
a) Land (Sec. 4) CARRIED

2026-11-09-11 Motion to return to a public meeting at 7:55pm

Motion by MARTEL to return to a public meeting at 7:55pm CARRIED

Meeting recessed to allow return of public and reconvened with public present at 7:56pm

10. FINANCE:

a) September Bank Rec

2026-11-09-12 Motion to accept the September 2026 Bank Reconciliation

Motion by MARTEL to accept the September 2026 Bank Reconciliation CARRIED

b) Drumheller & District Solid Waste Budget and Requisition

2026-11-09-13 Motion to accept and pay the Drumheller & District Solid Waste Budget and Requisition

Motion by REEDS to accept and pay the Drumheller & District Solid Waste Budget and Requisition CARRIED

c) FCSS Budget Approval

2026-11-09-14 Motion to accept the FCSS budget as presented

Motion by MARTEL to accept the FCSS budget as presented **CARRIED**

11. OLD BUSINESS, UNFINISHED BUSINESS and ITEMS TABLED or REQUIRING MORE INFORMATION FROM PREVIOUS MEETINGS

a) Blue Squall Media – Delegation Decision
- Council directed Admin to invite Blue Squall Media to the November 23rd Council meeting

12. NEW BUSINESS

a) December Meeting Date
- Item moved to Housekeeping

13. SPECIAL PROJECTS

a) Nothing for this Agenda Item

14. CONFIDENTIAL MATTERS – CLOSED SESSION

2026-11-09-15 Motion to move to a closed session at 8:09pm to discuss the following: b) Third Party Business Interest (Sec. 4)

Motion by REEDS to move to a closed session at 8:09pm to discuss the following:

b) Third Party Business Interest (Sec. 4) **CARRIED**

15. RETURN TO OPEN MEETING

2026-11-09-16 Motion to return to a public meeting at 8:13pm

Motion by REEDS to return to a public meeting at 8:13pm **CARRIED**

Meeting recessed to allow return of public and reconvened with public present at 8:14pm

16. ADJOURNMENT

Mayor Kletke adjourned the meeting at 8:15pm

X_____
Barry Kletke
Mayor

X_____
Jamie Collins
CAO

November 23rd, 2026
Housekeeping Items for Council & Staff Meetings, Conference etc.

COUNCIL MEETINGS

December 21st, 2026 Regular Council Meeting
January 11th, 2027 Regular Council Meeting

OTHER MEETINGS, CONFERENCES, EVENTS

Date	Time & Location	Event	Who's Attending?
Nov 9th	3:00 PM Trochu Office	Trochu Housing Corp AGM	**Reeds, Kletke, Peterson, Nelson, Collins**
Nov 11 – 17th	Vacation	Dave on Holidays	**Nelson**
Nov 14th	Trochu Hall	Seniors Housing Gala	**Sold Out**
Nov 25 -27	Edmonton	FCSSAA Conference	**Martel**
November 27	Town Office	Interim Audit	**Collins, T. Nelson, Helmer, Henderson**
December 11th	6:00 PM Sunterra Room	Trochu Christmas Party	**Everyone Invited**
Jan 2	Arboretum	Council Hot Dog Night	**Martel, Peterson, Reeds**
Noon Dec 24 to Jan 4	Christmas Break	Office Closed	**Staff**
March 10 & 11	Town Office	Audit	**Collins, T. Nelson, Helmer, Henderson**

MEETING SCHEDULES & POSSIBLE FUTURE MEETINGS

Schedule	Time & Location	Event	Who's Attending?
Varies	Varies	Central Alberta Economic Partnership	Kletke, Collins (De La Cruz)
1st Thurs. every mo.	Strathmore (AGM varies)	Community Futures Wild Rose	Armstrong (Martel)
3rd Thur. every 2 mo.	Drumheller 1:30pm	Drumheller & District Solid Waste	Reeds (Armstrong)
2nd Tue. every 2 mo. January 12 2027	Three Hills 7:00pm	Kneehill FCSS	Martel (Cunningham)
Varies	Three Hills Evenings	Kneehill Housing	Cunningham (Armstrong)

Varies	Varies	Kneehill Regional Emergency Management	Kletke, Collins (Armstrong)
Varies	Varies	Kneehill Regional Partnership Committee	Martel, Collins (De La Cruz)
Last Sat. in Jan, Apr, Aug, and Nov	Strathmore 9:30am	Marigold Library System	Peterson (n/a)
1st Thurs. in Jan, Mar, May, July, Sept, Nov	3:00pm	Mid-Sized Towns Mayors' Caucus	Kletke
Varies	Hanna	Palliser	Reeds (Martel)
Varies	Varies	Police Advisory Committee	Cunningham, Collins (De La Cruz)
3rd Thur. every 2 mo.	Drumheller Afternoons	Red Deer River Users Group	Cunningham (Peterson)
First Tuesday	Arboretum VIC 1:00pm	Trochu Arboretum Society	Collins
3rd Mon, every mo.	Town Office 4:00pm	Trochu Housing Corporation	Reeds, Kletke, Collins (Peterson)
1st Tues. every mo.	Library 6:00pm	Trochu Library Board	Peterson (n/a)
Dates Needed:			

Please send any corrections & additions to jamie.collins@townoftrochu.ca

MEETING APPOINTMENTS

(Delegations, Presentations, etc.)

Subject: Tax Sale Presentation

Date & Time: November 23rd, 2026 6:00 PM

Prepared By: Jamie Collins

Presented by: Edwin Dingha

STRATEGIC PLAN ALIGNMENT:



Economic Development	Partnerships	Fiscal Responsibility	Infrastructure
☑	☐	☑	☑

ATTACHMENTS:

APPROVAL:

Jamie Collins
Name

CAO
Title

Approved: ☑

MEETING APPOINTMENTS

(Delegations, Presentations, etc.)

Subject: Trochu Library

Date & Time: November 23rd, 2026 6:30 PM

Prepared By: Jamie Collins

Presented by: Davianna Hunt & Yvonne Hoppins

STRATEGIC PLAN ALIGNMENT:



Economic Development	Partnerships	Fiscal Responsibility	Infrastructure
☐	☑	☐	☐

ATTACHMENTS:

APPROVAL:

Name	Title	Approved:
Jamie Collins	CAO	☑

Town of Trochu Library Board Presentation
to the Town of Trochu Council
November 23, 2026

Objectives:

- **Update Town of Trochu Council on progress, issues and achievements and recommendations for future consideration relative to the Library's Strategic Plan of Service for 2023-2027.**
- **Highlight the increasing urgency for an investment in a facility update – for safety, accessibility and aesthetics**
- **Impacts of Legislative Changes on Library Services e.g. Bill 28, POPA etc.**

Items included in this presentation:

I. Review of TML Strategic Plan of Service for 2023-2027
II. Financial Situation 2026
  A. Revenue
    i. Stable Revenue
    ii. Trochu Municipal Library Society – Financial Support
  B. Expenses
  C. Marigold Levy
  D. In-Kind Municipal Contributions
  E. Reserves and Term Deposits
    i. Operating Reserve
    ii. Building and Capital Reserve
    iii. Opportunity Reserve
    iv. Term Deposits
III. Budget 2027
IV. Data, Programming and Policy Progress
  A. Data Enhanced Decision-making
  B. Policy Compliance
  C. The Board
  D. Staffing
    i. Student Hire – possibilities
V. Capital Planning

VI. Summary and Requests

Appendix A – Recommendations for Strategic Direction

Appendix B-Town of Trochu Library Board Approved Budget for 2027

In 2026 the Town of Trochu Library Board has analyzed and reviewed the Strategic Plan for Service (January 2023-Dec 2027) and the goals and objectives set out.

Review of the Strategic Plan of Service (January 2023-December 2027)

Original Plan adopted October 2022

Board approved Review November 2026

MISSION STATEMENT:

The Town of Trochu Library is the welcoming heart of the community where literacy, discovery, creativity and connections are supported.

- Adopted by the Town of Trochu Library Board, June 2022

GOAL 1

Trochu Municipal Library will engage young readers in early literacy.

GOAL 2

Trochu Municipal Library will provide public access to the internet which enables residents and new immigrants to connect to the online world to know their community, find resources and seek services.

GOAL 3

Trochu Municipal Library will stimulate the imagination through reading, viewing and listening for pleasure. The library will help residents satisfy their curiosity and engage in lifelong learning.

GOAL 4

Trochu Municipal Library will provide a comfortable place, physically and virtually for residents and staff.

GOAL 5

Trochu Municipal Library commits to good stewardship of resources and the focused and transparent operation of the organization.

GOALS, DESCRIPTIONS, OBJECTIVES and MEASUREMENT

GOAL 1

Trochu Municipal Library will engage young readers in early literacy.
Children from birth to 5 will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

Objectives

1. Actively promote the One Thousand Books by Kindergarten program in 2023.
    a. *Promoted on FB, posters, brochures, bookmarks. Generally, no uptake.*
    b. *Have tried to identify why it isn't drawing participants.*
    c. *Contacted other libraries and their program is also not very active.*

Although effort has been put into advertising and creating interest in the 1000 Books before Kindergarten program, the library is challenged to get even minimal enrolment in the program.

***Recommendation 1**: It is not useful to keep promoting 1000 Books by Kindergarten as it is not getting uptake. Therefore, a new program/approach to promoting early literacy is required.*

2. Introduce free membership for playschool students in 2023.
    a. *In 2024 it was expanded to include grade one and younger.*
    b. *This has had some response for new memberships from this age group.*

***Recommendation 2**: Continue the free membership for grade one and younger students. Create a flyer to be included in school information sent home in early fall.*

3. Organize K and playschool tours of the library in 2026.
    a. *Have held tours for the kindergarten and sometimes for the playschool usually in June. No tours in 2025 as contact was late.*
    b. *2026 had two groups of K tour in June.*
    c. *Intend to send a reminder flyer to the school in September to be included in agenda packages*

***Recommendation 3:** Survey the playschool and daycare moms/caregivers to see what programming/services they would like or recommend.*

***Recommendation 4**: Survey the playschool and daycare staff to what programming or services they would find helpful and engaging. This might include staff outreach by visiting the daycare and playschool bringing books to read and presenting information to be taken home regarding the library and free memberships.*

4. Develop Library Outreach and Library Awareness events in 2023.
    a. *Participate each year in the Highway Clean Up (May), Flapjack Fiesta (October) and the Arboretum Christmas Market (November).*
    b. *2022, 2023,2024 and 2025 had a float in the July 1st parade.*
    c. *Annual book sale of donated and purged books is a prominent annual July 1st event. This began in 2021.*

5. Encourage partnerships that offer weekly programming for children 0-5.
    a. *McMan partnership dissolved in 2024 due to performance issues.*
    b. *FCSS partnership began in 2025 and is on-going with 8 individual events with 14 participants between the ages of age 2 - 12.*
    c. *In 2024, the library moved to library-created programming.*
        i. *2024 – 55 programs with 251 participants*
        ii. *2025 – 65 programs with 450 participants.*
        iii. *Since January 2026, programming participation has declined. Overlapping programming by other groups may be part of the issue.*
        iv. *One of the most popular events is the Halloween party. Another popular event was the Speaker series in the summer of 2026 when the farmer, Deb, brought in her chickens. K'*
    d. *The library partnered with the Arboretum to have a 'Story Walk' displayed along one of the paths for the month of August.*

Partnerships are one aspect of programming and should be nurtured when appropriate and suitable to the objectives of the library.

Recommendation 5: *Partner with the Arboretum to have at least one Story Walk display in 2027. This Story Walk will need to be developed over the winter.*

Recommendation 6: *Research summer programming options from other organizations (such as the Arboretum) and work towards a partnership approach to avoid overlapping and competing programs for this limited group of participants.*

In 2025 the library board determined that in-house programming was having better participation and supported the creation of programming with increased staff hours and budget.

The in-house summer reading program for 2026 was well-received with 52 participant age 14 and younger reading 135 books.

Recommendation 7: *Review the programs offered and seek input from the community about what programming it would support. Research the programming offered elsewhere and continue efforts to offer relevant programs for all age groups.*

GOAL 2

Trochu Municipal Library will provide public access to the internet which enables residents and new immigrants to connect to the online world to know their community, find resources and seek services.

Residents will have high speed access to the digital world with no unnecessary restrictions or fees to take advantage of the wide range of resources and services available through the internet.

Residents will have a central source for information about the wide variety of programs, services and activities provided by community agencies and organizations.

New immigrants and refugees will have information on citizenship, English/French language learning, employment, public schooling, health and safety, available social services and any other topics that they need to participate successfully in Canadian life.

Objectives

1. Track the number of library visits both in-person and virtually within the year to understand usage patterns to inform decision-making.
    a. *Some numbers are estimates based on one-week per month tracking and some are actuals as reported on library system reports.*

Year	*In person (estimated number)*	*Website (actual number)*
2024	*4150*	*2016*
2025	*5100*	*3181*

    b. *As a result of patron attendance data, the hours on Saturday were eliminated and Tuesday evenings added in 2023. The total hours of operation were reduced by 3 hours which have been re-allocated to administrative work and outreach. Twenty-five hours of operation is above the operational hours of most libraries serving a population of about 1000 people.*
    c. *The Tuesday evening has been utilized by the Shelf Indulgence Book Club.*
2. Develop ways including an introductory brochure of library services to engage residents and new immigrants in understanding the resources available at the library.
    a. *A "Welcome to the Library" brochure was created in 2024.*

Recommendation 8: *Update the "Welcome to the library" brochure for strategic distribution. This should include adding a Library Service brochure to town utility bills/newsletters once a year. This will need both a paper copy for mail out and an electronic copy for those who receive their invoices on-line.*

Recommendation 9: *Research and analyze the impact of removing the library membership fee.*

3. Ensure there is continuing education of staff and board members annually.
    a. *The Library Manager has enrolled in the Library and Information Technology Diploma program and completed 2 courses in 2026. She is enrolled in additional classes for fall 2026 with an intended diploma completion date of 2028.*
    b. *Staff have completed more than 31 (Niche Academy, Web Junction, Library Aware and Marigold TEAM offerings) since Jan 2025.*

Recommendation 10: *Build in continuing budget support for staff education.*

4. Ensure that social media posts are frequent and informational to keep the library profile positive and current.
    a. *There have been 925 FB posts in 2024, 2025 and half of 2026 (approximately 130 weeks). This is an average of 7 posts per week.*
    b. *There are 281 followers on FB as of Sept 2026. The Community Survey conducted in fall 2025 noted that FB posts are the top means by which community members find information regarding the library.*
5. Continue to update public computers.
    a. *The Board along with IT funding from Marigold purchased the following:*
        i. *2024 – laptop*
        ii. *2025 – purchased new front desk circulation computer*
        iii. *Marigold IT funding was eliminated in 2026. The Board and the TML Society budgeted for the purchase of a new public computer and a 3-D printer. Unfortunately, the computer was double the allotted budgeted expense.*
6. Continue to offer printing and fax services.
    a. *Money accumulated from printing and fax services is noted separately in the deposit.*
    b. *Analysis of the income and expenses of this service were reviewed in 2026. The income was not sufficient to cover inputs and prices were raised in fall 2026.*
7. New residents and immigrants will be consistently invited to use of the library for a variety of purposes.
    a. *There is no formal mechanism to track new residents and immigrants or a 'welcome to Trochu' process. Information is currently spread by word-of-mouth, perhaps FB or posters.*

GOAL 3

Trochu Municipal Library will stimulate the imagination through reading, viewing and listening for pleasure. The library will help residents satisfy their curiosity and engage in lifelong learning.

Residents will find materials to enhance their leisure time when and where they want them and will have the help they need to make choices from among the options.

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Objectives

1. Increase the # of books and resources available in the library and promote additional resources that can be accessed.

Year	*Current Collection*		*Withdrawn*		*Acquired*	
	Print items	*Non-print*	*Print items*	*Non-print*	*Print items*	*Non-print*
2021	*6942*	*236*				
2024	*7268*	*274*	*1261*	*34*	*536*	*3*
2025	*6720*	*276*	*923*	*2*	*336*	*3*

***Recommendation 11**: Revise Goal 3, Objective #1 to focus on increasing the number of resources "in the highest usage collections" to keep the collections relevant and in circulation.*

2. Increase the # of memberships in all age groups/categories.
    a.

Year	*Active memberships*
2021	*202*
2022	
2023	
2024	*260*
2025	*248*

    b. *Information on population categories is relatively non-existent.*
    c. *Purging of memberships who are not active for a period of 3 years occurs through Marigold annually.*

3. Perform weeding of resources on a 3-year cycle.
    a. *A formal plan for weeding of resources was implemented in 2025.*

b. *It utilizes two types of data available to the library - Turnover rate by collection[1], and Item Circulation by Collection.*
c. *Weeding parameters were described for purge purposes.*
d. *It is a three-year cycle for purging all the collections and is on - or ahead of – the target to have the collection completely purged once by June 30, 2027.*
e. *Weeded books are placed in the Annual Book Sale and proceeds returned to the general revenue.*

4. Hold an annual book sale which includes weeded resources and donated resources.
    a. *Book sales have raised a total of $6,871 over the past 5 years (2022 - $1719; 2023 - $1190; 2024 - $1162; 2025 - $1646; 2026 - $1,154). This is an average of $1375 per year.*
    b. *Significant local donations of used books have also supported the Library's Annual Sale.*

5. Identify the "population categories" and develop or partner for relevant programming for each category.
    a. *The focus has been to on the development and implementation of early literacy programs.*
    b. *Passive programming aimed at adults includes the puzzle, Shelf Indulgence book club (established 2023) and some special speakers.*

***Recommendation 12**: Develop programming suitable for adult and senior participation.*

GOAL 4

Trochu Municipal Library will provide a comfortable place, physically and virtually for residents to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking and encourage continued support for the library.

Objectives

1. Ensure the hours of operation and events/programming are targeting specific audiences and their needs.
    a. *The Board analyzed the collected patron usage data and the hours of operation of similar sized libraries. In 2023, the 7 operational hours on Saturday were eliminated and 4 hours on Tuesday evening were added. This allowed some realignment of hours for programming, administration and outreach.*

2. Develop a capital plan and capital reserve to enhance the comfort of the library space.

[1] A 'collection' is a genre or similar grouping of resources (fiction, non-fiction, etc).

a. *Two significant reserves – Operational and Capital - were instituted in 2023.*
b. *Enhancements include the new library front desk, redesigned computer area, addition of a coffee bar, storage in the office area and installation of the security camera.*
c. *A CFEP Grant application for a significant refresh has been submitted. This work is also intended to improve the access for mobility challenged individuals.*
d. *The Library Board has continued to lobby for the Town of Trochu to address the structural issues in order that it be accomplished before further work gets underway to refresh the facility.*

3. Manage the library's profile and messaging to enhance the library as a positive, inviting place in the heart of the community.
    a. *In 2021, the Board began ensuring 3-5 key messages were reported to Town Council by the town's liaison to the board. These are sometimes reported in the paper.*
    b. *The Board has participated in high-profile fundraising events such as the Friends of the Library, the Highways clean up, Casino and the Book Sale.*
    c. *Since 2022, the Board has made an annual presentation to Town Council to provide information on both progress and challenges. The report and presentation appear to be well-received and resulted in a small increase in funding and the agreement for a COLA-based annual increase.*

4. Undertake a deep cleaning annually.
    a. *A significant deep cleaning was undertaken in 2024 and 2025 which has helped refresh the library.*

GOAL 5

Trochu Municipal Library commits to good stewardship of resources and the focused and transparent operation of the organization.

The Board commits to understanding financial, governance and operational policy, using evidence-based decision-making and striving to improve the library and its operation.

