



Council Meeting - November 10, 2025 Agenda

Monday, November 10, 2025 at 7:00 PM

in the Council Chambers, Town Hall, 10203-105th Avenue, High Level, AB

Electronic Participation via YouTube. The YouTube link for this meeting is:

<https://youtube.com/live/>

The Town of High Level Mayor and Council acknowledge Treaty 8 Territory - the traditional and ancestral territory of the Cree and Dene. We acknowledge that this territory is home to the Métis Settlements and the Métis Nation of Alberta, Regions 1, 4, 5 and 6 within the historical Northwest Métis Homeland.

These meetings are pre-scheduled official sessions of council during which the business of the municipality is conducted. It is at these meetings that issues are discussed and debated, decisions are made, and direction is provided to Administration. The public is welcome to attend all such meetings to observe the proceedings of municipal government. Public input to council may be provided through a pre-approved delegation. This refers to a presentation on a specific topic, which must be reserved at least one week in advance by submitting an application to Administration.

Page

1. **CALL TO ORDER**

THAT Mayor Lambert calls the Regular Council Meeting on November 10, 2025 to order at 7:00 p.m.

2. **LATE ITEMS**

3. **ADOPTION OF THE AGENDA**

3.1 Adoption of Meeting Agenda

Recommendation: 344-25 THAT the Agenda of the Regular Open Council Meeting on November 10, 2025, be adopted.

4. DELEGATIONS

There are no delegations scheduled for this meeting.

5. SERVICE AWARDS

7 - 9

Former Mayor McAteer Long Service Award

[257-18 Council Long Service Award.pdf](#) 

Employee Long Service Awards

[258-18 Employee Long Service Award.pdf](#) 

Council recognizes the following employees for their years of dedicated service to the Town of High Level:

- Stephen Butler – 5 years
- Jeff Matheson – 5 years
- Russell Shiell – 5 years
- Marvin Marinas - 10 years
- Warren Czmuchalek – 15 years
- Darcy Lauridsen - 25 years

6. APPROVAL OF MINUTES

- 6.1 Minutes of the Regular Council Meeting held on October 14, 2025, for adoption 10 - 16

[2025-10-14 DRAFT Minute.docx](#) 

Recommendation: 345-25 THAT the minutes of the Regular Open Council Meeting held October 14, 2025, be adopted.

- 6.2 Minutes of the Organizational Meeting held on October 27, 2025, for adoption 17 - 41

[Organizational Meeting - Oct 27 2025 A - Minutes - Html](#) 

Recommendation: 346-25 THAT the minutes of the Organizational meeting held October 27, 2025, be adopted.

7. DELEGATION BUSINESS

8. MAYOR AND COUNCIL COMMITTEE REPORTS

- 8.1 Mayor Lambert's Report 42 - 45
[Mayors Report - Nov. 6.2025.pdf](#) 
[Fairview Campus Closure Letter.pdf](#) 

Recommendation: 347-25 THAT Council receive the Mayor's report from October 27, 2025 to November 10, 2025, for information.

- 8.2 Council Reports
Councillor Langford - Discussion on Municipal Use of AI

Recommendation: 348-25 THAT Council receive the Council reports from October 27, 2025 to November 10, 2025, for information.

Deputy Mayor Liboiron:

Councillor Forest:

Councillor Langford:

Councillor Mercredi:

Councillor Scott:

Councillor Zatko:



9. ADMINISTRATION REPORT



- 9.1 CAO Report - Verbal/Handout
Recommendation: 349-25 THAT Council receive the verbal/handout CAO report from October 27, 2025 to November 10, 2025, for information.

10. ADMINISTRATION EQUIREES

- 10.1 Q3 Financial Variance Report 46 - 51
[FINANCE RFD 2025-11-10 Q3 Variance Report.pdf](#) 

Recommendation: 350-25 THAT Council receive the Q3 Operating Variance Report for information.

- 10.2 2026-2028 Preliminary Budget Discussion 52
[Town of High Level 2026-2028 - Preliminary Draft Budget.pdf](#) 
Recommendation: 351-25 THAT Council receive the 2026-2028 Preliminary Budget Discussion for information.
- 10.3 Adoption of the Flag Raising and Lowering Policy 282-25 53 - 63
[CS RFD 2025-11-10 Consideration of Flag Raising and Lowering Policy.docx.pdf](#) 
Recommendation: 352-25 THAT Council consider rescinding the *Town of High Level Flag Lowering Policy No. 264-21*, and consider the approval of the *Flag Raising and Lowering Policy No. 282-25*, as presented.