Objectives

1. To review and update 1/3rd of its policies annually.
    a. *In 2021, the Library Board became aware that they were not in compliance with the 10 legislatively required policies. These were developed and submitted to Public Libraries Services Branch by Dec 31, 2022, to ensure legislative compliance.*

b. *The Board has renewed or developed 27 policies. There remain 5 policies that have not yet been updated or revised.*
c. *The Bylaws require a rework in light of the clear separation needed between the Board and the Society.*
d. *Legislative changes require a rewrite of the FOIP bylaw to be compliant with the POPA and ATIA requirements. This will include the development of policies and procedures.*
e. *Developing concerns in Artificial Intelligence (AI) and Bill 28 will likely require some policy development and/or revision.*
f. *A number of policies are scheduled for review as part of the 3 year cycle of renewal.*

2. To understand and analyze the financial parameters to make accurate decisions regarding most aspects of the library.
    a. *The Board has developed a systematic approach to budget development, reporting functions and understanding the parameters of the budget.*
    b. *The relationship with the Trochu Municipal Library Society is nurtured so that it continues to support the Mission and Objectives of the Town of Trochu Library Board.*

3. To maintain accurate, timely reporting to those local and provincial structures who require reporting.
    a. *Reporting which includes The Annual Report to Marigold Library System, the Public Library Services Branch documents for reporting and applying for the provincial grant, and the documentation required by the Town are filed accurately and timely. These documents are used to provide the Board with data for decisions.*

4. To create and publish electronically an annual report.
    a. *While the intention was to publish an annual report, the sheer amount of work to prepare it while so many other policy demands needed attention made it impossible within the limits of our volunteer board. Therefore, this is the first annual report prepared by the Library Board.*
    b. *The analysis required to create this report is a significant building block for the development of the Five -Year Strategic Plan for 2028-2032.*
    c. *The annual report provides analysis of service structures in order to enhance, adapt or discontinue services as the needs of the community are identified.*

5. To value the collaborative relationship between the Board and the Library Manager with frequent communication.

a. *The Board ensures that policies, budget plans, services and programs as well as reporting mechanisms are created/updated/revised as needed with collaborative input from the Board and the Library Manager.*
b. *The Library Manager is encouraged to provide expertise and lived experience to the creation of policies, services and programs, reporting tools and budget matters. She is encouraged to bring issues, insights and possible solutions to the attention of the Board.*
c. *The library manager has demonstrated increased participation on committees and provides significant input into policies, budget, services and programs.*

6. To strive to improve library services based on community needs and input.
    a. *A Patron and Community Survey was carried out in the fall of 2024, 2025 and 2026. The results were analyzed and shared with the Board and the Manager to assist with data-based decision-making regarding the satisfaction of patrons and the suggestions for service enhancement.*

SUMMARY

Major successes of the Strategic Plan in its first four years:

1. *Reached compliance on the 10 Legislatively required policies. Revising policies to be complaint with Bill 28.*
2. *There is data supporting the increase of library outreach and library awareness.*
3. *Library programming and participation has increased with the in-house approach.*
4. *There is increased partnership with community organizations that are consistent with the mission and objectives of the library.*
5. *The library has been successful in its fundraising and in creating new revenue streams.*
6. *The library has been systematic in its data collection and analysis, gathering community feedback, establishing and managing budget, establishing reserves and reporting to the various governance agencies.*

Challenges for the next year and the development of the 2028-2032 Strategic plan:

1. *Enhancing the building safety and increasing the accessibility. Refreshing the interior in a significant manner. Application has been submitted for a CFEP grant.*
2. *Continuing to pursue programming and services for the broad range of patrons - young readers, teens, adults and seniors.*
3. *Maintaining a focus on the large amount of policy work*
    a. *Rework of the by-laws.*
    b. *Responding to the requirements of Bill 28 despite no additional funding.*
    c. *Complying with POPA and ATIA with no additional funding.*
    d. *Refreshing existing policies.*

4. *Enhancing community partnerships which support the mission and objectives of the library.*
5. *Fundraising when budgets are tight and many good causes need funds.*

Appendix 1: List of Recommendations

Recommendation 1*: It is not useful to keep promoting 1000 Books by Kindergarten as it is not getting uptake. Therefore, a new program/approach to promoting early literacy is required.*

Recommendation 2*: Continue the free membership for grade one and younger students. Create a flyer to be included in school information sent home in early fall.*

Recommendation 3: *Survey the playschool and daycare moms/caregivers to see what programming/services they would like or recommend.*

Recommendation 4*: Survey the playschool and daycare staff to what programming or services they would find helpful and engaging. This might include staff outreach by visiting the daycare and playschool bringing books to read and presenting information to be taken home regarding the library and free memberships.*

Recommendation 5: *Partner with the Arboretum to have at least one Story Walk display in 2027. This Story Walk will need to be developed over the winter.*

Recommendation 6: *Research summer programming options from other organizations (such as the Arboretum) and work towards a partnership approach to avoid overlapping and competing programs for this limited group of participants.*

Recommendation 7: *Review the programs offered and seek input from the community about what programming it would support. Research the programming offered elsewhere and continue efforts to offer relevant programs for all age groups.*

Recommendation 8: *Update the "Welcome to the library" brochure for strategic distribution. This should include adding a Library Service brochure to town utility bills/newsletters once a year. This will need both a paper copy for mail out and an electronic copy for those who receive their invoices on-line.*

Recommendation 9: *Research and analyze the impact of removing the library membership fee.*

Recommendation 10: *Build in continuing budget support for staff education.*

Recommendation 11*: Revise Goal 3, Objective #1 to focus on increasing the number of resources "in the highest usage collections" to keep the collections relevant and in circulation.*

Recommendation 12*: Develop programming suitable for adult and senior participation.*

I. Financial Situation in 2026

A. Revenue

Trochu Municipal Library has three 'stable' or consistent funding sources. These include: the Town of Trochu annual allocation, the Marigold Library System grant and the provincial government grant through Public Library Services Branch.

i. Stable Revenue

The annual reported revenues from the Town of Trochu annual allocation, the Marigold Library System grant and the provincial grant are:

Funding source	2024	2025	2026
Town of Trochu annual allocation	$24,000	$24,000	$24,312
Marigold Library System grant	$3,300	$3,300	$3,300
Provincial grant (Public Library Services Branch)	$14,925	$14,925	$14,925
Total stable revenue	**$42,225**	**$42,225**	**$42,537**

- The Town of Trochu is the library's primary funder. The town's allocation covers approximately 75% of the salaries or 42% of the total expenses.

- The Marigold Library System grant is on a per capita allotment – and is a partial return from the annual levy.
- The Provincial Library Grant is provided based on a per capita allotment after an annual application submission. There was a significant increase in funding for 2023 which has been maintained.
- These stable revenues fund approximately 75% of the total annual cost of operating the library.

ii. Variable Revenue

There are other sources that provide variable amounts: donations, memberships, Board fundraising and an allocation from the Trochu Municipal Library Society.

The following chart shows the variable revenue over the past years and to the date of Oct 30, 2026.

	2024	2025	2026 (as of Oct 30, 2026)
Donations	$2719	$380	$50
Memberships	$870	$865	$660
YIIP grant		$1400	0
Fundraising			
- Calendar drive	$4204	$5194	$4066
- Bottle returns	0	0	
- Book Sales	$1490	$1646	$1154
- Friends of the library (FOL)	$75	$300	
- Highway clean up*	$2129	$2129	2231.50
- Joint Fundraiser (Oct '23)	-		
Other			$407
Society Allotment	$3452	$10,952	$8085
Total	$14,939	$22,866	$16,653.50

- Funds from each revenue stream are accounted for separately in the deposit to maintain transparency, accountability and the cost-benefit analysis for each funding stream.
- The Highway Clean up* is contracted by the Trochu Municipal Library Society and will **not** be included as a fundraising item in the 2026 Board budget. However, continued good relations with the Society means they intend to allocate the additional $2100 to the library.6039

iii. Trochu Municipal Library Society – Financial support

Trochu Municipal Library Society (Society) was incorporated in December 1990 with a single purpose: "To establish and maintain a library and reading room." The Society's bylaws were updated in May 2025 and accepted by the Registrar of Corporations. The TML Society is subject to the *Societies Act* which requires specific reporting annually.

TML Society holds the **lease** for the Town of Trochu building in which the library is located. The existing lease was signed in 2018 for a ten-year period.

The Society and the Library Board have collaboratively budgeted approved expenditures over those three years during which the money must be spent. The Trochu Municipal Library Society has allotted $8500 to the library for 2026 to assist with purchasing books, paying the Marigold Levy and assisting with computer purchases. The Trochu Municipal Library Society's next casino is in February 2027.

The significant partnership between the Town of Trochu Library Board and the Trochu Municipal Library Society allows for progress toward several goals including the renewal of library resources and programming enhancements.

Observations that underlie this year-over-year comparison of expenses:

- Employee salaries and benefits are the most significant cost of the total expenses. Competitive wages are critical to attracting and retaining skilled employees. Based on the Town of Trochu's **Cost of Living Adjustment policy** 2024-12-16-01, the Library Board requests consideration for an annual COLA adjustment to the allocation. The Town's allocation covers about 75% of the annual wages so it would be reasonable to apply the COLA to the entire allocation.
- The operating costs of the building decreased slightly in 2023 due to the decrease in utility costs when the library's utilities were moved under the umbrella of the town. These costs increased significantly in 2026.
- Expenses such as book purchases, programming, technology purchases, administration, the Marigold Levy, and insurance are covered by fund-raising, donations and the allocation from the Society.

B. Marigold Levy

The Marigold Levy is a per capita charge with two parts. The Town of Trochu paid $6.35 for each of its 997 residents, a contribution of $6,330.95. The Library Board paid $4.50 per capita, a contribution of $4,486.50. Together, they contributed $10,817.45 in 2023.

However, the value of services, both direct and indirect, provided through the pooling of resources appear to far outweigh the investment. Marigold provides a summary to each Town council of the "direct" cost and quantified return.

For several years, Marigold has provided a Services Grant ($3,300); IT capacity fund ($1,000); materials allocation (approximately $2000); Shared Collection budget ($675) and insurance on the collection ($1,031). However, the **IT capacity fund** has been discontinued and the cost of upgrading computers and printers will be part of the Board's budget.

Additionally, and not easily quantified, Marigold provides professional consultation, IT and Network Support, collection services, training, delivery services, purchasing programs and discount, as well as communication and marketing support to the staff and the Library Board.

C. In-Kind Municipal Contributions

Town of Trochu:

- Owns the building which is leased to the Trochu Municipal Library Society; does not charge rent.
- Contributes the municipal levy portion of the annual membership in the Marigold Library System which has many benefits for the Trochu Municipal Library.
- Pays insurance on the building.
- Provides maintenance, garbage pick-up, water and sewer at no cost.

D. Reserves and Term Deposits

To mitigate the fluctuation of variable funding and to provide funds for longer-term planning as outlined in the Strategic Plan for Service, the Board set up 3 types of reserves in 2022.

i. Operating Reserve

An Operating Reserve is a designated fund set aside by the Board intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss of funding, or uninsured losses.

The Board purchased two GICs ($10,340 and $8,180), which are renewed annually to meet its Operating Reserve goal.

ii. Building and Capital Asset Reserve

The Building and Capital Asset Reserve provides a source of funds for repair, renovation or acquisition of buildings, leaseholds, furniture, fixtures and equipment necessary for the effective operation of the library.

This fund may be the source of capital to access other grant opportunities. Many grant applications require "matching funds" and usually require cooperation and support from the Town of Trochu as the owner of the building.

In 2022, the Board was able to set aside $2,500 for the B&C fund. In 2023, the Friends of the Library donations raised $4340 for Capital expenditures; the Board rounded up to $5000 and invested in a GIC. This reserve and accrued interest is now $10,340 and is in a GIC.

iii. Opportunity Reserve

The Opportunity Reserve provides funds to meet special targets of opportunity that further the mission of the Library Board which may or may not have specific expectations (e.g. book purchases, special program initiatives). Successful fundraising allowed reserves to be set up for specific 2023 - 2025 purposes; however, there are no Opportunity reserves set up for 2026.

iv. Term Deposits

To make the reserves 'work' after they are established, the Board has taken the opportunity to set funds that have a longer 'shelf life' into term deposits/GICs.

II. Budget 2027

The budget for 2027 has been approved by the Board. It is predicated on receiving the same allocations as 2026 from the Town of Trochu, the Provincial Government and Marigold Library System as well as continued fundraising and the allocation of monies from the Society.

The 2027 budget has been included as **Appendix B.**

III. Data, Programing and Policy Progress

A. Data Enhanced Decision-making

The collection of data for analysis to inform decision-making continues to be a useful tool for the Board and staff on several topics.

In 2024 after analyzing attendance data for imported programming, the decision was made to develop **in-house programming** – active and passive - tailored to our community needs and interests. Some observations:

- Passive programming brings an assortment of patrons into the library increasing the likelihood of continued library use. The "Shelf Indulgences Book Club" has high attendance among adults. Other passive programming opportunities include: the puzzle corner, contests, Lego Club, after-school Teen program and name your favorite author/book.
- In-house programming is a work-in-progress but is seeing gradual improvement in participation which brings our per participant cost down.

Data was collected on the **use of the public computers** which is a service the library offers patrons. Data indicates that computer usage has decreased perhaps in conjunction with increased household computer access. The Board decided to reduce the number of public access computers and other related outdated technology and purchase one new laptop. This allows the current computer area to be reconfigured and used more efficiently.

Another source of data is the **Patron and Community Survey** which provides information on a range of topics including patron satisfaction and suggestions for change. In 2026 the survey was conducted through email, web links, Facebook and paper surveys. The Board and staff analyze the data collected to inform decisions on programming, resources and other operational items.

Data has been used to track the **usage patterns** for the library. As a result, the library is open 4 days a week (Tuesday – Friday) for a total of 25 hours. There is one evening (Tuesday) opening.

B. Policy Compliance

The Legislation outlines **ten required policies** for a Library. In 2022, the Board discovered that these policies were either not developed, badly outdated or had not been submitted to Public Library Services Branch. In 2024 the full slate of ten required policies was completed and submitted in full compliance with the Legislation. The Board continues to develop and renew policy on a regular basis.

C. The Board

There has been no new recruitment of board members. Board members is a significant accomplishment. In fall 2026, the Board has 8 members. (Minimum is 5; maximum is 10).

The Board members are actively engaged and bring different skills, perspectives and knowledge which has created a significant synergy for the library. This is evident in the fund-raising, the accomplishment of strategic goals, and the active participation in committees and meetings. This Board also attends to succession-planning by actively seeking new members who provide fresh perspectives and needed skills.

D. Staffing

Staffing has stabilized over the last year. Typically there has been a Library Manager, a library clerk or assistant manager.

Leah Tremblay has been the Library Manager since February 2025. In 2025, **Cheryl Lemay** was hired as the library clerk. The Board is hopeful that the staffing is now stable and will remain long-term.

i. Work Experience, Summer Intern and YIIP grant

Over the past years, the library has been a work experience placement for interested high school students. In 2026, Cora Park did a placement at the library and when the Board determined we were able to offer some paid summer hours. The TML Board was not successful at obtaining a YIIP grant. Cora assisted the library with some additional support for resource weeding, updating the social media pages and increasing programming.
The Board is pleased that patrons reported on the Patron and Community Survey that there is high satisfaction with the cheerful and efficient service they receive when using the library.

IV. Capital Planning

A lease for the building in which the library is located was signed for a 10-year period and needs to be reviewed.

Goal 4 of the Plan for Service states that "Trochu Municipal library will provide a comfortable place, physically and virtually, for residents." The Building and Capital committee is planning for significant updating of the interior including reconfiguring the space to create more opportunity for programming, reducing clutter, painting the interior and replacing the carpet with laminate.

A significant limitation on current programming is the lack of space for worktables or meetings.

Some upgrades are within the scope and financial resources of the Library Board; some will require the Town of Trochu to approve, help fund and support grant applications and unfortunately some – like more programming space – require a major building project.

Of continuing and increasing concern is the cracked front window which is likely a result of the sinking foundation identified by the **MPE engineers' report** in 2023. The Patron and Community Survey identified this as an issue that should be addressed. As well, it is increasingly important that **accessibility issues** caused by the design of the front door be remedied. The Seniors' Outreach considered using the library as their meeting place, but the entry is not accessible. The library board has applied for a CFEP grant and the status of the grant is unknown currently.

We are concerned that interior work the Board would like to undertake will be compromised when work to restore the front of the building is undertaken by the town.

Because structural renovations would have significant impact on the operation of the library, it is very important to us to be involved in the planning and scheduling. These are much needed renovations to enhance the operation of the library in the manner both Council, the Board and the community envisions.

V. Summary and Requests

1. The Town of Trochu Library Board has approved its 2027 budget based on the Town's annual allotment being maintained at $24,312. This amount represents about 42% of the annual cost of operating the library.

2. The Library Board recognizes that competitive wages are critical to attracting and retaining engaged employees. Based on the Town of Trochu's **Cost of Living Adjustment policy** 2024-12-16-01, the Library Board requests the addition of the annual COLA adjustment to the allocation. The Town's allocation covers about 75% of the annual wages so it would be reasonable to apply the same COLA to the entire $24,000. This increase would be relatively small but very important to the library.

3. The Library Board has used its fundraising success and strong community support to provide in-house programming and service improvements. Board fundraising is about 26% of the annual operating budget.

4. The Board set up reserve funds to ensure the continued operation of the library and decrease fluctuations in funding for programming options and book purchases.

5. The Building and Capital Planning committee requires a partnership with the Town of Trochu to achieve its goals.
   a. There is urgency to address the structural issues that are becoming increasingly evident and potentially dangerous at the front of the building.
   b. Remediation of the structural issues should include a redesigned front entry to enhance accessibility but does not reduce the interior space of the library.
   c. The committee's plans for interior re-design are hampered with the necessity of repairs to the building's exterior and entrance.
   d. It is becoming more urgent – and likely more costly – to make the repairs. Can we investigate the actual cost and find a way to fund this much needed upgrade?

TOWN OF Trochu Library-	Approved Nov 3, 2026		Business Growth Account	GIC
Final 2027 Budget			2026 Year end -$35,580	1. - Capital & Building- $10,860@2.5% due Dec 19
Revenue	Budget			2. Operational Reserves- $10,340@ 2.5% due Dec11, 2026
BANK TRANSFER- casino				3. Capital & Building- $8180.00@ 2.5% due Dec11, 2026
Town	$ 24,600.00			
PROVINCIAL	$ 14,925.00			
MARIGOLD	$ 3,300.00			
BOOK SALES	$ 200.00			
DONATIONS	$ 1,200.00	Ember		
		Cash		
Trochu Municipal Society	$ 8,600.00	TMLS		
		Insurance - $1600		
		Book Purchase- $3000		
		Marigold Levy $4500		
FUNDRAISING	$ 4,100.00	CASH		
CALENDAR 2028		$ -		
Highway Clean Up		$ 2,100.00		
New Fundraising Project /ELBR		$ 1,000.00		
Used BOOK SALES		$ 1,000.00		
FOL/FURNITURE				
OTHER				
	OTHER- BKINT/GIC/TFS			
		SUBTOTAL		
MEMBERSHIPS				
FINES/fax/pri	$ 100.00			
TOTAL REVENUE	**$ 57,025.00**		**$ -**	
EXPENSES				
MARIGOLD LEVY	$ 4,500.00			
STAFF SALARIES	**$ 34,000.00**			
WCB	$ 200.00			
BENEFITS	$ 300.00	EDUCATION		
EXPENSE CLAIMS				
CRA	$ 4,800.00	CRA		
BOARD	$ 150.00	CONFERENCE		
Hospitality	$ 500.00	Snacks		
Insurance	$ 1,600.00	INSURANCE		
Honorariums	$ 180.00			
	$ 400.00	Marketing/décor		
Bank Fees	$ 60.00			
UTILITIES (gas)				
electrical	$ 4,000.00	Utilites		
phone/internet	$ 500.00			
SUPPLIES	$ 100.00	POSTAGE		
office	$ 1,000.00			
janitorial	$ 400.00			
Euipment Furniture	$ 250.00	EQUIP/FURN		
Fundraising exp		FUNDRAISING		
Printer	$800.00	Computer/ Supplies		
PROGRAMMING	$ 500.00	PR		
BOOK PURCHASES (SH)	$ 3,000.00			
GIC Purchases/Bank Transfer				
Other	$ 100.00			
Total Expenses	$ 57,340.00	$ -		
Deficiet	***$ 315.00***			
Bank Balance				

Appendix

The Town of Trochu Library Board thanks you for this opportunity to update Town Council on our progress and the plans for successful and transparent operation of the Trochu Municipal Library. We greatly appreciate your continued support!

MEETING APPOINTMENTS

(Delegations, Presentations, etc.)

Subject: Trochu Promotion

Date & Time: November 23rd, 2026 6:45 PM

Prepared By: Jamie Collins

Presented by: Drew Kenworthy - Blue Squall Media

STRATEGIC PLAN ALIGNMENT:



Economic Development ☑



Partnerships ☐



Fiscal Responsibility ☐



Infrastructure ☐

ATTACHMENTS:

APPROVAL:

Jamie Collins
Name

CAO
Title

Approved: ☑

MEETING APPOINTMENTS

(Delegations, Presentations, etc.)

Subject: Trochu Arboretum Annual Presentation

Date & Time: November 23rd, 2026 7:05 PM

Prepared By: Jamie Collins

Presented by: Terry Myers

STRATEGIC PLAN ALIGNMENT:



Economic Development	Partnerships	Fiscal Responsibility	Infrastructure
☐	☑	☐	☐

ATTACHMENTS:

APPROVAL:

Name	Title	Approved:
Jamie Collins	CAO	☑

Trochu and District Arboretum

November 2026
presentation to Town Council



Current Executive and Board

- President — Terry Myers
- Vice-president — Brian Peterson
- Secretary — Carl Peterson
- Treasurer — Bonny Schaan
- Director — Bev Meding
- Director — Deb Knievel
- Director — Vacant
- Town Liaison — Jamie Collins (non-voting)

Board Organization and Early Tasks

- Determine 2026 budget and what commitments had been allocated
- Set up structured meetings, minutes and budget reporting
- Obtain usernames and passwords
- Determine the links and relationships established by last Board
- Determine beneficial relationships
- Set up committees

Strategic Planning – two entities

ARBORETUM

- Understand the historical context and intent/mission
- Shared responsibility
- What has changed in 36 years?

SOCIETY

- Historical structure (bylaws, incorporation, charitable status, mission)
- What elements or features have been added from original intent?

Analysis

- Threats
- Opportunities
- Weakness in current model
- Strengths of current model

Next Steps for Strategic Plan

- Articulate a clear mission
- Set goals and objectives for the next 3-5 years
- Update the Society bylaws to ensure continuity and succession planning
- Build in the renewal of long-term planning and data collection
  - The MOU
  - Area Description and Project planning
  - Arboretum map
  - Data base of trees, shrubs, etc.
- Develop policy to guide operations and accountability
- Define a budget process linked to objectives

Financial

- April 2026
  - Casino $7,916 (committed to summer 2026 plants)
  - General $39,000
  - Grant $5,000 (committed to Path project)
  - No budget established
  - Two previous years showed a net loss

- Current (Oct 2026)
  - Casino $31,235
    - Moved $20,000 into a GIC
  - General $54,500
    - Purchased GIC $10,000
    - New Savings account $25,000 (includes Path fund of $15,000)
    - Chequing $19,500
  - Developing Budget 2027
  - Developing Financial policies

Area Descriptions and Project Planning

- Developed among the Town, the Society and the manager
- Divided the Arboretum into 29 areas
- Described each area
- Planning for maintenance, development and projects
- Identified priority project(s) for 2027
- Allocation of budget based on priorities

Planting Plan Development for 2028

- Require a written plan by late summer 2027
- Consider how to engage community in the design process
- Tender the plant order for 2028 to area greenhouses
- Consider a plan to replace the 30+ ceramic pots with self watering

Major improvement project

- Developing a realistic plan to redevelop the pathways in 2027
  - For accessibility
  - Will likely be phased in as budget allows
- Budget reserve has been started but it will not cover estimated costs
  - FCC grant
  - Family donation
  - Arboretum funds

MOU

- Reviewed the previous MOU
- Some changes:
  - Focus on shared responsibility and cooperation
  - New job description(s) and performance review
  - Joint commitment to the annual planting plan
  - Joint development and maintenance of several databases (equipment inventory, trees/shrubs, complete budget statement)
  - Clarity on responsibilities
  - Continued regular communication

Summary

- Cooperation, collaboration and communication
- Shared vision for the Arboretum among the ‘players’
- The Board is very dedicated and invested
- The Board is aware of the various political elements
- The Board believes it has made progress by:
  - Working to identify and address issues
  - Developing accountability measures
  - Establishing consistent planning and processes, and,
  - Improving collaboration with the Town

Questions?

TOWN OF TROCHU
(26-81)
Request to Council for Decision

Meeting:	**Regular Council Meeting**
Date:	**November 23, 2026**
Prepared By:	**Zacharie Forest, Planner I, PRMS**
Originated By:	**Zacharie Forest, Planner I, PRMS**
Approved By:	**Jamie Collins, CAO** _____ (initials)
Title:	**Land Use Bylaw 2024-07 Rezoning**

BACKGROUND:

Christine and John Maki have applied to rezone their property at 414/416 Arena Avenue (Plan 8210AK, Block 2, Lots 19-22) from Central Business District (CB) to General Residential District (R-2). Proposed Bylaw 2026-17, which will amend the current Land Use Bylaw 2024-07, is being presented to Council for the first of three readings. A public hearing must be held prior to second reading of proposed Bylaw 2026-17. A public hearing is proposed to be held on December 21, 2026, to hear the concerns of people who claim themselves affected by the proposal.

The subject parcel is located on Arena Avenue, in the block to the north of Downtown (Attachment 1 – Key Location Map). The subject parcel is currently in the Central Business District (C-B) and is being used exclusively for residential purposes by the current owners. The parcel was originally the Town of Trochu office until the Town's office was moved to its current location in 2018. The parcel was then sold, and a cannabis retail sales business was operated from the principal building.

The applicants' rationale for the rezoning application is the high property tax bill that came with the former commercial uses of the property. The parcel was purchased for use as a residence only; there are no plans for commercial uses.

The neighbouring parcels on all sides of the subject parcel are in the General Residential District (R-2) and used for residential purposes. Attachment 2 shows the current land use districts of the area adjacent to the subject parcel.

DISCUSSION/ALTERNATIVES:

The Town of Trochu Municipal Development Plan (MDP) Bylaw 2023-05 sets the long-term vision for development within Trochu. Under 'Map 2 – Conceptual Land Use' and in accordance with policy 5.1.1, the subject parcel is shown in the areas identified for long-term residential development.

The proposed amendment to Land Use Bylaw 2024-07 aligns with the direction and policies of the MDP.

COLLABORATION OPPORTUNITIES:

- N/A

STRATEGIC PLAN ALIGNMENT:

Fiscal Responsibility
Maintaining a current and practical Land Use Bylaw helps ensure efficient administration of development applications and reduces the likelihood of non-conforming land uses.

IMPACT ON BUDGET:

- N/A

RECOMMENDED ACTION:

That the following motions be presented for consideration:

1. That Council give first reading to proposed Bylaw 2026-17, a bylaw to amend the Land Use Bylaw 2024-07.
2. That Council authorize a public hearing be held for Bylaw 2026-17 on December 21, 2026, at 7:00 p.m. to allow for any person who claims they will be affected an opportunity to be heard by Council.

ATTACHMENTS:

1. Key Location Map
2. Land Use District Map
3. Proposed Bylaw 2026-17

Prepared by: Zacharie Forest

Approved by: Jamie M Collins

Key Location Map – 414/416 Arena Avenue, Trochu, AB



Land Use District Map – 414/416 Arena Avenue, Trochu, AB



TOWN OF TROCHU
BYLAW NUMBER # 2026-17

BEING A BYLAW TO AMEND LAND USE BYLAW NO. 2024-07 OF THE TOWN OF TROCHU IN THE PROVINCE OF ALBERTA.

WHEREAS pursuant to the provision of Section 640(1) of the ***Municipal Government Act***, RSA 2000, Chapter M-26, the Council of the Town of Trochu (hereinafter called the Council), has adopted Land Use Bylaw No. 2024-07;

AND WHEREAS the Council deems it desirable to amend Land Use Bylaw 2024-07; and

NOW THEREFORE the Council hereby amends Land Use Bylaw No. Bylaw 2024-07; as follows:

1. Amend Part G Land Use Districts Map, by re-designating Lot 19-22 Inclusive, Block 2, Plan 8210AK (Civic address: 414/416 Arena Avenue) in the Town of Trochu from CB – Central Business District to R-2 – General Residential District as shown in Schedule A.

2. That this Bylaw shall take effect on the date of the third and final reading and signing of this bylaw.

READ A FIRST TIME THIS __ DAY OF _____, 2026.

READ A SECOND TIME THIS ____ DAY OF _____, 2026.

READ A THIRD TIME AND PASSED THIS ___ DAY OF _____, 2026.

_____ _____

MAYOR CHIEF ADMINISTRATIVE OFFICER

SCHEDULE: A



Legal Parcels

Amendment Area

Legal: Lots 19-22 ; Block 2; Plan 8210AK
From: Central Business (CB)
To: General Residential (R-2)

TOWN OF TROCHU
(26-80)
Request to Council for Decision

Meeting:	**Regular Council Meeting**
Date:	**November 23rd, 2026**
Prepared By:	**Jamie Collins**
Originated By:	**Jamie Collins**
Approved By:	**Jamie Collins, CAO** JC (initials)

Title: Trochu Housing Corporation 2027 Budget Approval

BACKGROUND:

The Trochu Housing Corporation has completed and approved its 2027 operating budget and business plan. Pursuant to the Corporation's bylaws, the budget must also be presented to and approved by Town of Trochu Council.

Accordingly, the approved Housing Corporation budget is being submitted to Council for review and consideration.

DISCUSSION/ALTERNATIVES:

The proposed budget is based on the planned operation of the new housing facility and includes 74 total units consisting of SL4/SL4D units, lodging units, and life lease units. The budget projects total revenues of approximately $3.416 million and total expenditures of approximately $3.416 million, resulting in a balanced budget.

Administration is not aware of any issues arising from the budget approved by the Housing Corporation and is presenting it to Council to satisfy the approval requirements contained within the Corporation's bylaws.

Option 1 - Approve the Budget (Administration Recommendation)
Approve the budget as presented by the Trochu Housing Corporation.

Option 2 - Refer Back to the Housing Corporation
Refer the budget back to the Trochu Housing Corporation for further review or amendment.

COLLABORATION OPPORTUNITIES:

The Housing Corporation continues to work with the Town, community stakeholders, and project partners in planning for the new senior housing development and its future operations.

STRATEGIC PLAN ALIGNMENT:

Partnerships
The Housing Corporation represents an important partnership between the Town and community volunteers working to expand local senior housing opportunities.

Economic Development
Additional senior housing options support community growth, workforce attraction, and resident retention.

Fiscal Responsibility
Review and approval of the Housing Corporation budget provides oversight and ensures compliance with the Corporation's governance requirements.

IMPACT ON BUDGET:

The proposed budget is a balanced budget with projected revenues and expenditures of approximately $3.416 million. Approval of the budget does not create any immediate additional budget impacts for the Town.

RECOMMENDED ACTION:

That the following motion be presented for consideration:

> **"That Council approve the 2027 Budget and Business Plan of the Trochu Housing Corporation as approved by the Corporation Board."**

Attached – THC 2027 Budget

Prepared by: Jamie M Collin

Approved by: Jamie M Collin

Trochu Housing Corporation **E**

REVISED Business Plan No. 7	Price per day	Price per day	Price per day	Price per day	
THC- New build - new location	$ 98.63	$ 98.63	$ 60.82	$ 89.45	
DETAILED REVENUE AND EXPENSE ANALYSIS - Year 1 (base year)			DRAFT 10.13.2026		
Units	40	16	18	74	**Partial Year 1**
Type of Units	**SL4/SL4D**	**Lodging**	**Life Lease**	**Total**	2027
Revenues	$ 36,000	$ 36,000	$ 22,200	PP Annual Fees	DRAFT
Rent revenue and service fees at 98% occupancy	$ 1,440,000	$ 576,000	$ 400,000	$ 2,416,000	$ 1,208,000
Subsidy for Low Income Residents	$ -	$ -	$ -	$ -	$ -
LAP Grant	$ -	$ -	$ -	$ -	$ -
Disposable Income Grant	$ -	$ -	$ -	$ -	$ -
Amortization of deferred capital contributions	$ 230,000	$ 190,000	$ -	$ 420,000	$ 210,000
Sundry	$ -	$ -	$ -	$ -	$ -
Life Lease termination fees	$ -	$ -	$ 40,000	$ 40,000	$ 20,000
Interest	$ -	$ -	$ 40,000	$ 40,000	$ 20,000
Other Revenues	$ -	$ 250,000	$ 250,000	$ 500,000	$ 250,000
Total Revenue	$ 1,670,000	$ 1,016,000	$ 730,000	$ 3,416,000	$ 1,708,000
	Price per day	Price per day	Price per day	Price per day	Price per day
	$ 137.52	$ 161.93	$ 111.97	$ 136.58	$ 136.58
Salaries, wages and benefits	$ 650,000	$ 250,000	$ 25,000	$ 925,000	$ 462,500
Care Contract	$ -	$ -	$ -	$ -	$ -
Admin	$ -	$ -	$ -	$ -	$ -
Services	$ -	$ -	$ -	$ -	$ -
Amortization	$ 347,152	$ 316,841	$ 236,007	$ 900,000	$ 450,000
Interest and bank charges	$ 155,000	$ 300,000	$ 345,000	$ 800,000	$ 400,000
Maintenance and facility services	$ 125,000	$ 25,000	$ 30,000	$ 180,000	$ 90,000
Telephone & utilities	$ 125,000	$ 25,000	$ 25,000	$ 175,000	$ 87,500
Food, kitchen and linen supplies	$ 150,000	$ 40,000	$ 15,000	$ 205,000	$ 102,500
Purchased services	$ 25,000	$ 10,000	$ 10,000	$ 45,000	$ 22,500
Staff training, travel & memberships	$ 7,500	$ 5,000	$ 2,500	$ 15,000	$ 7,500
Insurance	$ 75,000	$ 40,000	$ 35,000	$ 150,000	$ 75,000
Taxes	$ -	$ -	$ -	$ -	$ -
Office & miscellaneous	$ 5,000	$ 2,500	$ 2,500	$ 10,000	$ 5,000
Audit and Legal	$ 5,000	$ 2,500	$ 3,500	$ 11,000	$ 5,500
Rent	$ -	$ -	$ -	$ -	$ -
Resident travel and activities	$ -	$ -	$ -	$ -	$ -
Resident Care contracts and health care supplies	$ -	$ -	$ -	$ -	$ -
Bad Debt	$ -	$ -	$ -	$ -	$ -
Directors' expenses	$ -	$ -	$ -	$ -	$ -
Total Expenditures	$ 1,669,652	$ 1,016,841	$ 729,507	$ 3,416,000	$ 1,708,000
Total Revenue Less Expenditures	**$ 348**	**$ (841)**	**$ 493**	**$ 0**	**$ 0**

TOWN OF TROCHU
(26-75)
Request to Council for Decision

Meeting:	**Regular Council Meeting**
Date:	**November 23rd, 2026**
Prepared By:	**Jamie Collins**
Originated By:	**Jamie Collins**
Approved By:	**Jamie Collins, CAO** JC (initials)
Title:	**Enforcement Services Agreement**

BACKGROUND:

The Town currently receives Community Peace Officer and bylaw enforcement services through an agreement with Kneehill County Shared Enforcement Services Agreement - 2023. Under the existing arrangement, the Town pays an hourly rate for services requested and receives enforcement support for municipal bylaws, Traffic Safety Act enforcement, public education activities, and related services.

As part of the Intermunicipal Collaboration Framework (ICF) discussions between the Town and Kneehill County, Council previously separated matters into Council-level negotiations and Administration-level negotiations. Bylaw and enforcement services were identified as an administrative matter and have not been presented by the County as a negotiable item.

Administration has received the proposed 2026 Trochu Enforcement Services Agreement DRAFT, which would replace the current agreement effective January 1, 2027, and remain in effect through December 31, 2031. The County has requested execution of the agreement before year-end.

DISCUSSION/ALTERNATIVES:

Current Use of Peace Officer Services

Historically, the Town has primarily utilized Community Peace Officers as a support mechanism to administration's bylaw enforcement efforts rather than as the primary enforcement provider. Most initial bylaw compliance activities are undertaken by Town staff. Where voluntary compliance is not achieved, or where repeat offences occur, a Community Peace Officer is often engaged. Administration has found that property owners and residents frequently become compliant once a notice is delivered by a Peace Officer. This collaborative approach has been effective and has minimized the need for more formal enforcement action. However, Bylaw enforcement is often complaint driven.

Key Differences Between Agreements

The current agreement generally provides for enforcement of Town bylaws within Trochu and does not specifically prioritize service delivery.

The proposed agreement introduces a priority framework that classifies most municipal bylaw matters, including Community Standards, Unsightly Premises, Land Use, Traffic Control, Animal Control and other general bylaw enforcement matters, as Priority C (Low Priority) services, defined as being provided "as time allows." It further identifies Development Officers or designated municipal staff as taking the lead role in Land Use and Unsightly matters. Which Town of Trochu does already do.

The proposed agreement also repeatedly references service delivery being dependent on officer capacity and availability. Assistance with bylaw enforcement is specifically described as being provided "dependent on the capacity level of Community Peace Officers," and traffic patrols occur "as capacity allows."

Service Level Implications

Administration's experience has been that Community Peace Officers can be an effective support to staff-led bylaw enforcement, particularly in situations involving repeat offences or where additional authority may encourage compliance. While the proposed agreement appears to allow for this type of assistance, the extent to which those services will be available will depend on officer capacity and operational priorities.

However, the proposed agreement clearly signals that enforcement services will be provided on a capacity-available basis and that bylaw enforcement activities are generally considered lower-priority work. As a result, Administration does not believe the agreement provides a practical path toward increasing the Town's reliance on Peace Officers or expanding service levels in the future. Any expectation that Peace Officers could assume a larger portion of municipal bylaw enforcement responsibilities would likely be difficult to achieve under the proposed framework.

Alternative Service Delivery Model

Administration recently met with representatives from the Town of Three Hills and IMS, a municipal enforcement company with a proven track record providing turnkey bylaw enforcement services to municipalities.

Preliminary discussions indicated a ballpark cost of approximately $13,000 per month for full-time, five-day-per-week service. Based on that estimate, a one-day-per-week service model would be approximately $2,600 per month or $31,200 annually, subject to formal quotation and service scope negotiations.

A potential partnership arrangement involving the Town of Three Hills may allow participating municipalities to share resources and reduce overall costs. At this time, discussions remain preliminary and no formal proposal has been received.

Alternatives

Option 1 - Approve the Agreement (Administration Recommendation)
Execute the proposed agreement with Kneehill County and continue utilizing Community Peace Officers as a supplemental enforcement resource while maintaining the Town's current staff-led enforcement model.

Option 2 - Defer Approval
Direct Administration to pursue further discussions with Kneehill County regarding service expectations and report back to Council. Administration notes the matter was not presented by the County as negotiable.

Option 3 - Explore Enhanced Enforcement Services
Approve the agreement while directing Administration to continue investigating complementary enforcement options, including obtaining a formal proposal from IMS and inviting the company to present to Council regarding enhanced bylaw enforcement services.

COLLABORATION OPPORTUNITIES:

The Town may have an opportunity to collaborate with the Town of Three Hills regarding future third-party bylaw enforcement services. A shared service arrangement could improve access to dedicated enforcement resources while potentially reducing overall costs to participating municipalities.

STRATEGIC PLAN ALIGNMENT:

Fiscal Responsibility
The proposed agreement maintains access to enforcement services without requiring the Town to employ dedicated enforcement personnel. The fee-for-service model allows the Town to access specialized resources while managing costs. Future enhanced service options can be evaluated through the annual budget process.

Partnerships
The enforcement agreement represents an ongoing service partnership with Kneehill County. Administration has also begun discussions with the Town of Three Hills and IMS regarding potential collaborative approaches to bylaw enforcement service delivery

IMPACT ON BUDGET:

The agreement remains a fee-for-service model with Town costs incurred only when enforcement services are utilized. The hourly rate will increase to $110 per hour in 2027 with annual increases of 3%. (The current rate is $90 per hour)

Should Council wish to pursue a dedicated third-party enforcement model in the future, preliminary discussions suggest a one-day-per-week service level could cost approximately $31,000 annually, subject to a formal proposal.

RECOMMENDED ACTION:

That the following motion be presented for consideration:

> **"That Council authorize the Mayor and CAO to execute the proposed Enforcement Services Agreement with Kneehill County for the term January 1, 2027, to December 31, 2031."**

NOTE

Council direction is requested regarding Administration's continued exploration of alternative bylaw enforcement models, including a potential partnership with the Town of Three Hills and IMS. Council may wish to direct Administration to discontinue discussions, continue investigating options and report back, invite IMS to present as a delegation, or incorporate enhanced enforcement funding into a future budget.

ATTACHED

2023 Kneehill County Agreement
2026 Kneehill County DRAFT Agreement

Prepared by: Annie M Collins

Approved by: Annie M Collins

ENFORCEMENT SERVICES AGREEMENT

ENTERED INTO THIS 1st DAY OF _____ 2026

BETWEEN:

KNEEHILL COUNTY
A Municipal Corporation in the Province of Alberta (the "County")
OF THE FIRST PART -and

The party of:

TOWN OF TROCHU
A Municipal Corporation in the Province of Alberta (the "Town")

WHEREAS the County employs Community Peace Officers (each as an "Officer") who may act as Bylaw Officers, and

WHEREAS the Town desires to enter into an agreement with the County to obtain Peace Officer and Bylaw Officer services within the jurisdictional boundary of the Town, and

WHEREAS the Community Peace Officer(s) employed by the County has been appointed by the Alberta Solicitor General as having jurisdiction to enforce appointed statutes within both municipalities, and

WHEREAS the *Peace Officer Act*, RSA 2007, being Chapter P-3.5, and amendments thereto, requires that an agreement be entered into between the County and the Town respecting the provision of Enforcement Services, and

NOW THEREFORE, this agreement witnesses that in consideration of the terms and conditions contained within, the County and the Town agree as follows:

1. Purpose

The County agrees to supply the Town, Enforcement Services, which shall mean:

i) Assistance with the enforcement of applicable Town Bylaws within the boundaries of the Town municipal jurisdictions, as described within Appendix A, Provision of Services, dependent on the capacity level of Community Peace Officers.
ii) Enforcement related educational programs when/where possible, based on Officer knowledge, skill set and available resources;
iii) Enforcement of provincial legislation and authorities as described within the Officer's Solicitor General Appointment within each jurisdiction's boundaries.
iv) Patrol services in relation to the Traffic Safety Act, and within the Officer's Appointment.

v) Patrol services in relation to the Traffic Safety Plan, developed in collaboration with RCMP.

2. Fulfillment of Services

i) In accordance with Kneehill County Policies and Procedures as amended from time to time. These may be circulated to the Town upon request.
ii) In accordance with Alberta Solicitor General Peace Officer Manual, the *Peace Officer Act*, and the *Peace Officer Regulation*, as amended from time to time.
iii) In accordance with each jurisdiction's Bylaw Officer Bylaw, other municipal bylaws, and policies.
iv) Response to public bylaw complaints or bylaw concerns shall be in the direction of the affected Town Chief Administrative Officer or their designate, and within the Officers professional discretion and Code of Conduct.

3. Cost of Services

i) The hourly service will be $110 in 2027, with 3% increase annually.
ii) The hourly service will include the complete time taken on the file, including but not limited to bylaw research, investigation, enforcement procedures, and creating documentation/reports.
iii) Should the response be required at a specific time at the request of the CAO, without being part of a regular patrol, travel time may be a billable cost per hour.
iv) With respect to bylaw enforcement only, the County agrees to supply Enforcement Services as required for court preparation and attendance at the hourly cost identified above in 3(i). Any other court and/or legal costs incurred because of prosecution for bylaw will be the responsibility of the jurisdiction with the file. All costs associated with the enforcement of Provincial Statutes, including traffic tickets, will be the responsibility of the County.

4. Fines Revenues

Fine revenues shall be directed to the affected jurisdiction with respect to enforcement of bylaws. Provincial Statute fine revenues shall be directed to the municipality of jurisdiction as per provincial fines distribution.

5. Public Complaints and Enforcement Process

i) Should the County receive a public bylaw complaint directly, or proactively identify a bylaw enforcement issue, the Officer will contact the jurisdiction to ensure the Town would like us to act on the file, unless there is a public safety concern, which the Officer may use their discretion in enforcing.
ii) Should a bylaw complaint be received by the Town CAO or designate, it shall be forwarded to the County CAO or designate to be assigned to an Officer.
iii) Once the file has been initiated, the County and Town will work together in enforcing bylaws to reach the desired outcome.

6. Officer Professionalism and Complaints Against Peace Officers

i) Community Peace Officers are established under the Peace Officer Act and are sworn under oath to perform duties within their Solicitor General Appointment and within the legislation on their Appointments. The Code of Conduct is specific, and professionalism is held to the highest standard.

ii) Should a complaint be received by the Town with respect to the provision of services by a Community Peace Officer, the complaint shall be immediately forwarded to the Kneehill County CAO or designate, pursuant to the disciplinary policies in place for the County and as the Authorized Employer, including those under the Peace Officer Act. The County will have full responsibility and control over how the complaint is handled, as the Authorized Employer of Peace Officers.