AND THAT Council considers the approval of the request from the Métis Nation to raise the Métis flag at Town Hall in recognition of Métis Week (November 17-22, 2025).
- 10.4 Arena/Curling Club Lifespan Improvements 64 - 69
[SI RFD 2025-11-10 Arena Curling Club Lifespan Improvements.pdf](#) 
Recommendation: 353-25 THAT Council consider directing Administration to prepare a capital budget with \$800,000 in 2026 to address the foundation repairs, heating system improvements and conduct a comprehensive engineering review of the facility to extend the life of the facility to 2040.
- 10.5 Sole-Source Award - R.E. Walter Aquatic Centre HVAC and Boiler Replacement Project - Lexus Engineering 70 - 72
[SI RFD 2025-11-10 Contract Award R.E. Walter Aquatic Centre HVAC & Boiler-Upgrade.pdf](#) 
Recommendation: 354-25 THAT Council consider authorizing Administration to enter into a sole-source agreement with Lexus Engineering for the R.E. Walter Aquatic Centre HVAC and Boiler Replacement Project, at a total value not to exceed \$ 279,450.00 funded through the General Reserve and/or LGFF grant allocation
- 10.6 Provincial Recycling Program 73 - 77

Recommendation: 355-25 THAT Council accept the report on the Provincial Recycling Program as information; AND THAT Council consider formally approving participation in the Extended Producer Responsibility program.

11. OLD BUSINESS

12. NEW BUSINESS


13. CORRESPONDENCE FOR ACTION

There are no correspondence items requiring action at this time.

14. CORRESPONDENCE FOR INFORMATION

- 14.1 Voting on Alberta Municipalities' 2025 Resolutions 78 - 88
[BN CAO 2025-11-10- Voting on Alberta Municipalities' 2025 Resolutions.pdf](#) 

Recommendation: 356-27 THAT Council receive the briefing note titled "*Voting on Alberta Municipalities' 2025 Resolution*" for information.

- 14.2 Announcement of Northwestern Polytechnic Fairview Campus Closure 89 - 90
[Correspondence from Reeve Philip Kolodychuk, MD. of Fairview No. 136.pdf](#) 

Recommendation: 357-25 THAT Council receive the correspondence from Reeve Philip Kolodychuk of the Municipal District of Fairview No. 136 for information.

15. NOTICES FOR MOTION

16. QUESTION PERIOD

17. ADJOURNMENT

358-28 THAT there being no further business of the Regular Open Council meeting, it be adjourned. 91 - 104

THE REGULAR OPEN COUNCIL MEETING ADJOURNED AT _____

[Council Committees 2025 - 2026](#) 

[Town of High Level Strategic-Plan 2022-2026.pdf](#) 

Town of High Level Policy 257-18

Title:	COUNCIL LONG SERVICE AWARD
Authority:	Council
Council Motion:	491-18
Date Approved:	November 26, 2018
Rescinds:	New
Amended:	N/A

1. Intent of Policy

- a. This policy is to recognize Councillors who have shown dedication through their long service to the Town of High Level (the “Town”).

2. Scope of Policy

- a. This policy applies to all current Town Councillors.

3. Policy Statement

- a. The Town shall present a long service award to each Councillor who has completed ten (10) years of service and every five (5) year increment thereafter.
- b. The criterion for recognition listed in 3(a) does not require continuous years of service.
- c. The long service award will consist of a plaque or engraved gift of equivalent value. A Councillor may choose to decline the receipt of a long service award.
- d. Presentation of the long service award and recognition of long service shall occur at the first Council meeting in October or at an alternative time as determined by Council.

4. Policy Authority and Review

- a. Any changes that are made to this policy are to be approved by Council.

Town of High Level Policy 258-18

Title:	EMPLOYEE LONG SERVICE AWARD
Authority:	Council
Council Motion:	Resolution# 486-18
Date Approved:	November 26, 2018
Rescinds:	New
Amended:	N/A

1. Intent of Policy

- a. This policy is to recognize employees who have shown dedication through their long service to the Town of High Level (the “Town”).

2. Scope of Policy

- a. This policy applies to all regular permanent Town employees (minimum 0.5 FTE).

3. Policy Statement

- a. The Town shall recognize employees for long service in five (5) year increments. The completion of any five year term will be on the anniversary date from commencement of employment.
- b. The service must be continuous employment without breaks in service.
- c. The long service award will consist of an Engraved Plaque and a Gift in accordance with Appendix A.
- d. The long service award may be considered a taxable benefit in accordance with Canada Revenue Agency.
- e. Presentation of the long service award shall occur at the first Council meeting following the Employee’s anniversary date.
- f. Employee long service awards shall be included in the Town’s annual budget.