7. County Responsibilities

i) The County agrees to absorb certain expenses associated with providing these services, including office supplies, equipment, training and education, uniforms, salary, and benefits of County employees.
ii) The County shall maintain general liability insurance coverage covering these services provided under this Agreement.
iii) The County agrees to indemnify and save harmless each Town's agents, servants, officers, elected officials, or employees, with respect to any claim, action, suit, proceeding or demand, made or brought against the jurisdiction (or any of them, their agents, servants, officers, elected officials, or employees) by any third party with respect to any occurrence, incident, accident, or happening relating to the provision of these services pursuant to this Agreement, excepting any occurrence, incident, accident involving gross negligence or intentional torts by the affected Town (or any of them, their agents, servants, officers, elected officials, or employees).
iv) The County will provide a statistical report upon request.

8. Town Responsibilities

i) The Town shall have any officer take an Oath to act under the Bylaw Enforcement Officer Bylaw and forward a copy to the Officer and the County.
ii) The Town shall maintain general liability insurance coverage covering these services provided under this Agreement.
iii) The Town agrees to indemnify and save harmless the County agents, servants, officers, elected officials, or employees with respect to any claim, action, suit, proceeding or demand, made or brought against the County (or any of them, their agents, servants, officers, elected officials, or employees) by any third party with respect to any occurrence, incident, accident, or happening relating to the provision of these services pursuant to this Agreement, excepting any occurrence, incident, accident involving gross negligence or intentional torts by the County or any of them, their agents, servants, officers, elected officials, or employees).
iv) The Town acknowledges that any complaint received by it in writing, with respect to the provision of a Community Peace Officer regarding officer misconduct shall be immediately forwarded to the County Chief Administrative Officer. Any disciplinary action taken against the Officer because of these complaints shall be administered by the County as outlined in the Alberta Peace Officer Manual and Kneehill County's policies. Time required for the County CAO or designate to investigate bylaw complaints brought forward will be invoiced to the Town on a cost recovery basis, if required.
v) The Town may request further reporting details; however, some information may be redacted, according to Alberta Privacy Act requirements. Depending on the detail of the report request, the hourly rate in Section 3 of this agreement will apply.

vi) Prior to being accepted by the Town Council, it is recommended that should they need enforcement services by the County, the bylaw is circulated for review and recommendations related to enforceability of bylaw.

9. Term

i) The term of this Agreement shall commence on January 1, 2027 thru to December 2031.
ii) The Agreement may be extended for an additional 3 (three) years unless a party requests a review and/or changes and/or termination.
iii) Should Kneehill County's Authorized Employer status, through the Alberta Solicitor General Peace Officer Program, be terminated, this Agreement will be terminated.
iv) The County may terminate this Agreement without cause by providing 6 months written notice to the Town.
v) The Town may terminate this Agreement without cause by providing 6 months written notice to the County.
vi) Should this agreement be terminated, the Alberta Justice and Solicitor General office will be immediately advised of this termination and instructed to amend the Peace Officer appointments by removing the other municipalities jurisdiction.

This agreement rescinds all previous agreements with respect to enforcement services provided by Kneehill County, upon being initiated.

IN WITNESS OF THE FOREGOING, the parties have executed this Agreement, as of the day and year.

KNEEHILL COUNTY	**TOWN OF TROCHU**
_____	_____
Reeve:	Mayor:
_____	_____
CAO:	CAO:

Appendix A: Provision of Services

IDENTIFIED TASK	COMMUNITY PEACE OFFICER Priority	CONTRACTED / Other Agency	DESCRIPTION
Complaint Investigation and Follow Up:			
• **Aggressive Dog Incidents**	C	RCMP	May be able to support if during available hours. Will work with or refer to RCMP when required.
• **Animal at Large posing risk to Public Safety**	C	RCMP, SPCA	May be able to support if during available hours. Will work with or refer to RCMP when required.
• **Animal Capture**	D- N/A		Not applicable, no capturing or kenneling services available.
• **Animal Control Bylaw**	C		
• **Traffic Control Bylaw**	C		
• **Fire Bylaw**	B	Fire Guardians	
• **Community Standards Bylaw**	C		
• **Land Use Bylaw**	C		Development Officer or Designated Officer to take lead.
• **Unsightly Bylaw**	C		Development Officer or Designated Officer to take lead.
• **Other Bylaws**	C		
Responding to Traffic Concerns, Traffic Safety Act	C		Targeted patrols as requested and as capacity allows.
Community Education	C	RCMP or other organizations	As requested, not chargeable hours.
Bylaw Reviews	C		As requested, not chargeable hours.
School Resource Officer presentations	C		As requested, not chargeable hours.
Joint Force Operations with RCMP or Fire	C		As requested, not chargeable hours.
Request for Emergency Response by DEM	C		Hours may be charged at rate in Emergency Management Agreement.

A. High Priority — Requires quick response, patrols and scheduled time
B. Medium Priority — Requires a response, some patrol and use of opportunity time
C. Low Priority — As time allows, patrols as needed
D. Not Provided — Service is not provided

SHARED ENFORCEMENT SERVICES AGREEMENT

ENTERED INTO THIS 1ST, DAY OF APRIL, 2023

BETWEEN:

KNEEHILL COUNTY
A Municipal Corporation in the Province of Alberta (the "County")
OF THE FIRST PART -and

THE TOWN of TROCHU
A Municipal Corporation in the Province of Alberta (the "Town")
OF THE SECOND PART

WHEREAS the County employees Community Peace Officers (Officer) and Bylaw Officers, and

WHEREAS the Town desires to enter into an agreement with the County to obtain Peace Officer and Bylaw Officer services within the jurisdictional boundary of the Town, and

WHEREAS the Community Peace Officer(s) employed by the County has been appointed by the Alberta Solicitor General as having jurisdiction to enforce appointed statutes within both municipalities, and

WHEREAS the Peace Officer Act, Statutes of Alberta, 2006, c.P-3.5 and amendments thereto, requires that an agreement be entered into between the County and the Town respecting the provision of Enforcement Services, and

NOW THEREFORE this agreement witnesses that in consideration of the terms and conditions contained within, the County and the Town agree as follows:

1. Purpose

The County agrees to supply to the Town, Enforcement Services which shall mean:

i) Enforcement of applicable Town Bylaws within the boundaries of the Town, however, does not include the capture/collection of animals.
ii) Enforcement related educational programs when/where possible, based on Officer knowledge, skill set and available resources.
iii) Enforcement of provincial legislation and authorities as described within the Officer's Appointment within Town boundaries.
iv) Patrol services in relation to the Traffic Safety Act, and within the Officer's Appointment.
v) Patrol services in relation to the Traffic Safety Plan, developed in collaboration with RCMP.

2. Fulfillment of Services

i) In accordance with Kneehill County Public Safety Policies and Procedures as amended from time to time.
ii) In accordance with Alberta Solicitor General Peace Officer Manual, as amended from time to time.
iii) In accordance with Town's Enforcement Bylaw, other bylaws and policies.
iv) Response to public complaints or concerns shall be through the direction of Town Chief Administrative Officer or their designate.

3. Cost of Services

i) The hourly service will be at $87 in 2023, $90 in 2024.
ii) The hourly service will include the complete time taken on the file, including but not limited to bylaw research, investigation, enforcement procedures, and creating documentation/reports.
iii) Should the response be specific to a date and time at the request of the CAO, travel time may be considered a billable cost.
iv) With respect to Bylaw enforcement only, the County agrees to supply Enforcement Services as required for court preparation and attendance at the hourly cost identified above in 3(i). Any other court and/or legal costs incurred because of prosecution for Bylaw will be the responsibility of the Town. All costs associated with the enforcement of Provincial Statutes will be the responsibility of the County.

4. Fines Revenues

Fine revenues shall be directed to the Town with respect to enforcement of Town Bylaws. Provincial Statute fine revenues shall be directed to the municipality of jurisdiction.

5. Public Complaints and Enforcement Process

i) Should the County receive a public complaint directly, or proactively identify a bylaw enforcement issue, the Officer will contact the jurisdiction to ensure the Town would like action on the file, unless there is a public safety concern, which the Officer may use their discretion in enforcing.
ii) Should a complaint be received by the Town CAO or designate, it shall be forwarded to the County CAO or designate to be assigned to an Officer.
iii) Once the file has been initiated, the County and Town shall work together in enforcing bylaws to reach the desired outcome.

5. Officer Professionalism and Complaints Against Peace Officers

i) Community Peace Officers are established under the Peace Officer Act and are sworn under oath to perform duties within their Solicitor General Appointment Level and within the legislation on their Appointments. The Code of Conduct is specific, and professionalism is held to the highest standard.
ii) Should a complaint be received with respect to the provision of services by a Community Peace Officer, the complaint shall be immediately forwarded to the CAO or designate, pursuant to the disciplinary policies in place for Kneehill County, including those under the Peace Officer Act.

6. County Responsibilities

i) The County agrees to absorb certain expenses associated with providing these services in the Town, including office supplies, equipment, training and education, uniforms, salary, and benefits of Kneehill County employees.
ii) The County shall maintain general liability insurance coverage covering these services provided under this Agreement.
iii) The County agrees to indemnify and save harmless the Town agents, servants, officers, elected officials, or employees) with respect to any claim, action, suit, proceeding or demand, made or brought against the Town (or any of them, their agents, servants, officers, elected officials, or employees) by any third party with respect to any occurrence, incident, accident, or happening relating to the provision of these services pursuant to this Agreement, excepting any occurrence, incident, accident involving gross negligence or intentional torts by the Town (or any of them, their agents, servants, officers, elected officials, or employees).
iv) The County will provide a statistical report upon invoicing and/or request.

6. Town Responsibilities

i) The Town shall maintain general liability insurance coverage covering these services provided under this Agreement.
ii) The Town agrees to indemnify and save harmless the County agents, servants, officers, elected officials, or employees) with respect to any claim, action, suit, proceeding or demand, made or brought against the County (or any of them, their agents, servants, officers, elected officials, or employees) by any third party with respect to any occurrence, incident, accident, or happening relating to the provision of these services pursuant to this Agreement, excepting any occurrence, incident, accident involving gross negligence or intentional torts by the County or any of them, their agents, servants, officers, elected officials, or employees).
iii) The Town acknowledges that any complaint received by it in writing, with respect to the provision of a Community Peace Officer regarding officer misconduct shall be immediately forwarded to the County Chief Administrative Officer. Any disciplinary action taken against the Officer because of these complaints shall be administered by the County as outlined in the Alberta Peace Officer Manual and Kneehill County's policies. Time required for the County CAO or designate to investigate bylaw complaints brought forward will be invoiced to the Town on a cost recovery basis.
iv) The Town may request further reporting details; however, some information may be redacted, according to FOIP requirements.

7. Term

i) The term of this Agreement shall commence on April 1, 2023 through to December 31, 2024.
ii) The Agreement may be extended for an additional 3 (three) years if both parties are in agreement, in writing, at an incremental cost of services of 3% annually.
iii) Should Kneehill County's Authorized Employer status, through the Alberta Solicitor General Peace Officer Program, be terminated, then this Agreement will be terminated.
iv) The County may terminate this Agreement without cause by providing 90 (ninety) days written notice to the Town.

v) The Town may terminate this Agreement without cause by providing 90 (ninety) days written notice to the County.

vi) If either municipality terminates this agreement, the Alberta Justic and Solicitor General and office will be immediately advised of this termination and instructed to amend the Peace Officer appointments by removing the other municipalities jurisdiction.

This agreement rescinds all previous agreements with respect to enforcement services provided by Kneehill County effective on date noted in line 1.

IN WITNESS OF THE FOREGOING, the parties have executed this Agreement, as of the day and year.

KNEEHILL COUNTY

Jerry Wittstock, Reeve

Mike Haugen, CAO

TOWN OF TROCHU

Barry Kletke, Mayor

Carl Peterson, CAO

IMS



Introduction of Contracted Bylaw Services

Prepared by **Integrated Municipal Support**

A Division of Apex Security

780-830-0288
9916 A 100 Avenue, Grande Prairie
10501 77th Street, Peace River, AB

Integrated Municipal Support

Providing Reliable Solutions for Municipal Across Alberta

With over 20 years of operational experience delivering high-quality security and municipal enforcement services across Alberta, Integrated Municipal Support (IMS), a division of Apex Security, is pleased to present this introduction of services, with a focus toward the provision of professional, community-focused bylaw enforcement.

IMS currently provides bylaw enforcement services to the Towns of Valleyview, Grimshaw and Fox Creek, with additional commitments to commence in January 2027. This portfolio has helped set the foundation to be well-positioned to support communities with consistent, reliable and proactive municipal bylaw service tailored to the unique needs of the community.

At IMS our enforcement approach is grounded in visibility and community trust. IMS is prepared to ensure that municipal bylaws are enforced fairly, with a strong focus on education, presence, and respectful interaction to encourage voluntary compliance and enhance overall community well-being.

Why Municipalities Choose Contracted Bylaw Services

Municipalities need reliable bylaw services, but do not always have the staffing, infrastructure, or budget to maintain a dedicated department. Municipal administration and other local resources often fill the gap alongside their existing responsibilities. Recruiting and retaining qualified officers, keeping bylaws current and aligned with legal requirements, and providing ongoing supervision can place considerable demands on an already busy municipal team.

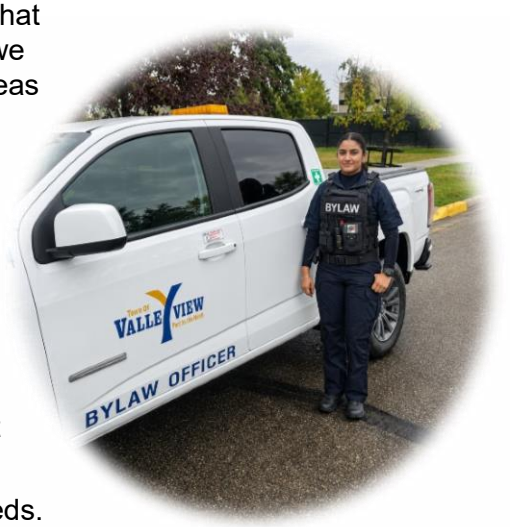
IMS developed its contracted bylaw service approach with these challenges in mind. By supporting multiple municipalities through one organization, we can provide experienced officers, consistent supervision, established procedures, and backup staffing. This gives each community a dependable service tailored to its needs, without having to build and manage the entire program itself.

Our field-level officers deliver day-to-day services within the community, with regular support from a dedicated in-house sergeant. The sergeant checks in multiple times each week, reviews ongoing investigations, and provides immediate guidance when officers encounter unfamiliar or complex situations. This regular involvement helps maintain scheduled coverage, keeps reporting and record keeping on track, and gives municipal staff a clear point of contact for questions or concerns.

The experience gained across our participating communities also strengthens the service we provide. Officers and municipal staff can draw on proven practices for handling complaints, conducting investigations, documenting cases, and following through on enforcement. Each municipality retains direction over its local priorities while benefiting from the knowledge and processes already developed within IMS.

When more specialized support is needed, our consultation and advisory services provide access to experienced personnel on an as-needed basis. This may include reviewing bylaws and policies, advising on complex cases, assisting with court preparation, mentoring staff, or assessing the overall program. Communities can access this expertise when they need it, without having to retain a specialist directly.

Service Delivery Approach



Our team at IMS works with each municipality to establish a service model that reflects its priorities, workload, budget, and expectations. From the outset, we work with municipal administration to understand local concerns, identify areas requiring attention, and agree on how services will be delivered and reviewed.

Where it makes sense, we can also coordinate services with neighboring municipalities, allowing communities to share resources while maintaining their own coverage arrangements and enforcement priorities.

For communities receiving scheduled enforcement services, coverage is planned in consultation with administration. Scheduling can accommodate seasonal demands, community events, and emerging concerns within the agreed service level. Consultation and advisory support can also be arranged for specific projects or issues as they arise.

Regular communication keeps the service aligned with the community's needs. Through activity reports and discussions with administration, we review ongoing concerns, monitor progress, and adjust priorities where needed.

Education, Community Engagement, and Voluntary Compliance

Our officers take an education-first approach, helping residents, businesses, and visitors understand local bylaws and what is expected of them. Where appropriate, they provide clear direction and a reasonable opportunity to address concerns voluntarily.

Being visible, approachable, and willing to listen is an important part of this work. Regular interaction with the community helps officers understand local issues, build trust, and resolve concerns before they become more difficult to manage.

When voluntary compliance is not achieved, or circumstances require immediate action, officers take appropriate enforcement measures. Our approach remains fair and consistent, with attention to the circumstances of each case and the municipality's enforcement priorities.

Experience and Support Behind the Service

IMS officers are supported by a team with experience in municipal enforcement, policing, corrections, security operations, and public safety. This includes former Peace Officers and supervisors from Grande Prairie's enforcement services, whose practical knowledge guides officer training, case reviews, and ongoing supervision.

Apex Security's established infrastructure provides recruitment, human resources, scheduling, administration, and dispatch safety support. Together with IMS leadership and specialist advisory resources, this gives municipalities dependable support behind their local service.

Municipal staff have clear points of contact for operational questions, ongoing files, and program needs. Where services are shared across communities, IMS coordinates scheduling and support to maintain continuity while respecting each municipality's priorities.

Allen Gukert

Business Development and Leadership Manager



Professional Summary

With 35 years in Alberta Corrections in 5 different Centre's, including 22 years in leadership/management and six years as Director of Peace River Correctional Centre, Allen Gukert brings extensive expertise in security management, staffing, and public safety infrastructure. His experience in large-scale security operations and emergency response planning directly contributes to the effectiveness of Apex Security / IMS.

As a key leader in Apex Security / IMS, Allen applies his expertise to developing proactive security strategies that reduce strain on emergency services, enhance public safety, and support businesses and municipalities. His leadership ensures enforcement solutions are responsive to community priorities, developed in coordination with law enforcement and municipal administration.

Professional Experience

- Senior Leadership Roles – Alberta Corrections (1989–2022)
- Managed high-risk inmate populations, ensuring compliance with provincial regulations, institutional policies, and emergency response procedures.
- Led security operations as Deputy Director and Director in multiple Correctional and Remand centers.
- Played a key role in security upgrades, surveillance integration, and operational planning for major correctional facilities.

Business Development Manager – Apex Security / IMS (2023–Present)

- **Lead strategic planning and coordination** of contracted by law enforcement services to strengthen community safety, ensure regulatory compliance, and address social issues such as encampments with a balanced, responsible approach.
- **Develop and implement enforcement protocols** that align with municipal bylaws and provincial legislation while integrating social responsibility considerations.
- **Facilitate collaboration** between staff, municipal authorities, law enforcement, and community organizations to promote an integrated, coordinated response to bylaw and social challenges.
- **Apply extensive leadership and emergency response expertise** to optimize enforcement operations, improve service delivery, and maintain operational effectiveness.
- **Monitor performance and adapt strategies** based on data-driven insights and evolving community priorities to continuously enhance service outcomes.

Key Contributions to Municipal Enforcement Initiatives

- **Strategic Policy & Protocol Development**: Designed and implemented enforcement procedures that align with municipal bylaws, provincial legislation, and community expectations.
- **Municipal & Community Collaboration**: Serve as the primary liaison with municipal leadership, law enforcement, and outreach groups to coordinate effective, community-focused enforcement.
- **Operational Leadership & Reporting**: Oversee field performance and enforcement activities, delivering data driven reports and strategic insights to support informed decision-making by municipal councils.

Ross Gear

Public Security & Municipal Enforcement Specialist



Professional Summary

With 26 years in the RCMP and eight years in municipal enforcement, Ross Allan Gear brings extensive expertise in law enforcement, investigations, and municipal security. As a Sergeant
Supervisor with Grande Prairie Enforcement Services (2016–2024), he led over 20 Community Peace Officers, managed by law enforcement, prosecuted cases, and advised on legal interpretations. His experience in policing, municipal law, and regulatory enforcement is a key asset to Bylaw and PSU services, ensuring effective operations and strong municipal collaboration.

Now, as a key contributor to Apex Security / IMS Ross applies his experience to developing strategic security initiatives that enhance municipal and business safety, reduce crime, and support law enforcement efforts. His leadership ensures services operate within the parameters of the law and with effectiveness.

Professional Experience

Grande Prairie Enforcement Services (2016–2024)

- Served as Sergeant Supervisor, leading over 20 Community Peace Officer Level Ones (CPO1).
- Supervised enforcement of all city bylaws and 13 provincial laws, including the Traffic Safety Act.
- Provided legal interpretations for court, ensuring accurate application of bylaws and provincial laws.
- Investigated public complaints and reported findings to the Alberta Solicitor General.
- Drafted the Municipal Parkland Bylaw and its accompanying Administrative Report.
- Managed and prosecuted bylaw matters, strengthening municipal enforcement and public safety.

RCMP Senior Leadership (1989–2016)

- Served as Watch Commander, Major Crimes Investigator, and Detachment Supervisor across Alberta.
- Led major case investigations, including homicides, drug offenses, arson, and weapons cases.
- Supervised regional informatics and managed operational support for 22 officers and six specialized units.
- Overseen community policing, municipal traffic, forensic identification, and police dog services.

Municipal Law Enforcement Leadership – Apex Security / IMS (2024–Present)

- Lead and oversee contracted bylaw enforcement operations, ensuring compliance with municipal bylaws, provincial legislation, and internal standards
- Develop and implement training programs, procedures, and enforcement protocols to support consistent service delivery
- Act as primary liaison with municipal officials and law enforcement, facilitating collaboration and issue resolution
- Monitor performance and operational practices to maintain accountability, efficiency, and legal compliance.

Contracted Bylaw Enforcement – Delivery

Staffing and Supervision

IMS selects officers who are suited to the communities they serve, with an emphasis on sound judgment, respectful communication, and practical problem-solving. Assigned officers become familiar with local bylaws, municipal priorities, and ongoing concerns, providing continuity for residents and administration.

A dedicated in-house sergeant provides regular oversight, reviews ongoing cases, and supports officers through unfamiliar or complex situations. Our existing officers and enforcement specialists also contribute to onboarding, field training, and ongoing development.

Relief personnel support coverage during vacations, training, illness, and other absences. Staffing and backup arrangements are established for each service model, including coordinated coverage between municipalities where appropriate.

Training and Officer Development

IMS combines in-house instruction, professional training, and supervised field experience to prepare officers for their assignments. Training is matched to the officer's duties and the municipality's service requirements.

Relevant training includes:

- De-escalation, conflict management, and officer safety.
- Standard First Aid and naloxone response.
- Investigations, evidence gathering, and report writing.
- Information access, privacy, and records handling.
- Local bylaws, municipal procedures, and enforcement priorities.
- Animal handling and welfare where animal control forms part of the service.
- Supervised field training and ongoing case reviews.

Municipal orientation helps officers understand how the community operates, who they will work with, and what administration expects from the service.

Equipment and Operational Resources

Officers are provided with professional uniforms, communications equipment, and the safety and reporting tools appropriate to their duties. Equipment may include body cameras, mobile phones, and access to computers and printi**ng.**

Office space, technology, and records storage arrangements are confirmed with each municipality during implementation. This allows IMS to work with existing municipal resources where suitable and identify any additional requirements before service begins.

Vehicle and Patrol Options

Vehicle arrangements reflect the selected service model:

- **Full-time service**: A dedicated bylaw vehicle with municipality-specific decals.
- **Half-time service**: A generic marked bylaw vehicle provided during scheduled coverage.
- **Consultation and advisory:** Travel and vehicle requirements arranged according to the assignment.

IMS vehicles support visible patrols, field reporting, officer communication, and GPS safety monitoring. Additional equipment, such as animal transport cages, is included where required by the agreed scope.



One of IMS's general bylaw enforcement vehicle fleet, supporting visible and professional service delivery within municipalities.





E-bike patrols may also be arranged to improve access to trails, pathways, parks, and other areas suited to this approach.

Animal Control Support

Animal control support can be incorporated into the enforcement program where required. The scope is developed with municipal administration to reflect local bylaws, available facilities, and community needs.

Services may include:



- Investigating animal-related complaints, nuisance concerns, and licensing matters.
- Educating residents on responsible pet ownership.
- Enforcing applicable municipal animal bylaws.
- Coordinating with veterinarians, shelters, rescue organizations, and other agencies.
- Capturing and transporting animals where appropriate training, equipment, and arrangements are in place.
- Documenting occurrences and completing follow-up.

Animal handling, transportation, shelter arrangements, and response outside scheduled hours are confirmed before implementation.

Community Access and Complaint Handling



IMS works with each municipality to establish clear channels for complaints, service requests, and follow-up. Existing municipal reporting processes can be maintained where they are effective, with adjustments agreed upon where needed.

During scheduled service hours, municipal administration has direct access to the assigned officer through a designated phone or communication channel. Complaints and enforcement matters are recorded, prioritized, and managed through the agreed process.

Residents and municipal staff are informed of service availability and how to report concerns. Emergency matters are directed to the appropriate emergency services.

Public Education and Community Partnerships

Public education can form part of the service through resident conversations, municipal communications, or scheduled information sessions. Topics are selected with administration to address common concerns, explain local bylaws, and encourage voluntary compliance.

Where appropriate, IMS can help coordinate sessions with municipal representatives, police, or other community partners. The format and frequency are agreed upon to suit local interest and available service hours.



Officer Safety and Support

As part of our commitment to ensuring the safety and well-being of our bylaw enforcement officers, IMS maintains a comprehensive, proactive safety program in alignment with Apex's broader Health and Safety Standards that include the following:





24/7 Live Dispatch Support

Our officers are connected at all times to our dedicated dispatch centre. This real-time support provides an added layer of safety, allowing for immediate communication or emergency response.



Live GPS Tracking

Integrated GPS and cameras onboard IMS fleet vehicles, provide live location updates, detailed record and the ability to stream live video when required.



Standardized Safety Procedures

All staff operate under an established safety manual in alignment with OH&S standards that outlines protocols for hazard identification, incident reporting, and emergency response.



Direct Line to Management and Support

Officers have direct access to IMS supervisors and experienced bylaw personnel for guidance and assistance when needed. Senior company management is also readily available to field-level staff, ensuring concerns receive prompt attention and officers have support when situations require additional direction.



Mental Health Support Network

We recognize the importance of supporting our team's mental health. IMS maintains an internal support structure where management and supervisors are trained to provide timely support and relief in the event of challenging or high-stress incidents.

IMS - More Than Just Bylaw Enforcement

IMS - Integrated Municipal Support provides municipalities with a professional, reliable, and cost-effective approach to bylaw enforcement, backed by experienced leadership, qualified officers, dedicated supervision, and ongoing operational oversight.

We have developed a growing municipal support service that brings together multiple experienced personnel, specialized resources, and operational expertise that each community can draw upon. Rather than relying solely on one individual officer, municipalities benefit from the knowledge, guidance, and support of an established team. As IMS continues to expand, so does our ability to share resources, experience, and best practices across the communities we serve.

Our contracted service model provides municipalities with the benefits of a fully supported bylaw enforcement and animal control program without the administrative and operational challenges of managing an in-house department. IMS takes responsibility for staffing, training, scheduling, supervision, backup coverage, and day-to-day operations, allowing municipal administration to focus on other priorities.

The Benefits of Partnering with IMS

- **Professional Service Delivery:** Qualified, trained officers providing consistent, community-focused bylaw enforcement and animal control services aligned with municipal priorities.
- **Animal Control Services and Specialized Training:** Animal control is a key component of our service, with officers receiving training in safe animal handling, animal-related complaints, applicable legislation, public education, and appropriate enforcement procedures.
- **Experienced Leadership:** Dedicated supervision and management supported by extensive law enforcement, municipal enforcement, and animal control experience.
- **Multiple Resources and Expertise:** Access to an expanding network of experienced personnel, specialized training, operational support, and shared knowledge across the municipalities we serve.
- **Reliable Staffing and Backup:** Access to trained backup personnel and supervisory support to help maintain service continuity during absences.
- **Reduced Administrative Burden:** IMS manages recruitment, training, scheduling, staffing concerns, and daily operations.
- **Cost-Effective Services:** Predictable contract pricing that includes personnel, vehicles, equipment, supervision, and operational support.
- **Accountability and Oversight:** Regular reporting, clear communication, and ongoing service reviews to ensure municipal expectations are met.
- **Flexible Service Options:** Full-time, part-time, and regional shared-service arrangements tailored to community needs and budgets.

An Independent Municipal Partner

By partnering with IMS, municipalities benefit from an independent organization that assumes responsibility for the operational delivery and management of bylaw enforcement and animal control services. This provides a degree of separation between Town administration and day-to-day enforcement matters, reducing administrative pressures while maintaining municipal authority, accountability, and oversight.

With IMS, municipalities gain more than a Bylaw Enforcement Officer. They gain an experienced, growing network of professionals and resources committed to dependable service, exceptional value, and building stronger communities.

Choosing the Right Service Model

Full-Time Bylaw Services

Full-time service provides 40 hours across five days each week, allowing greater capacity for proactive patrols, investigations, follow-up, and community engagement. It suits municipalities requiring a regular officer presence and sustained attention to their enforcement workload.

Half-Time Bylaw Services

Half-time service alternates between three-day and two-day weeks, averaging 20 hours weekly. It provides consistent scheduled coverage, with available time focused on municipal priorities, complaints, and ongoing files.

Consultation and Advisory Services

Consultation provides access to experienced specialists when a municipality needs help with a particular issue or its broader bylaw program. Assignments may include bylaw and policy review, complex case guidance, investigative support, court preparation, staff mentoring, and program assessment.

This service can support municipal administration, existing officers, or an IMS enforcement program without requiring a standing weekly commitment.

Service models may also be coordinated with neighboring municipalities, with coverage, responsibilities, and travel arrangements established for each participating community.

Bylaw Vehicles Currently in Service

Grimshaw



Valleyview



Fox Creek



Municipal Experience

IMS combines municipal enforcement experience with the operational support and longstanding relationships established by Apex Security. Together, we support municipalities and government agencies across Alberta, drawing on experienced personnel, established training resources, and reliable service management.

Our experience and qualifications include:

- **Municipal bylaw services:** Current provider of contracted by law enforcement for Valleyview, Grimshaw, and Fox Creek.
- **Government services**: A two-year agreement with the Government of Alberta's Public Safety and Emergency Services division for specialized transportation and related support through IMS.
- **Longstanding municipal relationships:** 19 consecutive years as the primary security provider for the City of Grande Prairie, along with service to more than 13 municipalities across Alberta.
- **Training and development:** A long-term partnership with the Lac La Biche Law Enforcement Training Centre supporting professional development for IMS and Apex personnel.
- **Provincial licensing:** Licensed under Alberta's Solicitor General, with a longstanding working relationship and commitment to provincial standards.
- **AGLC credentials:** AGLC-vetted and licensed to provide security services.

Apex Security's infrastructure supports recruitment, training, dispatch, and administration, giving IMS a dependable foundation for delivering and managing municipal services.

Working With Your Municipality

IMS offers municipalities a practical way to access professional bylaw services supported by experienced personnel and established processes. Whether a community needs full-time enforcement, half-time coverage, or specialist advice, we work with administration to develop an approach suited to its needs.

We welcome the opportunity to discuss your current challenges, understand your priorities, and identify how IMS can support your community.

On Behalf of the IMS Team,

Mason Bruce
Vice President
Apex Security / Integrated Municipal Support
mason.bruce@apexsecurity.ca

Allen Gukert
Business Development and Leadership Manager
Apex Security / Integrated Municipal Support
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Professional Service. Experienced Leadership. Reliable Coverage. Exceptional Value.

IMS is committed to working alongside municipal administration to provide dependable bylaw services suited to the community's needs. We welcome the opportunity to learn more about your priorities and discuss how our team can support your municipality.

TOWN OF TROCHU
(26-77)
Request to Council for Decision

Meeting:	**Regular Council Meeting**
Date:	**November 23rd, 2026**
Prepared By:	**Jamie Collins**
Originated By:	**Jamie Collins**
Approved By:	**Jamie Collins, CAO** JC (initials)
Title:	**2027 Arboretum MOU – Draft Review**

BACKGROUND:

The current Memorandum of Understanding between the Town of Trochu and the Trochu and District Arboretum Society was approved effective January 1, 2026, for a four-year term ending December 31, 2029. While the agreement remains in effect, it represented a significant departure from previous arrangements between the Town and Society and therefore included a commitment to review the document after its first year to ensure it remained practical and relevant for both organizations.

Over the past year, Administration and the Society have operated under the MOU and gained a better understanding of where additional clarity or refinement was required. As anticipated, several areas were identified where responsibilities could be clarified, some provisions could be simplified, and additional operational matters would benefit from being formally addressed.

The review process was initially undertaken by Administration together with Society Board members Terry Myers and Deb Knievel. Following preparation of the draft, the Society reviewed the proposed revisions at its November 17, 2026, meeting and provided feedback.

The proposed MOU would take effect January 1, 2027, and expire December 31, 2030, while continuing the practice of annual review and amendment by mutual agreement.

DISCUSSION/ALTERNATIVES:

Key Changes in the Proposed MOU

The proposed MOU maintains the overall structure of the current agreement while providing additional clarity, simplifying certain provisions, and formalizing several operational practices that have developed over the past year.

Arboretum Manager Position
One of the most significant additions is a commitment for the Town and Society to collaboratively develop an updated job description, supervision plan, and evaluation process for the Arboretum Manager. The Society has committed to participating in this work.

Administration considers this a priority item and intends to work with Society representatives through December and early 2027 to develop these documents. The goal will be to meet with the current Arboretum Manager in February 2027 to review the updated job description and supervision plan and establish clear expectations for the upcoming operating season.

Annual Planning and Budgeting
The draft formalizes a joint planning process requiring annual discussions regarding operational priorities, projects, budgets, planting plans, and future improvements to the Arboretum.

Project Coordination
The revised agreement provides greater clarity around project planning responsibilities. The Society will continue to present proposed projects to Council, while the Town will communicate municipal project ideas affecting the Arboretum to the Society. Both organizations have agreed to work collaboratively wherever practical.

Equipment Planning
The draft includes provisions for a shared equipment inventory, equipment planning, and clearer expectations regarding maintenance, ownership, replacement planning, and future purchases.

Financial and Reporting Requirements
Additional clarity has been added regarding budgeting, financial reporting, project planning, and information sharing between the Town and Society.

Cost Sharing
The revised agreement introduces shared responsibility for Arboretum internet costs and tree injection treatments.

Additional Society Feedback
During its November 17 review, the Society indicated support for the revised MOU and requested two additional clarifications:

- The Town will be responsible for cleaning the Visitor Information Centre during the off-season; however, any rentals occurring during that period must be communicated to the Town with sufficient notice to allow cleaning and facility preparation.
- Both the Town and Society will ensure the other organization is named on their respective insurance policies where appropriate.

Administration does not believe either clarification changes the intent of the agreement and recommends their inclusion if Council has no concerns.

Dr. Hay House Discussion
During review of the MOU, it was brought to Administration's attention that the Society's perspective is that Council identified the Dr. Hay House as a priority and designated it as a Municipal Heritage Resource through bylaw, but that determining the future of the building has largely been left to the Society.

Society representatives expressed a desire for greater municipal involvement and suggested that Council consider establishing a Town-led committee to guide future discussions regarding the

building. The Society indicated it would be willing to appoint representatives to participate on such a committee.

Administration believes the first step is determining what the community would like to see the building used for. To that end, Administration intends to undertake a community survey this winter to gather feedback regarding potential future uses for the building. Identifying a viable future use is an important prerequisite before pursuing grant opportunities or developing long-term restoration plans.

Following completion of the survey, Administration will return to Council with the results and seek direction regarding next steps, including potential committee formation or other approaches Council may wish to pursue.

Alternatives
Option 1 - Approve the MOU (Administration Recommendation)
Approve the revised Memorandum of Understanding and authorize execution by the Town and Society.

Option 2 - Request Further Revisions
Identify specific concerns and direct Administration to continue discussions with the Society before returning a revised agreement for approval.

COLLABORATION OPPORTUNITIES:

The MOU strengthens the partnership between the Town of Trochu and the Trochu and District Arboretum Society by formalizing annual planning, project coordination, reporting expectations, communication processes, and long-term stewardship of Arboretum assets. The discussions regarding the Dr. Hay House also present an opportunity for enhanced collaboration between the Town, Society, and broader community.

STRATEGIC PLAN ALIGNMENT:

Partnerships
The MOU enhances collaboration between the Town and Society and establishes clearer expectations for communication, planning, and shared decision-making.

Economic Development
The Arboretum continues to serve as an important tourism, recreation, and community asset that contributes to visitation and community vitality.

Fiscal Responsibility
The revised MOU provides greater clarity regarding budgeting, reporting requirements, equipment planning, and cost-sharing responsibilities.

Infrastructure
The agreement supports the ongoing maintenance and planning of Arboretum facilities, equipment, and community assets, including discussions regarding the future of the Dr. Hay

House.

IMPACT ON BUDGET:

The revised MOU does not create significant new budget impacts. The agreement largely formalizes existing practices while introducing shared responsibility for internet services and tree injection treatments. Improved planning and financial reporting should assist both organizations in budgeting and identifying future funding opportunities

RECOMMENDED ACTION:

That the following motion be presented for consideration:

> **"That Council approve the 2027 Arboretum Memorandum of Understanding, including any administrative amendments arising from Council discussion, and authorize the Mayor and CAO to execute the agreement on behalf of the Town of Trochu."**

Prepared by: Jamie McCallum

Approved by: Jamie McCallum

MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING made in duplicate and effective this _____ day of _____, 2026

BETWEEN:

THE TOWN OF TROCHU
(In the Province of Alberta)

-and-

THE TROCHU AND DISTRICT ARBORETUM SOCIETY
(In the Town of Trochu)

WHEREAS; the Town of Trochu and the Trochu and District Arboretum have had an ongoing and mutual understanding that the Arboretum Facility forms an integral part of our community not only for its intrinsic value enjoyed by the citizens of Trochu, but also for the tourism and the associated economic benefits it provides for the community as a whole.

AND WHEREAS; the Arboretum Facility is a joint endeavor between the Town of Trochu and the Trochu and District Arboretum Society, there is a desire by both parties to form a Memorandum of Understanding which will clarify the roles and responsibilities of both parties, including the revenue and cost sharing of each party.

NOW THEREFORE, the Town and the Society agree to work as partners to care for the Trochu Arboretum, so it continues to be a beautiful and welcoming place for residents and visitors to enjoy, now and for generations to come. The following chart sets out how each partner will contribute to that shared goal. If issues arise that are not covered in this MOU, the Town and Society will work together to find a mutually acceptable solution where possible.

	Town of Trochu (Town) Responsibilities and Commitments	Arboretum Society (Society) Responsibilities and Commitments
	Operations and Coordination	
1.	The Arboretum Manager is a Town employee. The Town is responsible for hiring the Arboretum Manager, with interviews conducted by the CAO or designate. The Arboretum Manager may assist with the hiring of seasonal staff within Council-approved budgets. The Town and Society will collaboratively develop an updated job description and supporting plans in 2027.	The Society will participate in the development of the Arboretum Manager job description, supervision and evaluation plan. The Society commits to working with the town to develop a new job description and supporting plans in 2027.
2.	A total of 20 staff hours per operating season will be available to support Society projects, and 24 staff hours per season may be used to support Society fundraising and events. These hours represent the combined time of all Town staff and must be scheduled around operational requirements. Staff hours allocated to Society projects or events will be tracked and approved by both the Society President and the CAO. Additional hours may be provided by mutual agreement between the CAO and Society President.	Society projects and events requiring Town staff support will be managed within the annual staff-hour allotment. Staff hours will be tracked and reviewed by the Society President and CAO, who must jointly approve hours applied against the allotment.
3.	The Town will communicate any proposed Town-led projects or project ideas for the upcoming season to the Society each fall. The Arboretum Manager may bring forward project ideas for the Society's consideration. The Town and Society will work collaboratively, where practical, in the planning and delivery of projects.	The Society Board is responsible for determining Society projects and priorities and will present its proposed projects to Council each fall. The Society and Town will work collaboratively, where practical, in the planning and delivery of projects
4.	Each fall, the Town and Society will jointly develop and review the annual Arboretum plan. Using the annual plan, the Arboretum Manager will present the Society Board with a planting plan showing what will go in each bed and where any new trees or shrubs will go. The Manager will order plants within the budget set by the Board and oversee their placement.	The Society will bring its priorities and proposed funding to the annual planning and budget discussion. The Society Board will review the planting plan and set the annual plant budget. The Society will pay for seeds, plants, shrubs and trees within that budget. Society volunteers may assist with planting as available.
5.	The Town and Society will jointly develop an equipment plan and maintain a shared inventory of all Arboretum equipment, including ownership and condition. The Town will assess groundskeeping equipment, including the Arboretum truck, annually and will service, repair and insure it while in operational use, regardless of ownership. Before either party purchases equipment, the Town will	The Society will make its equipment available for Arboretum use and retain ownership of equipment it purchases. It will discuss intended purchases with the Town and obtain Town approval before buying. When Society-owned equipment needs replacement, the Town and Society will review funding options together. The

	review it for approval based on operational need, safety, staffing, maintenance, storage and cost.	Society may contribute its own funds or pursue grants or fundraising.
	Town of Trochu (Town) Responsibilities and Commitments	**Arboretum Society (Society) Responsibilities and Commitments**
	Operations and Coordination Continued	
6.	The Arboretum Manager and outside workers will be employees of the Town of Trochu and as such will be under the supervision of the CAO and will work within the guidelines of Town of Trochu's Personnel Policy.	The Society will supervise its volunteers for fundraising and event activities. The Arboretum Manager may provide coordination support when on-site. Staff support for Society fundraising events is included within the seasonal hour allocations outlined above (#2).
7.	The Town will coordinate all Arboretum bookings and events, including staffing requirements, and will keep the Society informed of confirmed bookings and scheduled events.	The Society will direct all event and rental inquiries to the Town for booking coordination and will not independently confirm bookings without prior consultation.
8.	The Town will support fundraising efforts where appropriate by providing information, approvals, or letters of support when required for grant applications or donation requests.	The Society will be responsible for fundraising, (E.g. applying for grants, collecting specific donations to the board and hosting annual fundraising events).
9.	The Town will support promotion of Society fundraising initiatives, events, and Arboretum activities through available communication channels, including the Town website, social media platforms, and other Town communications where appropriate.	The Society will support promotion of the Arboretum, the Town, and Arboretum events through available communication channels, including the Society website, social media platforms, and other Society communications where appropriate.
10.	The Town will provide the Society with up to four complimentary weekend event days per operating season. Additional weekend bookings are subject to availability, with paid rentals taking priority and standard rental fees applying where required.	The Society will make reasonable efforts to schedule events on weekdays or weekday evenings. Additional weekend bookings beyond the four complimentary days are subject to availability and may be subject to standard rental fees.
11.	The Arboretum Manager and staff may be assigned to other Town responsibilities, such as parks or boulevard maintenance. Whenever possible, the Town will avoid scheduling these duties in a way that conflicts with previously confirmed Society support hours within the seasonal allotment.	The Society will work cooperatively with the Town to schedule volunteer support and project needs within the seasonal staff hour allotment and will be flexible if operational priorities require adjustments.
12.	The Arboretum Manager shall provide monthly written operational reports to the CAO (during the peak season) for inclusion on Council agendas and may be requested to provide clarification or updates as needed. Whenever possible, the CAO or a designated representative will attend Society meetings, not as a board member, but as a liaison between Council and the Society, to provide	The Society expects the Arboretum Manager to attend Society meetings when available for the purpose of presenting the monthly report and answering operational questions. The Manager is not a member of the Society Board and will be excused from the meeting following the reporting portion unless the agenda requires

	information, answer questions, and gather items for follow-up or referral.	operational clarification or unusual circumstances warrant their presence.
	Town of Trochu (Town) Responsibilities and Commitments	**Arboretum Society (Society) Responsibilities and Commitments**
	Dispute Resolution	
13.	In the event of a disagreement between Arboretum staff and a member of the Society, the staff member will first raise the concern with the Arboretum Manager. If the matter cannot be resolved at that level, the Manager will refer the issue to the CAO. The CAO will then contact the Society President and/or the Society Board to determine an appropriate resolution and facilitate a mutually acceptable outcome.	In the event of a disagreement between the Society and Arboretum staff, the concern should first be brought forward to the Arboretum Manager for discussion and resolution. If a resolution cannot be reached, the Society President will then bring the matter to the CAO for further review and to determine an appropriate path forward. The goal in all cases is to resolve issues collaboratively in a timely and respectful manner.
	Financial	
14.	The Town will establish and manage the annual Arboretum operating budget, including staffing and facility operating costs. The Town will provide the Society with its annual Arboretum budget and actual expenditures.	The Society will manage its own operating budget and provide the Town with its annual budget and actual expenditures. The Society will present an annual update to Council regarding its activities, finances, and planned initiatives.
15.	The Town and Society will annually prepare and review a consolidated financial summary of Arboretum revenues and expenditures to provide a complete overview of facility operations and investments.	
16.	The Town will be responsible for maintenance and repair costs, gardening supplies required for routine maintenance, small tools and maintenance equipment, and operational expenses related to the Visitor Information Centre. The Town will pay 50% of approved tree injection costs and 50% of Arboretum internet service costs.	The Society will be responsible for flowers, trees, and garden inputs beyond routine maintenance requirements. The Society will pay 50% of approved tree injection costs and 50% of Arboretum internet service costs.
17.	The Town and Society agree to explore options within the next five years to expand internet coverage throughout the Arboretum.	
18.	The Town will retain all rental and gate-related revenue generated between **April 1 and October 31**, including weddings, photography fees, and other facility rentals. Any e-transfer gate-related payments over $100 shall be determined to be a donation to The Society. The Town shall transfer donations to The Society monthly. Any cheques specifically made out to The Society shall remain with the Society.	The Society will retain rental and gate-related revenue generated between **November 1 and March 31**, excluding any revenue from the VIC.

	Town of Trochu (Town) Responsibilities and Commitments	**Arboretum Society (Society) Responsibilities and Commitments**
	Financial Continued	
19.	The Town will collect and record donation box revenue as part of Arboretum operations.	During approved Society fundraising events, the donation box may be designated as a Society fundraiser. In such cases, the donation box will be emptied and funds remitted to the Town prior to the event, with donations received during the event retained by the Society.
20.	The Arboretum Manager will not hold or use a Society credit card. All expenditures made by the Manager must be processed through Town purchasing procedures and approved within the Town's established budget.	The Society acknowledges that the Arboretum Manager will not have access to or use a Society credit card. Any Society-funded purchases must be arranged directly through the Society or in coordination with designated Society members.
21.	Rental fees for Arboretum facilities will be set through the Town's Rates and Fees Bylaw, reviewed annually by Council. The Town will consult with the Society prior to any changes affecting Arboretum rental rates.	The Society acknowledges that rental fees are governed by the Town's Rates and Fees Bylaw and will provide input during consultation when changes are proposed.
22.	The Town may offer Society-owned items, including chairs, tables and the BBQ, as rental add-ons. The Town will confirm availability on request and give confirmed paid rentals priority. The Town will repair or replace items damaged during a Town rental or Town-approved booking to an equivalent standard.	The Society may use available items at no charge and will confirm availability with the Town before use. The Society will repair or replace items damaged during its own use to an equivalent standard. The Society will develop an inventory of items and work with the Town on a replacement plan.
23.	The Town will lease the Arboretum Grounds and Visitor Information Centre to the Society for a nominal annual fee of $1. This lease is intended to support the Society's role in programming, fundraising, and volunteer coordination, while the Town retains responsibility for primary maintenance and facility operations.	The Society will pay an annual lease fee of $1.
	General	
24.	The Town acknowledges that The Society will form a policy to address memorial-funded plantings.	The Society will form a policy to address memorial-funded plantings and other donations.

25.	The Town will maintain insurance for the facility and provide the Society with a copy of the policy.	The Society will maintain liability and contents insurance and provide the Town with a copy of each policy.
	Town of Trochu (Town) Responsibilities and Commitments	**Arboretum Society (Society) Responsibilities and Commitments**
	General Continued	
26.	The Town designated the Dr. Hay House as a Municipal Heritage Resource and will continue to protect the building and maintain its eligibility for heritage grants. In 2027, the Town and Society will jointly survey the community about potential uses for the house.	The Society will work with the Town to develop the survey, review the results and identify next steps. The Town and Society may form a joint committee to explore options that meet heritage requirements, can be funded and can be sustained over time.
27.	The Town will maintain responsibility for structural, mechanical, and building-system maintenance at the Arboretum. This includes the Sea-Cans. Major repair work or renovations will be discussed with the Society before proceeding, wherever feasible.	Permanent improvements or additions proposed by the Society require consultation and approval by the Town. The Society will be responsible for securing and funding any required permits or regulatory approvals prior to undertaking such work.
28.	The Town will supply all paper products, soap, and cleaning materials for the VIC and will be responsible for cleaning the VIC building and public washrooms between **April 1 and October 31.** The Town will also explore installation of a keyless system for the VIC and the public washrooms.	The Society will be responsible for cleaning the VIC building and public washrooms between **November 1 and March 31**, including throughout the Forest of Lights and other Society-led winter events. The Society will also be responsible for cleaning the VIC and washrooms following Society-hosted events at any time of year.
29.	As the kitchen and private washroom will be rented out at various times the Arboretum staff will maintain these areas in a clean presentable manner.	The Society will clean the kitchen and private washroom after Society-organized events or functions and will respect staff-designated equipment and storage space.
30.	The Town will be responsible for the ongoing maintenance and upkeep of the access road, including grading, graveling, snow removal, and general repair as required for safe public use. The Town will schedule maintenance as needed, and larger capital rehabilitation (if required) will be planned through the Town's budget process. Emergency safety concerns reported by the Society will be addressed as soon as operationally feasible.	The Arboretum Society will notify the Town of any observed hazards, deteriorating conditions, or access issues on the road to support timely maintenance and safety. The Society will not be required to fund road repairs or conduct maintenance work but may share information from volunteers and event users to ensure the Town is aware of emerging issues.
31.	The Town will maintain regular communication with the Society through the Society President, or another	The Society will maintain regular communication with the Town through the

	designated board executive if the President is unavailable.	CAO or another designated Town representative when the CAO is unavailable.

SHARED DOCUMENTS

- **Annual budgets and statements of actual revenue and expenditures for both the Town and the Society**
- **Joint annual work plan and detailed planting plan**
- **Joint equipment plan and shared equipment database**
- **Copies of the Town's facility insurance policy and the Society's liability and contents insurance policies**

TERM: this Memorandum of Understanding (MOU) shall be in effect for a four (4) year term.

commencing **January 1, 2027, and expires on December 31, 2030.**

To ensure the MOU retains its relevance and value, it is to be reviewed on an annual basis, with the option to provide amendments if agreed to by both parties.

IN WITNESS WHEREOF, the Town and the Society have hereto affixed their corporate seal(s) attested to by the hands of their duly authorized officers on their behalf on the date first above written.

TOWN OF TROCHU

_____
Barry Kletke (MAYOR)

_____
Jamie Collins (CAO)

_____
Witness

TROCHU AND DISTRICT ARBORETUM SOCIETY

_____
PRESIDENT

_____
Witness

Date of Last Review _____

Initials: _____ _____
Town **Society**

MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING made in duplicate and effective this 28 **day of** JANUARY, **2025**

BETWEEN:

THE TOWN OF TROCHU
(In the Province of Alberta)

-and-

THE TROCHU AND DISTRICT ARBORETUM SOCIETY
(In the Town of Trochu)

WHEREAS; the Town of Trochu and the Trochu and District Arboretum have had an ongoing and mutual understanding that the Arboretum Facility forms an integral part of our community not only for its intrinsic value enjoyed by the citizens of Trochu, but also for the tourism and the associated economic benefits it provides for the community as a whole.

AND WHEREAS; the Arboretum Facility is a joint endeavor between the Town of Trochu and the Trochu and District Arboretum Society, there is a desire by both parties to form a Memorandum of Understanding which will clarify the roles and responsibilities of both parties, including the revenue and cost sharing of each party.

NOW THEREFORE, both parties agree the following chart outlines the responsibilities and commitments of each party.

Town of Trochu (Town) Responsibilities and Commitments	**Arboretum Society (Society) Responsibilities and Commitments**
The Arboretum Manager is an employee of the Town. The Town will be responsible for the hiring of the Arboretum Manager. The CAO or designate will interview candidates for the Arboretum Manager position. The Arboretum Manager will assist the Town in the hiring of staff in accordance with a budget developed by Town council.	The Society will participate in the development of the Arboretum Manager job description. The Arboretum Manager is a Town employee and reports to the Town.

Town of Trochu (Town) Responsibilities and Commitments	Arboretum Society (Society) Responsibilities and Commitments
The Arboretum Manager and staff are primarily responsible for the maintenance and care of the Arboretum grounds. While the Town values the work of the Trochu Arboretum Society, staff time dedicated to Society initiatives must be limited to ensure operational duties remain the priority. A total of 20 staff hours per operating season will be available to support Society projects, and 24 staff hours per season may be used to assist with fundraising and other events. These hours represent the combined time of all staff and must be scheduled around operational needs. Any additional support may be granted at the Town's discretion based on capacity and seasonal demands.	Project selection for each season rests primarily with the Society Board. The Arboretum Manager may bring forward project ideas for consideration; however final project selection is determined by the Board. The Board is responsible for submitting proposed projects to the CAO for approval, with an annual presentation of planned projects to Trochu Council. Projects are typically identified and submitted in September each year, though for the 2026 season this may occur in the first quarter. The Town may, from time to time, undertake project initiatives of its own and will consult with the Society before doing so.
The Arboretum Manager and outside workers will be employees of the Town of Trochu and as such will be under the supervision of the CAO and will work within the guidelines of Town of Trochu's Personnel Policy.	The Arboretum Society will continue to supervise its volunteers for fundraising and event activities. The Arboretum Manager may provide coordination support when on-site and as needed. Staff support for Society fundraising events is included within the seasonal hour allocations outlined above and will be provided as operationally feasible.
Bookings and events shall be coordinated through the Town – any bookings taken by the Society must be discussed with the Town to coordinate scheduling of staff.	The Society will communicate all event or rental requests to the Town and will not confirm bookings independently without first coordinating availability and staffing with the Town.
The Town will support fundraising efforts where appropriate by providing information, approvals, or letters of support when required for grant applications or donation requests.	The Society will be responsible for fundraising, (E.g. applying for grants, collecting specific donations to the board and hosting annual fundraising events).
The Town will continue to promote The Society fundraising and other events.	The Society will continue to promote Trochu and the Arboretum.
The Town will provide the Society with four weekend days per operating season at no charge for a fundraising or Society-led event. These days must be booked as early as possible to secure the preferred date. Additional weekend bookings may be accommodated where availability allows; however, paying customer rentals take priority, and standard fees apply when conflicts arise.	The Society acknowledges that weekends are prime rental periods for paid events such as weddings and will make best efforts to schedule fundraising and other Society activities on weekdays or weekday evenings. The Society may request weekend dates, but availability is not guaranteed, and regular rental fees will apply if the requested weekend is in demand by paying customers beyond their allotted complimentary date.

Town of Trochu (Town) Responsibilities and Commitments	Arboretum Society (Society) Responsibilities and Commitments
The Arboretum Manager and staff may be assigned to other Town responsibilities, such as parks or boulevard maintenance. Whenever possible, the Town will avoid scheduling these duties in a way that conflicts with previously confirmed Society support hours within the seasonal allotment.	The Society will work cooperatively with the Town to schedule volunteer support and project needs within the seasonal staff hour allotment and will be flexible if operational priorities require adjustments.
The Arboretum Manager shall provide monthly written operational reports to the CAO (during the peak season) for inclusion on Council agendas and may be requested to provide clarification or updates as needed. Whenever possible, the CAO or a designated representative will attend Society meetings, not as a board member, but as a liaison between Council and the Society, to provide information, answer questions, and gather items for follow-up or referral.	The Society expects the Arboretum Manager to attend Society meetings when available for the purpose of presenting the monthly report and answering operational questions. The Manager is not a member of the Society Board and will be excused from the meeting following the reporting portion unless the agenda requires operational clarification or unusual circumstances warrant their presence.
Dispute Resolution	**Dispute Resolution**
In the event of a disagreement between Arboretum staff and a member of the Society, the staff member will first raise the concern with the Arboretum Manager. If the matter cannot be resolved at that level, the Manager will refer the issue to the CAO. The CAO will then contact the Society President and/or the Society Board to determine an appropriate resolution and facilitate a mutually acceptable outcome.	In the event of a disagreement between the Society and Arboretum staff, the concern should first be brought forward to the Arboretum Manager for discussion and resolution. If a resolution cannot be reached, the Society President will then bring the matter to the CAO for further review and to determine an appropriate path forward. The goal in all cases is to resolve issues collaboratively in a timely and respectful manner.
Financial Commitment	**Financial Commitment**
The Town will establish an annual operating budget for the Arboretum, including wages for the Arboretum Manager and seasonal staff. Operational expenses must remain within the approved budget unless prior authorization is granted by the Town. The Town will be responsible for maintenance and repair costs, gardening supplies required for regular upkeep, small tools and maintenance equipment, and operational expenses related to the Visitor Information Centre (VIC). The Town will provide the Society with a copy of the annual Arboretum operating budget.	The Society will be responsible for the cost of flowers, trees and garden inputs. The Society acknowledges the Town's authority over the annual operating budget and will plan its activities and support requests in consideration of available staffing and financial capacity. The Society will provide the Town with a copy of its annual financial statement, budget and will make an annual presentation to Council summarizing activities, financial status, and planned initiatives.

Town of Trochu (Town) Responsibilities and Commitments	Arboretum Society (Society) Responsibilities and Commitments
Financial Commitment - Continued	**Financial Commitment - Continued**
The Arboretum Manager will not hold or use a Society credit card. All expenditures made by the Manager must be processed through Town purchasing procedures and approved within the Town's established budget.	The Society acknowledges that the Arboretum Manager will not have access to or use a Society credit card. Any Society-funded purchases must be arranged directly through the Society or in coordination with designated Society members.
The Town will retain all rental and gate-related revenue generated between **April 1 and October 31**, including weddings, photography fees, and other facility rentals. Any e-transfer gate-related payments over $100 shall be determined to be a donation to The Society. The Town shall transfer donations to The Society monthly. Any cheques specifically made out to The Society shall remain with the Society.	The Society will retain rental and gate-related revenue generated between **November 1 and March 31**, excluding any revenue from the VIC.
Rental fees for Arboretum facilities will be set through the Town's Rates and Fees Bylaw, reviewed annually by Council. The Town will consult with the Society prior to any changes affecting Arboretum rental rates.	The Society acknowledges that rental fees are governed by the Town's Rates and Fees Bylaw and will provide input during consultation when changes are proposed.
The Town may offer Society-owned add-ons such as chairs, tables, and the BBQ as part of its rental inventory.	The Society may use these items at no cost when they are not reserved for a paid rental.
If Society-owned rental add-ons (chairs, tables, BBQ, etc.) are damaged during a Town rental or Town-approved booking, the Town will repair or replace the item to an equivalent standard.	If Society-owned rental add-ons are damaged during Society use, the Society will repair or replace the item to an equivalent standard.
The Town will prioritize paying rentals when scheduling use of Society-owned add-ons. Where conflicting requests occur, bookings with a confirmed rental agreement will take precedence.	The Society acknowledges that paying rentals receive first priority for use of Society-owned add-ons. Society access remains free of charge when items are not reserved for paying rentals.
The Town will confirm availability of Society-owned add-ons when requested and will inform the Society if the items are already booked for a paying rental.	The Society will request booking confirmation from the Town prior to using Society-owned add-ons to ensure there is no conflict with a scheduled rental.
The Town will lease the Arboretum Grounds and Visitor Information Centre to the Society for a nominal annual fee of $1. This lease is intended to support the Society's role in programming, fundraising, and volunteer coordination, while the Town retains responsibility for primary maintenance and facility operations.	The Society will pay an annual lease fee of $1 in recognition of its role in programming and volunteer support.

Town of Trochu (Town) Responsibilities and Commitments	Arboretum Society (Society) Responsibilities and Commitments
General	**General**
Ordering, planning, and placement of new plant material will be determined by the Arboretum Manager, with Society volunteers assisting as available and appreciated. The Arboretum Manager will confirm the Society's annual plant budget and will plan purchases within that amount.	The Society is responsible for the cost of seeds, plants, bushes, and trees within a budget they establish.
The Town acknowledges that The Society will form a policy to address memorial-funded plantings.	The Society will form a policy to address memorial-funded plantings.
The Town will be responsible for the maintenance, servicing, repair, and operational insurance of Arboretum grounds-keeping equipment, including lawn mowers, tractors, trimmers, snow blowers, the Arboretum truck, and similar machinery. This responsibility applies to equipment purchased by either the Town or the Society, provided it is intended for Arboretum operations.	The Society will make available equipment it owns for Arboretum use and may pursue grant-funded or Society-funded purchases of new equipment such as mowers, trimmers, tractors, or snow blowers. Equipment purchased by the Society for Arboretum purposes will remain Society-owned but will be maintained and insured by the Town while in operational use.
The Town will assess equipment condition annually and determine when repairs, upgrades, or replacement are required to maintain operational safety and functionality. When replacement is needed for Society-owned equipment, the Town will notify the Society and discuss funding options, with the goal of ensuring continued operational capacity for the Arboretum.	The Society will be consulted regarding the replacement of Society-owned equipment and may contribute financially or through grant funding when feasible and desired. The Society acknowledges that replacement decisions must prioritize functionality, safety, and operational requirements.
Before equipment is purchased for Arboretum operations — whether funded by the Town or the Society — the Town will review operational needs, long-term maintenance capacity, and storage suitability. The Town will approve or decline equipment that cannot be supported through staffing, storage, safety, or budget capacity.	The Society may propose or pursue funding for new equipment through grants or fundraising but will consult with the Town prior to purchase to confirm the equipment is operationally suitable and can be maintained by Town staff. Equipment purchased by the Society for Arboretum use will remain Society-owned but maintained and insured by the Town.
The Town will provide insurance for the facility.	The Society will provide liability insurance for the Trochu Arboretum Society and provide contents insurance.

Town of Trochu (Town) Responsibilities and Commitments	Arboretum Society (Society) Responsibilities and Commitments
General Continued	**General Continued**
The Town recognizes the Dr. Hay House as a designated Municipal Heritage Resource and will continue to ensure eligibility for heritage grant programs and basic building protection. While the Town is supportive of long-term restoration, it does not currently have capacity to lead a redevelopment or operational project independently. If the Arboretum Society does not wish to pursue involvement at this time, the Town may explore alternative partners or project pathways for restoration, activation, or grant development in the future. Any decisions will be guided by heritage requirements, funding availability, and long-term sustainability.	The Society may explore potential uses, interpretive concepts, or grant opportunities for the Dr. Hay House if and when capacity and priorities allow. Participation is optional and may occur at the Society's discretion. Should the Society wish to advance ideas, initiate fundraising, or develop a concept plan, proposals can be submitted to the Town for review and consideration.
The Town will maintain responsibility for structural, mechanical, and building-system maintenance at the Arboretum. Major repair work or renovations will be discussed with the Society before proceeding, wherever feasible.	Permanent improvements or additions proposed by the Society require consultation and approval by the Town. The Society will be responsible for securing and funding any required permits or regulatory approvals prior to undertaking such work.
The Town will supply all paper products, soap, and cleaning materials for the VIC and will be responsible for cleaning the VIC building and public washrooms between **April 1 and October 31.** The Town will also explore installation of a timed locking system for the public washrooms to regulate access outside of staffed hours.	The Society will be responsible for cleaning the VIC building and public washrooms between **November 1 and March 31**, including throughout the Forest of Lights and other Society-led winter events. The Society will also be responsible for cleaning the VIC and washrooms following Society-hosted events at any time of year, as no rental fee is applied to Society use.
As the kitchen and private washroom will be rented out at various times the Arboretum staff will maintain these areas in a clean presentable manner. The Town will purchase a separate refrigerator to be used by staff for lunches, seeds etc.	The Society will clean the kitchen and private washroom after Society-organized events or functions and will respect staff-designated equipment and storage space, including the staff refrigerator provided by the Town.
The Town will be responsible for the ongoing maintenance and upkeep of the access road, including grading, graveling, snow removal, and general repair as required for safe public use. The Town will schedule maintenance as needed, and larger capital rehabilitation (if required) will be planned through the Town's budget process. Emergency safety concerns reported by the	The Arboretum Society will notify the Town of any observed hazards, deteriorating conditions, or access issues on the road to support timely maintenance and safety. The Society will not be required to fund road repairs or conduct maintenance work but may share information from volunteers and event users to ensure the Town is aware of emerging issues.

Society will be addressed as soon as operationally feasible.	
Town of Trochu (Town) Responsibilities and Commitments	**Arboretum Society (Society) Responsibilities and Commitments**
General Continued	**General Continued**
The Town will maintain regular communication with the Society through the Society President, or another designated board executive if the President is unavailable.	The Society will maintain regular communication with the Town through the CAO or another designated Town representative when the CAO is unavailable.

TERM: this Memorandum of Understanding (MOU) shall be in effect for a four (4) year term.

commencing **January 1, 2026, and expires on December 31, 2029.**

To ensure the MOU retains its relevance and value, it is to be reviewed on an annual basis, with the option to provide amendments if agreed to by both parties.

IN WITNESS WHEREOF, the Town and the Society have hereto affixed their corporate seal(s) attested to by the hands of their duly authorized officers on their behalf on the date first above written.

TOWN OF TROCHU

Barry Kletke (MAYOR)

~~Carl Peterson~~ (CAO)
Jamie Collins

Witness

TROCHU AND DISTRICT ARBORETUM SOCIETY

PRESIDENT

Witness

Date of Last Review _____ **Initials:** _____ _____
Town **Society**

TOWN OF TROCHU
(26-79)
Request to Council for Decision

Meeting:	**Regular Council Meeting**
Date:	**November 23rd, 2026**
Prepared By:	**Jamie Collins**
Originated By:	**Jamie Collins**
Approved By:	**Jamie Collins, CAO** JC (initials)

Title: Knievel Option to Purchase - Future Direction

BACKGROUND:

In 2019, the Town entered into an Option to Purchase Agreement with Philip Knievel and Deborah Knievel for approximately 50 acres of land. The agreement provides the Town with an exclusive option to purchase the property and a right of first refusal.

The agreement allows the Town to exercise the option at any time prior to the Option Expiry Date, which is eight years from the date of the agreement. The option is scheduled to expire on April 6, 2027. If the option is not exercised prior to that date, the agreement will terminate.

Administration is seeking direction from Council prior to the agreement's expiry to determine whether there is interest in pursuing discussions with the property owners regarding a potential extension or replacement agreement.

DISCUSSION/ALTERNATIVES:

The property has been identified as a potential future growth area for the community and was originally secured through the option agreement to preserve future development opportunities for the Town.

With the option expiry date approaching, Council may wish to consider whether maintaining some form of future interest in the lands remains a priority.

At this time, Administration is not seeking direction regarding exercising the option. Rather, Administration is seeking direction regarding whether discussions should occur with the property owners to determine if there is interest in negotiating a new option agreement or other arrangement following the expiry of the current agreement.

Option 1 - Explore a New Agreement
Direct Administration to contact the property owners and determine whether they would be interested in negotiating a new option agreement or other arrangement for Council's future consideration.

Option 2 - Allow the Agreement to Expire
Provide no further direction and allow the current agreement to expire on April 6, 2027.

Option 3 - Provide Other Direction
Council may provide alternative direction regarding future interest in the property.

COLLABORATION OPPORTUNITIES:

Should Council wish to explore a new agreement, Administration would work directly with Philip and Deborah Knievel to determine whether mutually agreeable terms may be available for Council's consideration.

STRATEGIC PLAN ALIGNMENT:

Economic Development
The property may provide future opportunities for residential, commercial, industrial, or other community development initiatives.

Fiscal Responsibility
Seeking Council direction now allows consideration of future options before the agreement expires and avoids last-minute decision making.

Infrastructure
The lands may play a role in future long-term growth and infrastructure planning.

IMPACT ON BUDGET:

There is no immediate budget impact associated with this discussion.

Should Council direct Administration to pursue a new agreement, any proposed terms and associated costs would be brought back to Council for consideration prior to any commitment being made.

RECOMMENDED ACTION:

Administration requests Council direction regarding whether discussions should be initiated with the landowners regarding a potential extension, replacement agreement, or other arrangement prior to the April 6, 2027, expiry of the current agreement.

Attached: Agreement

Prepared by: Approved by:

OPTION TO PURCHASE AGREEMENT

This Agreement made this 6 day of April, 2019.

BETWEEN:

TOWN OF TROCHU,
Of 222 Northfield Road, Trochu, AB T0M 2C0
(hereinafter referred to as "**Trochu**")

-and-

PHILIP JOSEPH KNIEVEL and DEBORAH JEAN KNIEVEL, as joint tenants
Of Box 126, Trochu, AB T0M 2C0
(hereinafter referred to as "**Vendor**")

WHEREAS:

(A) The Vendor is the owner of the lands described in Schedule "A" (the "**Property**"); and

(B) Trochu wishes to acquire an option to purchase the Property and a right of first refusal from the Vendor and the Vendor has agreed to grant to Trochu an option to purchase the Property and a right of first refusal pursuant to the terms, provisions and conditions set forth herein;

NOW THEREFORE this Agreement witnesses that in consideration of the sum of ONE DOLLAR paid by Trochu to the Vendor upon execution of this Agreement, and other good and valuable consideration, the sufficiency of which is hereby acknowledged, the Vendor hereby grants to Trochu the sole and exclusive option to purchase (the "**Option**"), irrevocable within the time for acceptance provided herein, the Property free and clear of all encumbrances except those listed in Schedule "B" (the "**Permitted Encumbrances**") on the following terms and conditions.

PK

Section 1: Exercise of Option

1.1 Trochu may exercise the Option, at any time prior to the day that is 8 years from the date first written above (the "**Option Expiry Date**"), by providing written notice of its intention to exercise the Option (the "**Option Notice**") to the Vendor at Box 126, Trochu, AB T0M 2C0 or such other address as the Vendor provides in writing.

1.2 In the event that the Option is not exercised by the Option Expiry Date or the Property is sold to a third party in accordance with paragraph 2.1(c) herein, this Agreement shall terminate.

1.3 Upon the exercise of the Option, this Agreement and the Option Notice shall become a binding contract of sale and purchase of the Property, and such sale and purchase will be completed upon the terms provided in Section 3 and Section 4 herein and in Schedule "C" hereto (collectively, the "**Purchase Agreement**").

Section 2: Right of First Refusal

2.1 The Vendor hereby grants Trochu a right of first refusal to purchase the Property in accordance with paragraphs (a) - (d) below.

a) If, prior to the Option Expiry Date, the Vendor receives a *bona fide* offer from a third party to purchase the Property which the Vendor wishes to accept, the Vendor shall deliver to Trochu a notice in writing (the "**Sale Notice**") setting out the terms and conditions of the offer and the Vendor's intention to accept such offer; whereupon Trochu may at any time within 60 days after receipt of the Sale Notice, purchase the Property from the Vendor in accordance with the terms of the Purchase Agreement by delivering an Option Notice to the Vendor (the "**Right of First Refusal**").

b) If Trochu does not exercise the Right of First Refusal within 60 days after receipt of the Sale Notice and the Vendor does not sell the Property on the terms and conditions set out in the Sale Notice, then the Right of First Refusal shall continue in full force and effect and shall apply to any subsequent offer or sale pertaining to the Property.

PK

c) If Trochu does not exercise the Right of First Refusal within 60 days after receipt of the Sale Notice or gives notice in writing to the Vendor that it does not intend to exercise the Right of First Refusal, and the Vendor sells the Property on the terms and Conditions set out in the Sale Notice, then this Agreement shall terminate effective as of the date the Vendor is no longer the registered owner of the Property.

d) The Right of First Refusal shall continue and be available for exercise by Trochu at any time during the term of this Agreement.

Section 3: Consideration

3.1 In consideration of this Agreement and the rights and privileges hereunder, Trochu shall pay to the Vendor $5000.00 within 30 days' of execution of this Agreement, and an additional $5000.00, in advance, on each anniversary of the date first written above up to but excluding the Option Expiry Date (collectively, the "**Payments**").

3.2 If the Vendor sells the Property to a third party prior to the Option Expiry Date (a "**Third Party Sale**"), the Vendor shall repay to Trochu, an amount equal the sum of all of the Payments immediately upon closing of the Third Party Sale. This provision 3.2 shall survive termination of this Agreement.

3.3 If Trochu exercises the Option, then an amount equal to the sum of all of the Payments shall be deducted from the Purchase Price (in accordance with and as defined in Schedule "C" hereto).

Representations, Warranties and Covenants

4.1 In this Agreement and the Purchase Agreement, the Vendor makes the following representations and warranties in respect of the Property effective as of the date hereof and the Closing Date (as defined in Schedule "C"):

(a) The Vendor is a resident of Canada for the purposes of Section 116 of the *Income Tax Act* of Canada;

PK

(b) The Vendor is not aware of the presence of any Contaminants (as hereinafter defined) upon, within or under the Property;

(c) To the best of the Vendor's knowledge, information and belief, the Property has not been subject to any prior use which might reasonably be expected to have resulted in Contaminants having been deposited or accumulated upon, within or under the Property;

(d) To the best of the Vendor's knowledge, information and belief, there are no active or inactive above ground or below ground storage tanks within or under the Property;

(e) There are no claims, actions, prosecutions, charges, hearings or other proceedings of any kind (collectively, "**Proceedings**") in any court or tribunal by or against the Vendor or, to the best of the Vendor's knowledge, any the Vendor has not received any notice of any such proceedings which relate to the presence of Contaminants within, upon or under the Property or from the Property or any violation of any Environmental Law (as hereinafter defined) relating to the Property and to the best of the Vendor's knowledge, information and belief there is no basis for any Proceedings or the issuance of any notice thereof;

(f) The Vendor has good title to the Property, and is ready, willing and able to convey title to the Property free and clear from any liens, claims, charges, and encumbrances other than the Permitted Encumbrances;

(g) The Vendor has not used a real estate agent in connection with this Option Agreement or the Purchase Agreement for which commissions are or may become payable;

(j) In this Clause 4.1:

PK

(i) "Contaminants" means substances, pollutants and wastes which (A) pollute or are otherwise harmful to the Environment, (B) are defined as contaminants, pollutants, radioactive waste, hazardous substances, hazardous waste, hazardous or toxic under any applicable Environmental Law, or (C) are construed as having an adverse effect, through impairment of or damage to the Environment, human health or safety, or the Property under any applicable Environmental Law;

(ii) "Environment" means all components of the earth including all layers of the atmosphere, air, land, soil, water (including, without limitation, surface and underground water), organic and inorganic matter and living organisms, and the interacting natural systems that include the components referred to above;

(iii) "Environmental Law" means any federal, provincial, municipal or other governmental or regulatory statute, bylaw, regulation or rule in effect relating to the Environment.

Each of the representations and warranties in this Clause 4.1 will expire two years following the Closing Date unless action is commenced by Trochu in a court of competent jurisdiction with respect to such representation or warranty within two years of the Closing Date.

4.2 The Vendor hereby agrees to indemnify and save harmless Trochu from and against any claims, demands, actions, suits, losses, costs, damages and expenses (including, without limitation, legal fees and disbursements on a solicitor client full indemnity basis) arising from or relating to the breach of any representation or warranty set forth in Clause 4.1.

4.3 Without limiting the foregoing representations, warranties, and covenants, Trochu acknowledges that:

PK

(a) It is relying on its own investigation, analysis, appraisals, and estimates as to the suitability of the Property for the use it intends, such investigations, analysis, appraisals and estimates to be at Trochu's sole discretion and expense; and

(b) It is aware that in order to use the Property as it intends, it will be responsible for obtaining all required regulatory and other approvals, including planning, development, zoning, and building approvals and permits.

Section 5: Reimbursement of Vendor's Legal Fees

5.1 Trochu shall reimburse the Vendor's actual reasonable legal fees incurred in connection with the negotiation and review of this Agreement (the **"Legal Fees"**) up to a maximum of $5000 within 30 days of Trochu's receipt of documentation detailing the legal fees. The documentation detailing the Legal Fees provided by the Vendor must be to Trochu's satisfaction, acting reasonably.

Section 6: Miscellaneous Provisions

6.1 The Vendor and Trochu shall execute all further deeds, documents and assurances, and will do all further things as may be reasonably required for the purpose of carrying out this Agreement according to its true meaning and intent.

6.2 The Vendor, subject to its rights set forth in the Purchase Agreement, agrees not to remove or allow the removal of any materials from the Property (including topsoil or subsoil) without Trochu's prior written consent, while this Agreement remains in effect, provided that nothing herein shall restrict the activities of Trochu, its representatives, agent or contractors in the exercise of rights.

6.3 Subject to the Right of First Refusal, the Vendor agrees and acknowledges that it will not, except with the prior approval of Trochu, sell, lease, licence, encumber or otherwise part with possession of all or any portion of the Property to a third party during the term of this Agreement.

PK

6.4 Time shall be of the essence.

6.5 This Agreement shall be governed by and interpreted in accordance with the laws of the Province of Alberta.

6.6 This Agreement shall enure to the benefit of, and be binding upon the parties hereto and their respective heirs, personal representatives, successors and assigns.

6.7 Except as may be required to perform the terms of this Agreement and the Purchase Agreement or as may otherwise be required by law, the Vendor agrees to maintain the terms of this Agreement and the Purchase Agreement in confidence.

6.8 The Vendor acknowledges that Trochu may register a caveat in respect of this Agreement at the appropriate Land Titles Office. If Trochu does not exercise the Option prior to the termination of this Agreement, it will within 60 days of the such termination, discharge any caveat it has filed against title to the Property and provide a copy of title to the Property to the Vendor evidencing such discharge.

6.9 The Vendor agrees that Trochu, its agents, or its representatives shall be entitled to reasonable access to the Property prior to the Option Exercise Date to carry out such investigations, testing, surveying and inspections as Trochu determines are necessary to determine the suitability of the Property for the intended purpose. Trochu shall advise such access and shall use reasonable efforts to arrange such access at a time or times convenient to the Vendor. Trochu shall repair or restore any damage to the Property caused as a result of such access.

6.10 This is the entire agreement between the parties respecting the Option and Right of First Refusal granted by the Vendor to Trochu to purchase the Property. Except as expressly provided herein, there are no representations, warranties, collateral agreements or conditions respecting the purchase and sale of the Property.

PK

6.11 This Agreement may be executed electronically and in any number of counterparts, each of which when so executed shall be deemed to be an original and all of which taken together shall constitute one and the same instrument.

IN WITNESS WHEREOF the parties hereto have duly executed this Agreement as of the day and year first above written.

TOWN OF TROCHU

Per: _____

Per: _____ CAO

PHILIP JOSEPH KNIEVEL

_____

DEBORAH JEAN KNIEVEL

_____

PK

EP

SCHEDULE "A"

DESCRIPTION OF THE PROPERTY

MERIDIAN 4 RANGE 23 TOWNSHIP 33
SECTION 17
THAT PORTION OF THE SOUTH EAST QUARTER
WHICH LIES TO THE EAST OF THE STATION GROUNDS ON PLAN RW24,
AND TO THE SOUTH OF THE ROADWAY ON PLAN 3598BM CONTAINING
35.27 HECTARES (87.16 ACRES) MORE OR LESS
EXCEPTING THEREOUT FIRST: THAT PORTION BOUNDED AS FOLLOWS:
COMMENCING AT THE INTERSECTION OF THE SOUTHERLY LIMIT OF
THE SAID QUARTER SECTION WITH THE EASTERLY LIMIT OF THE
STATION GROUNDS ON PLAN RW24, THENCE NORTHERLY ALONG THE
EASTERLY LIMIT OF THE SAID STATION GROUNDS A DISTANCE OF
225 FEET, THENCE EASTERLY PARALLEL WITH THE SOUTHERLY
BOUNDARY OF THE SAID QUARTER SECTION A DISTANCE OF 298.7 FEET,
THENCE SOUTHERLY PARALLEL WITH THE EASTERLY BOUNDARY OF
THE SAID QUARTER SECTION TO INTER-SECTION WITH THE SOUTHERLY
BOUNDARY THEREOF, THENCE WESTERLY ALONG THE EASTERLY BOUNDARY
TO THE POINT OF COMMENCEMENT CONTAINING 0.664 HECTARES
(1.64 ACRES) MORE OR LESS
SECONDLY: THE SOUTHERLY 417.42 FEET OF THE NORTHERLY
483.42 FEET OF THAT PORTION OF THE SAID QUARTER SECTION, WHICH
LIES TO THE EAST OF THE RIGHT OF WAY ON PLAN RW24, AND THE
WEST OF A LINE 417.42 FEET IN PERPENDICULAR DISTANCE EAST OF
THE SAID RIGHT OF WAY ON PLAN RW24, CONTAINING 1.62 HECTARES
(4 ACRES) MORE OR LESS
THIRDLY:

PLAN	NUMBER	HECTARES	ACRES MORE OR LESS
SUBDIVISION	8310022	4.45	10.996
SUBDIVISION	0614720	6.88	17.00

EXCEPTING THEREOUT ALL MINES AND MINERALS

PK

SCHEDULE "B"

PERMITTED ENCUMBRANCES

	Registration Number	Date	Particulars
1.	6412IL	10/08/1962	UTILITY RIGHT OF WAY GRANTEE – ALBERTA POWER LIMITED. "N. 16.5 FT. OF S. 33 FT. DATA UPDATED BY: TRANSFER OF UTRW NO 7986LB"
2.	771 096 219	19/07/1977	UTILITY RIGHT OF WAY GRANTEE – THE TOWN OF TROCHU. AS TO PORTION OR PLAN: 7710770 "50 FT. STRIP"
3.	831 004 850	11/01/1983	CAVEAT RE : DEFERRED RESERVE CAVEATOR – THE CALGARY REGIONAL PLANNING COMMISSION.

PK

SCHEDULE "C"
PURCHASE AGREEMENT

1. Trochu and the Vendor acknowledge and agree that the Purchase Price is to be based on the actual area of the Property which has not been confirmed but is currently estimated to be 50 acres. If the Option is exercised by Trochu, the consideration that shall be equal to and constitute the entire purchase price, including GST, shall be:

   a. $14,000 per acre (or proportionately for any partial acre) of the actual area of the Property if exercised within 365 days of the date of this Option to Purchase Agreement, which amount shall increase by 3 percent each year following the date of the Option to Purchase Agreement in accordance with the table below; and

   b. A reduction in an amount equal to the sum of all Payments made in accordance with Section 3 of the Option to Purchase Agreement

   (the "**Purchase Price**").

Purchase Price Table

Year	Price (including GST)
1	$ 14,000.00 per acre
2	$ 14,420.00 per acre
3	$ 14,852.60 per acre
4	$ 15,298.18 per acre
5	$ 15,757.12 per acre
6	$ 16,229.84 per acre
7	$ 16,716.73 per acre
8	$ 17,218.23 per acre

2. The Closing Date of the purchase of the Property shall be 30 days after the date upon which the Option is exercised.

3. The Purchase Price shall be determined as of the date the Option is exercised and not the Closing Date.

4. Trochu shall be entitled to vacant possession of the Property on the Closing Date.

5. All usual adjustments, taxes, interest and other adjustable items shall be made as of 12:00 o'clock noon on the Closing Date. Trochu shall pay interest, at a rate of 1% per annum above the Prime Rate on any money owing to the Vendor from the Closing Date to the date such money is paid. "Prime Rate" means that reference rate of interest determined and announced from time to time by the Royal Bank of Canada as being its "prime rate" of interest for Canadian dollar demand commercial loans made in Canada.

6. The Property, including all fixtures and other items to be purchased, shall remain at the risk of the Vendor until the Closing Date.

7. A transfer of land in registrable form and all other documents required to complete the transfer shall be prepared and provided to Trochu's solicitor no later than 14 days prior to the Closing Date. The Vendor shall be responsible, at its cost, for the preparation and registration of discharges of any liens or encumbrances registered against the Property other than Permitted Encumbrances.

8. The parties will execute all further deeds, documents, and assurances, and will do all further things as may be reasonably required for the purpose of carrying out this agreement according to its true meaning and intent.

9. Each party shall be solely responsible for its own legal fees and expenses incurred with the closing of the purchase and sale of the Property.

10. Time shall be of the essence.

11. This Purchase Agreement shall be governed by and interpreted in accordance with the laws of the Province of Alberta.

12. This Purchase Agreement shall enure to the benefit of, and be binding upon, the parties hereto and their respective successors and assigns.

PK

AFFIDAVIT OF EXECUTION

CANADA)
PROVINCE OF ALBERTA)
TO WIT:)

I, Candace Roach,
of the Town of Trochu, in the Province of Alberta,
MAKE OATH AND SAY:

1. THAT I was personally present and did see Philip Joseph Knievel named in the within instrument, on the basis of the identification provided to me, duly sign and execute the same for the purpose named therein;

2. THAT the instrument was executed at the Town of Trochu, Alberta and that I am the subscribing witness thereto;

3. THAT I believe Philip Joseph Knievel, whose signature I witnessed, is at least eighteen (18) years of age.

Sworn before me at the Town of Trochu ,)
in the Province of Alberta)
this 6th day of April, 2019)
) Candace Roach

A Commissioner for Oaths in and for the
Province of Alberta

FRANK N.T. VANDERKLEY
A Commissioner for Oaths
In and for Alberta
My Commission does not expire, being a Solicitor

AFFIDAVIT OF EXECUTION

CANADA)
PROVINCE OF ALBERTA)
TO WIT:)

I, Candace Roach,
of the Town of Trochu, in the Province of Alberta,
MAKE OATH AND SAY:

4. THAT I was personally present and did see Deborah Jean Knievel named in the within instrument, on the basis of the identification provided to me, duly sign and execute the same for the purpose named therein;

5. THAT the instrument was executed at the Town of Trochu, Alberta and that I am the subscribing witness thereto;

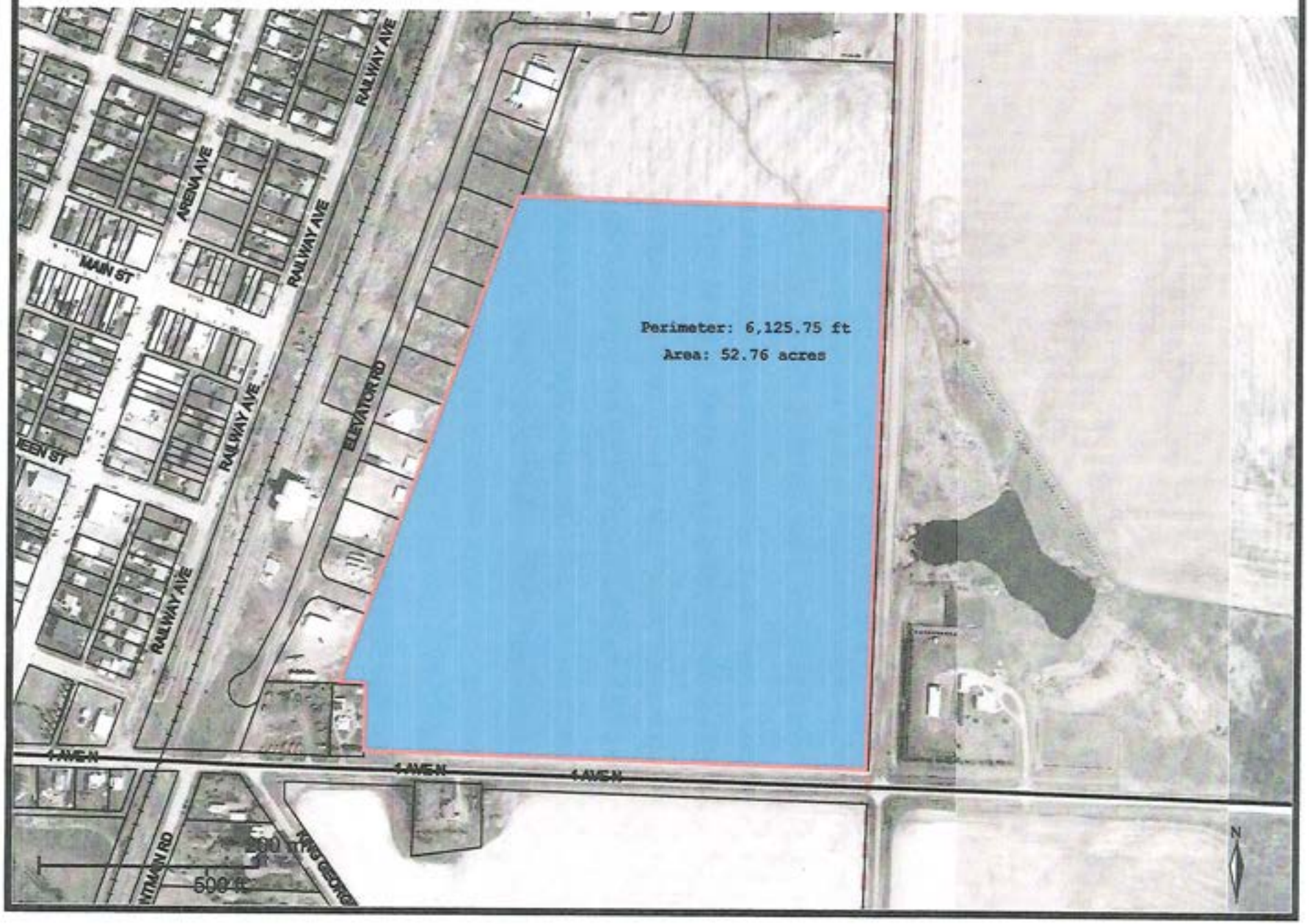
6. THAT I believe Deborah Jean Knievel, whose signature I witnessed, is at least eighteen (18) years of age.

Sworn before me at the Town of Trochu,)
in the Province of Alberta)
this 6th day of April, 2019)
) Candace Roach

A Commissioner for Oaths in and for the
Province of Alberta

FRANK N.T. VANDERKLEY
A Commissioner for Oaths
In and for Alberta
My Commission does not expire, being a Solicitor

Knievel Property - 2019



TOWN OF TROCHU
(26-78)
Request to Council for Decision

Meeting:	**Regular Council Meeting**
Date:	**November 23rd, 2026**
Prepared By:	**Jamie Collins**
Originated By:	**Jamie Collins**
Approved By:	**Jamie Collins, CAO** JC (initials)

Title: New Residential Subdivision Land Use Vision & Zoning Discussion

BACKGROUND:

Development planning continues for the new residential subdivision located east of the new seniors' facility. Administration has attached the subdivision concept plan, the current Land Use District Map, and the Land Use Bylaw provisions for the R-1 and R-2 residential districts for Council's reference.

As development discussions have progressed, Administration has heard consistent feedback from contractors, engineers, and other parties involved in the project regarding the potential of the subdivision. In particular, there has been considerable discussion around the lots adjacent to the stormwater pond and Arboretum access. These lots are generally viewed as highly desirable residential parcels that could capitalize on their unique setting, open views, and proximity to community amenities. Conversely, the lots bordering North Road are often viewed as being more suitable for duplex, attached housing, or other medium-density residential development.

Administration has identified that the current land use districts shown on the Land Use District Map do not align with these discussions and wishes to seek Council direction before further development planning advances

DISCUSSION/ALTERNATIVES:

Current Zoning

The current Land Use Bylaw identifies portions of the proposed subdivision as both R-1 Low Density Residential and R-2 General Residential.

The purpose of the R-1 District is to provide for low-density residential neighbourhoods primarily comprised of detached dwellings and duplex dwellings. Detached homes are a permitted use, while duplex dwellings are discretionary.

The purpose of the R-2 District is to provide for residential neighbourhoods that allow a variety of medium-density housing forms. In addition to detached homes and duplexes, attached housing of up to four units is a permitted use, with larger attached housing and apartments allowed as discretionary uses.

Discussion for Council

Administration is seeking Council's feedback regarding the long-term vision for this subdivision before decisions advance further.

The discussion is not intended to determine specific lot sales or development approvals at this time. Rather, Administration would like to confirm whether Council is comfortable with the current zoning pattern or whether Council's vision for the area differs from what is presently reflected in the Land Use Bylaw.

Specifically, Council may wish to consider:

- Should the lots adjacent to the stormwater pond and Arboretum be primarily intended for detached single-family housing?
- Should the lots bordering North Road be the preferred location for future duplex, attached housing, or other medium-density residential forms?
- Does the existing zoning arrangement reflect Council's intended land use outcome for the area?
- If not, should Administration investigate future amendments to the Land Use Bylaw?

At present, Administration has observed that the concept being discussed by many of those involved in the project appears somewhat opposite to the zoning arrangement currently shown within the Land Use Bylaw. Council direction at this stage would help ensure future activities align with Council's objectives.

Option 1 - Confirm Existing Zoning
Confirm that Council is satisfied with the current R-1 and R-2 district arrangement and direct Administration to proceed accordingly.

Option 2 - Explore Zoning Amendments
Direct Administration to investigate potential rezoning options that would better align the subdivision layout with Council's vision for future development.

Option 3 - Provide Other Direction
Provide Administration with alternative guidance regarding the intended character and housing mix within the subdivision.

COLLABORATION OPPORTUNITIES:

- Nothing for this item

STRATEGIC PLAN ALIGNMENT:

Economic Development

The subdivision represents an opportunity to attract new residents and investment while expanding housing options within the community.

IMPACT ON BUDGET:

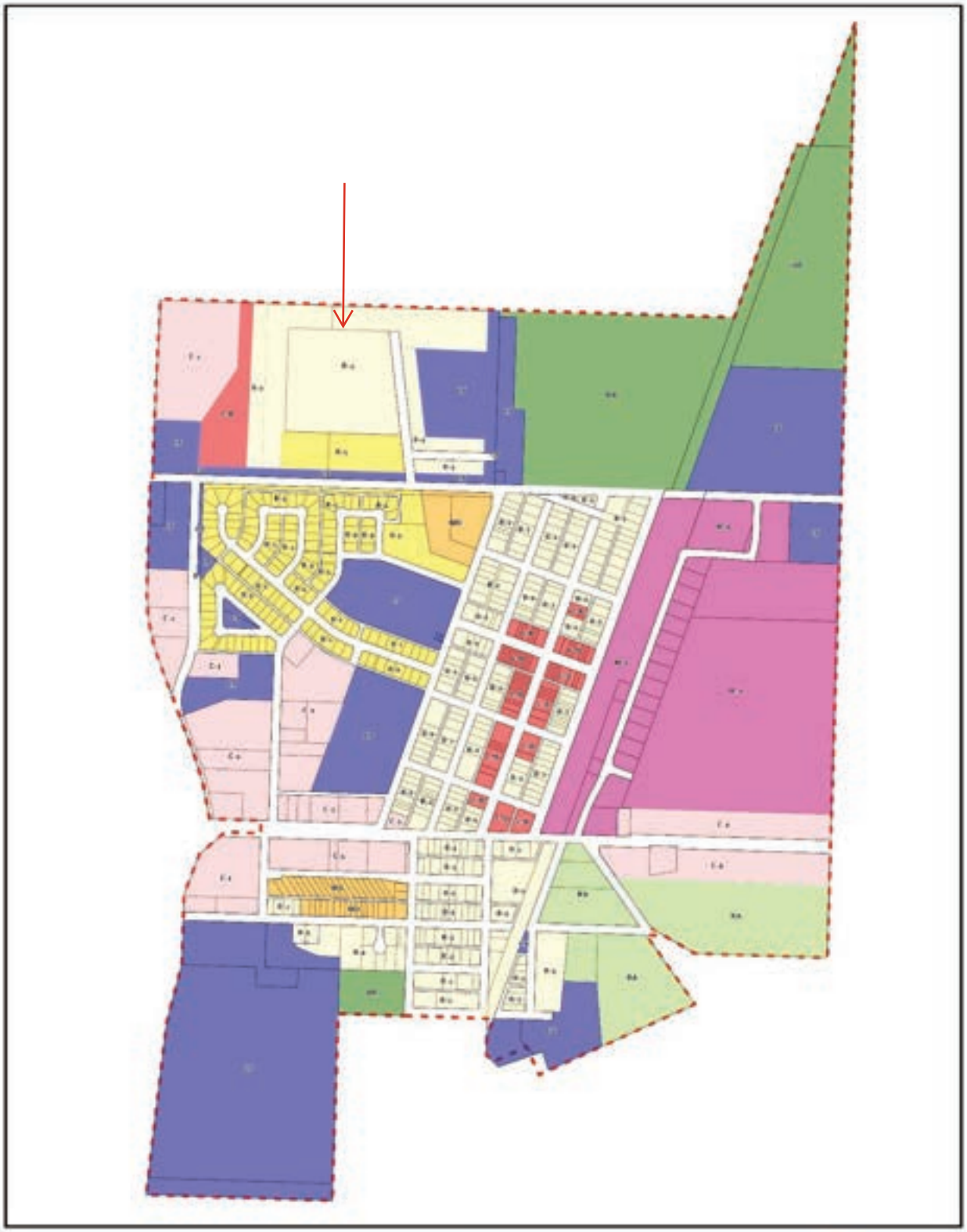
There is no immediate budget impact associated with this discussion. Should Council wish to pursue amendments to the Land Use Bylaw, administration and advertising costs may be incurred as part of a future rezoning process.

RECOMMENDED ACTION:

Administration requests Council direction regarding whether the current R-1 and R-2 zoning arrangement reflects Council's vision for the subdivision and, if not, whether Administration should investigate amendments to the Land Use Bylaw.

Prepared by: Jamie McCallum

Approved by: Jamie McCallum



1 Km

Land Use Districts

- RA - Residential Acreage
- R-1 - Low Density Residential
- R-1S - Small Lot Residential District
- R-2 General Residential
- MD - Manufactured Dwelling
- C-B - Central Business
- C-1 - General Commercial
- M-1 - Industrial
- CS - Community Service
- UR - Urban Reserve

Town Boundary

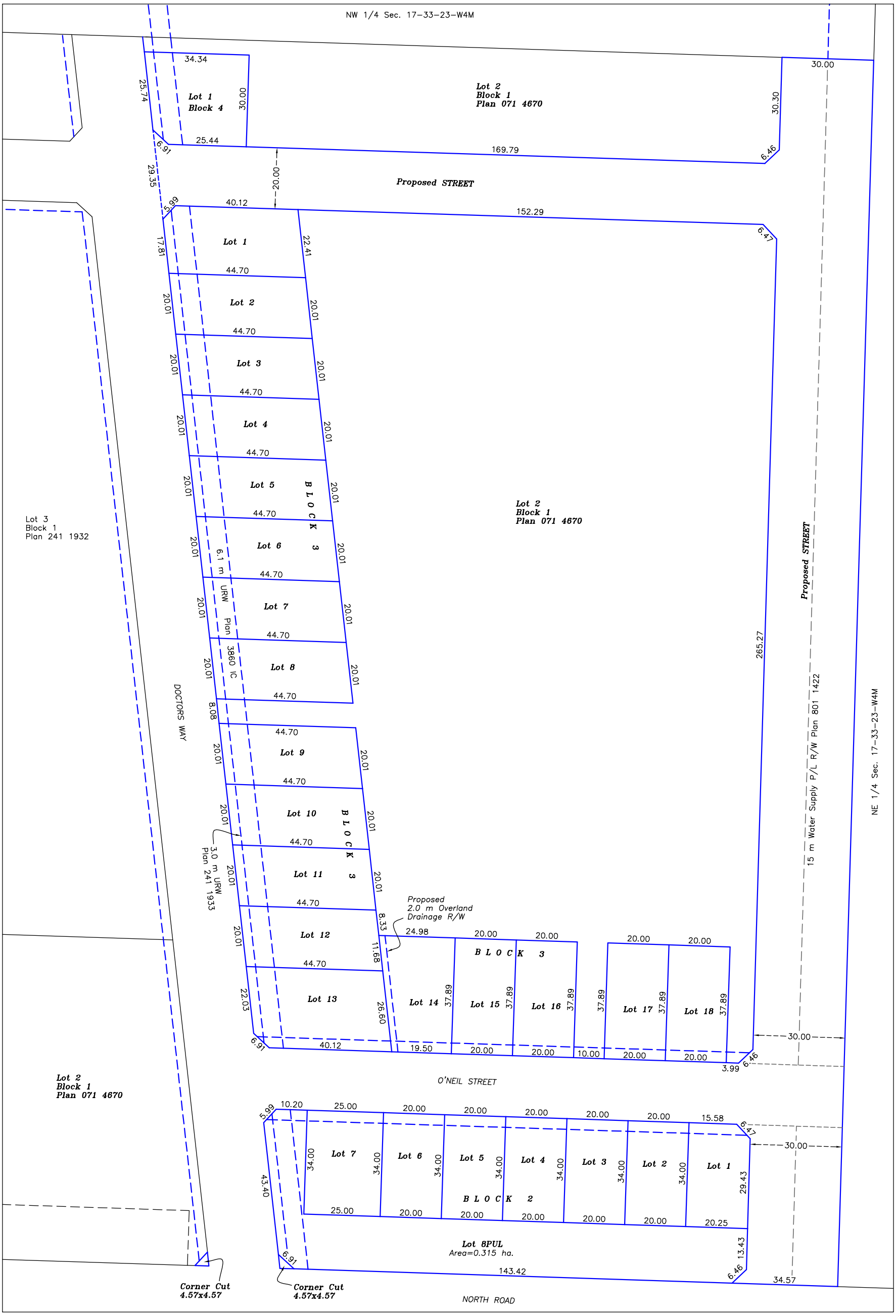
N

Palliser
Regional Municipal Services

TROCHU ALBERTA

Land Use District Map

Bylaw 2024-07
Consolidated August 25, 2025



SexSmith Surveys Ltd.
Box 5122, High River, Alberta, T1V 1M3
©Copyright, 2026
www.sexsmithsurveys.com

SexSmith Surveys Ltd.
03 November, 2026
Scale: 1:1250
File: 26-483

Town of Trochu

Tentative Plan

showing

Proposed Subdivision

affecting

Lot 2 Block 1 Plan 071 4670

____ Doctors Way

ALBERTA LAND SURVEYORS' ASSOCIATION
PERMIT NUMBER
P 198
SexSmith Surveys Ltd.

14 R-1 – Low Density Residential District

14.1 PURPOSE

14.1.1 To provide for low density residential neighbourhoods comprised of **Detached Dwellings**, **Duplex Dwellings** and other supporting neighbourhood amenities in appropriate locations.

14.2 PERMITTED USES

14.2.1 The following ***uses*** are ***permitted uses*** in the R-1 – Low Density Residential District:

Accessory Building*
Accessory Dwelling Unit - Attached*
Dwelling, Detached (greater than 79.0 m^2 ***gross floor area***)
Home Occupation - Minor*
Park
Sign (Sign type 3, 6)**
Utilities

*See Section **10 Specific Use Regulations**
See Section **11 Sign Regulations

14.3 DISCRETIONARY USES

14.3.1 The following ***uses*** are ***discretionary uses*** in the R-1 – Low Density Residential District:

Accessory Building - Fabric Covered*
Accessory Dwelling Unit - Detached*
Bed and Breakfast*
Care Facility
Child Care Centre
Dwelling, Detached (79.0 m^2 ***gross floor area*** or less)
Dwelling, Duplex
Dwelling, Manufactured*
Fences*
Home Occupation - Major*
Public Building
Worship Facility

*See Section **10 Specific Use Regulations**

14.4 REGULATIONS

14.4.1 The minimum ***parcel area*** is 464.0 m^2, except 285.0 m^2 for each **Dwelling Unit** in a **Duplex Dwelling**;

14.4.2 The minimum ***parcel width*** is 15.0 m, except 7.6 m for each **Dwelling Unit** in a **Duplex Dwelling**.

14.4.3 The minimum ***front yard setback*** is 6.0 m.

14.4.4 The minimum ***side yard setback*** is 1.5 m, except:

(a) for a common ***property line*** of a **Duplex Dwelling** where it is zero; and

(b) an ***exterior side yard*** where it is 3.0 m.

14.4.5 The minimum ***rear yard setback*** is 7.5 m.

14.4.6 The minimum ***gross floor area*** of a ***principal*** **Dwelling Unit** is 56.0 m^2.

14.4.7 The maximum ***parcel coverage*** including all ***buildings*** is 55%, where **Accessory Buildings** may comprise up to a maximum of 15% of the total ***parcel coverage***.

14.4.8 The maximum ***building height*** is 10.6 m for ***principal buildings***.

14.4.9 The maximum ***building height*** of an **Accessory Building** is 6.0 m.

14.5 ADDITIONAL REQUIREMENTS

14.5.1 Notwithstanding the minimum ***front yard setback***, the minimum length of a driveway in a ***front yard*** is 7.0 m.

14.5.2 The minimum width of a **Manufactured Dwelling** is 7.4 m.

14.5.3 The design and appearance of a **Manufactured Dwelling** shall be to the satisfaction of the ***Development Authority***, and may be required to include enhanced design elements that add visual interest such as:

(a) a porch or veranda on the front façade;

(b) horizontal wall articulation on the front façade;

(c) the use of thick columns or brackets on roof overhangs;

(d) dormers, gables, cross gables or varied pitches for articulated roof lines;

(e) large or ***bay windows*** on the front façade, with strong window trim;

(f) architectural features or other detailing over entrances;

(g) changes in exterior siding materials, textures and colors to break up long wall expanses; and

(h) the use of trim and moldings that contrast the exterior siding.

16 R-2 – General Residential District

16.1 PURPOSE

16.1.1 To provide for residential neighbourhoods that allows for a variety of medium ***density*** housing forms and other supporting neighbourhood amenities in appropriate locations.

16.2 PERMITTED USES

16.2.1 The following ***uses*** are ***permitted uses*** in the R-2 – General Residential District:

Accessory Building*
Accessory Building - Fabric Covered*
Accessory Dwelling Unit – Attached*
Attached Housing (4 units or less)
Dwelling, Detached (greater than 79.0 m^2 ***gross floor area***)
Dwelling, Duplex
Dwelling, Manufactured*
Home Occupation - Minor*
Park
Sign (Sign type 3, 6)**
Utilities

*See Section **10 Specific Use Regulations**
See Section **11 Sign Regulations

16.3 DISCRETIONARY USES

16.3.1 The following ***uses*** are ***discretionary uses*** in the R-2 – General Residential District:

Accessory Building - Shipping Container*
Accessory Dwelling Unit - Detached*
Apartment
Attached Housing (more than 4 units)
Bed and Breakfast*
Care Facility
Child Care Centre
Dwelling, Detached (79.0 m^2 ***gross floor area*** or less)
Home Occupation - Major*
Fences*
Public Building
Worship Facility

*See Section **10 Specific Use Regulations**

16.4 REGULATIONS

16.4.1 The minimum ***parcel area*** is 366.0 m^2, except:

(a) 285.0 m^2 for each **Dwelling Unit** in a **Duplex Dwelling**;

(b) 185.0 m^2 for each **Dwelling Unit** in **Attached Housing**; and

(c) 650.0 m^2 for an **Apartment**.

16.4.2 The minimum ***parcel width*** is 12.2 m, except:

(a) 7.6 m for each **Dwelling Unit** in a **Duplex Dwelling**; and

(a) 6.0 m for each **Dwelling Unit** in **Attached Housing**.

16.4.3 The minimum ***front yard setback*** is 6.0 m.

16.4.4 The minimum ***side yard setback*** is 1.5 m, except for:

(a) for a common ***property line*** of a **Duplex Dwelling** or **Attached Housing** where it is zero;

(b) an ***exterior side yard*** where it is 3.0 m; and

(c) 3.0 m for an **Apartment**.

16.4.5 The minimum ***rear yard setback*** is 7.5 m.

16.4.6 The maximum ***parcel coverage*** including all ***buildings*** is 55%, where **Accessory Buildings** may comprise up to a maximum of 15% of the total ***parcel coverage***.

16.4.7 The minimum ***gross floor area*** of a ***principal*** **Dwelling Unit** is 56.0 m^2.

16.4.8 The maximum ***building height*** is 10.6 m for ***principal buildings***, except 13.7 m for **Apartments** and **Attached Housing**.

16.4.9 The maximum ***building height*** of an **Accessory Building** is 6.0 m.

16.5 ADDITIONAL REQUIREMENTS

16.5.1 Notwithstanding the minimum ***front yard setback***, the minimum length of a driveway in a ***front yard*** is 7.0 m.

16.5.2 The minimum width of a **Manufactured Dwelling** is 6.7 m.

16.5.3 The design and appearance of a **Manufactured Dwelling** shall be to the satisfaction of the ***Development Authority***, and may be required to include enhanced design elements that add visual interest such as:

(a) a porch or veranda on the front façade;

(b) horizontal wall articulation on the front façade;

(c) the use of thick columns or brackets on roof overhangs;

(d) dormers, gables, cross gables or varied pitches for articulated roof lines;

(e) large or ***bay windows*** on the front façade, with strong window trim;

(f) architectural features or other detailing over entrances;

(g) changes in exterior siding materials, textures and colors to break up long wall expanses; and

(h) the use of trim and moldings that contrast the exterior siding.