4. Policy Authority and Review

- a. Any changes that are made to this policy are to be approved by Council.

Appendix A

Years of service —5 years

- Years of Service Plaque (approximate value of \$125 excluding shipping) and;
- Gift not to exceed \$500

Years of service — 10 years

- Years of Service Plaque (approximate value of \$125 excluding shipping) and;
- Gift not to exceed \$625

Years of service — 15 years

- Years of Service Plaque (approximate value of \$125 excluding shipping) and;
- Gift not to exceed \$750

Years of service —20 years

- Years of Service Plaque (approximate value of \$125 excluding shipping) and;
- Gift not to exceed \$1,000

Years of service —25 years

- Years of Service Plaque (approximate value of \$125 excluding shipping) and;
- Gift not to exceed \$1,250

Years of service —30 years

- Years of Service Plaque (approximate value of \$125 excluding shipping) and;
- Gift not to exceed \$1,500

Years of service —35 years and above

- Years of Service Plaque (approximate value of \$125 excluding shipping) and;
- Gift not to exceed \$1,750

Years of service —40 years and above

- Years of Service Plaque (approximate value of \$125 excluding shipping) and;
- Gift not to exceed \$2,000

Employees have the choice of the following Gifts:

- Cash Award or;
- Selected Gift from Company Gift Catalogue



Minutes of the Regular Open Council Meeting held **October 14, 2025, at 7:00 p.m.**
in the Council Chambers, Town Hall, 10203-105th Avenue, High Level, AB

In Attendance:

Council: Mayor Crystal McAteer
Deputy Mayor Langford
Councillor Brent Anderson
Councillor Josh Lambert
Councillor Mark Liboiron
Councillor Jan Welke

Staff: Viv Thoss, Chief Administrative Officer
Jena-Raye Clarke, Director of Community Services
Keith Straub, Director of Operations
Bill Schnarr, Communications Coordinator
Aya Balmores, Relief Legislative & Executive Assistant

External: Barb Wilton, Acting Human Resources Manager
Daphne Thomson, Acting Director of Corporate Services
Jane Dauphinee, Planning and Development Consultant
John Greathead, Strategic Initiatives Consultant

Regrets: Roy Amalu, Director of Finance

1. CALL TO ORDER

Mayor McAteer called the meeting to order at 7:00 p.m.

2. LATE ITEMS

2.1. Late items

Moved by Deputy Mayor Langford

Opposed by Councillor Anderson and Councillor Liboiron

276-25 THAT the following items BE ADDED to the agenda.

- a. Minutes of the Regular Open Council Meeting held August 11, 2025.**
- b. 2026-2028 Draft Operating Budget**

Carried

3. ADOPTION OF MEETING AGENDA

3.1. Adoption of Meeting Agenda

Moved by Councillor Liboiron

277-25 THAT the Regular Open Council meeting agenda for October 14, 2025, BE ADOPTED, as amended.

Carried

4. DELEGATIONS

4.1. Arnold Viersen, MP - Federal Government Update

Arnold Viersen, MP, presented a Federal Government update to Council.

5. ADOPTION OF MINUTES

5.1. Minutes of the Regular Open Council Meeting held August 11, 2025, for adoption

Moved by Councillor Liboiron

278-25 THAT the Minutes of Regular Open Council meeting held August 11, 2025, BE ADOPTED.

Carried

5.2. Minutes of the Regular Open Council Meeting held September 22, 2025, for adoption

Moved by Councillor Anderson

279-25 THAT the Minutes of Regular Open Council meeting held September 22, 2025, BE ADOPTED.

Carried

6. MAYOR'S REPORT

- 6.1. Mayor McAteer's Report September 23, 2025, to October 14, 2025

Moved by Councillor Welke

- 280-25 THAT Council RECEIVE Mayor McAteer's report for the period of September 23, 2025, to October 14, 2025, for information.**

Carried

7. COUNCIL COMMITTEE REPORTS

- 7.1. Council Committee Reports

Moved by Councillor Lambert

- 281-25 THAT Council RECEIVE the Council Reports from Deputy Mayor Langford, Councillor Anderson, Councillor Lambert, Councillor Liboiron, and Councillor Welke for the period of September 23, 2025, to October 14, 2025, for information.**

Deputy Mayor Langford:

Sept. 27 – Northern Alberta Elected Leaders

Oct. 06 – Alberta Northwest Species at Risk Committee

Oct. 08 – High Level Community Policing Society

Councillor Anderson:

Oct. 1 – Golden Range Society

Oct. 8 – Air Access Task Force

Councillor Lambert:

Sept. 25 – Regional Economic Development Initiative

Oct. 8 – Air Access Task Force

Councillor Liboiron:

Sept. 25 – High Level Library Board

Oct. 14 – Health and Safety Audit

Oct. 14 – Banner of Remembrance

Councillor Welke:

Sept. 25 – Regional Advisory Committee

Sept. 25 – Northwest Regional FASD Society

Sept. 26 – Northwest Regional FASD Society

Oct. 8 – High Level Community Transportation Committee

Carried

- 7.2. Minutes of the Committee of the Whole Meeting held September 15, 2025

Moved by Deputy Mayor Langford

- 282-25 THAT the Minutes of Committee of the Whole meeting held September 15, 2025, BE RECEIVED as amended.**

Carried

- 7.3 Mayor McAteer Request: FCM 2024 MAMP Grant Application & Reporting Details

Moved by Deputy Mayor Langford

- 283-25 THAT Council direct Administration to provide an update on the status of the FCM 2024 Municipal Asset Management Program (MAMP) Grant Application's software login at the next Regular Council Meeting scheduled for November 10, 2025.**

Carried

8. ADMINISTRATIVE REPORTS

- 8.1. CAO Report

Moved by Councillor Liboiron

- 284-25 THAT Council RECEIVE CAO Thoss' report for the period of September 23, 2025, to October 14, 2025, for information.**

Carried

9. ADMINISTRATIVE ENQUIRIES

- 9.1. Clarification Regarding Air Access Task Force Meeting Held October 8, 2025.

Moved by Deputy Mayor Langford

- 285-25 THAT Council ACCEPTS the *Terms of Reference for the Reliable Air Access for Specialist Medical Services Task Force*, as distributed by Mayor McAteer.**

Carried

Daphne Thomson, Legislative Services and Compliance Consultant, left the meeting at 8:17 p.m.

- 9.2. Manufactured Home Development Permits

Moved by Councillor Liboiron

- 286-25 THAT Council DIRECT the Development Officer no longer vary the requirement for manufactured homes to have at an effective age of 20 years at the time of placement on the parcel;**

AND THAT Council DIRECT administration to prepare an amendment to Section 9.2.10 in the R-2 District and 9.4.3 in the R-4 District and remove the allowance of Manufactured Home – Mobile older than 20 years with an appraisal report and require that all Manufactured Home – Mobile be 20 years old or younger at the time of placement on the parcel.

Carried

- 9.3. Enforcement of Manufactured Home Development Permits

Moved by Councillor Liboiron

- 287-25 THAT Council DIRECT administration to send a notice to landowners with approved development permits for manufactured homes issued between 2021 and 2025, where the manufactured home had a date of manufacture that exceeded 20 years**

form the date of the permit (or the date of manufacture was unknown), requesting that the landowners provide confirmation that they have complied with the conditions of development approval issued with their permit.

Carried

9.4. Manufactured Home Land Use Bylaw Amendment

Moved by Councillor Welke

- 288-25 THAT Council GIVE first reading of the proposed Land Use Bylaw amendment to revise the notification requirements for development permit issued for discretionary uses and where variances have been approved and to prohibit the placement of manufactured homes older than 20 years on any lot within the Town of High Level;**

AND THAT a Public Hearing be scheduled for the second Council meeting in November.

Carried

9.5. Solar Collectors Land Use Bylaw Amendment

Moved by Councillor Liboiron

- 289-25 THAT Council GIVE first reading of the proposed Land Use Bylaw amendment to enable solar collectors in the residential, commercial, and industrial districts;**

AND THAT a Public Hearing be scheduled for the second Council meeting in November.

Carried

Jane Dauphinee, Planning and Development Consultant left the meeting at 8:56 p.m.

9.6. Policy 281-25 – Vehicle and Equipment Lifecycle Management

Moved by Deputy Mayor Langford

- 290-25 THAT Council RESCIND *Policy 173-99 (Vehicle and Equipment Replacement, 1999)*;**

AND THAT Council ADOPT *Policy 281-25 (Vehicle and Equipment Lifecycle Management, 2025)*, to take effect immediately.

Carried

John Greathead, Strategic Initiatives Consultant left the meeting at 9:02 p.m.

10. OLD BUSINESS

There were no old business items brought forward.

11. NEW BUSINESS

11.1. Draft 2026-2028 Operating Budget

Moved by Deputy Mayor Langford

291-25 THAT Council RECEIVE the *Draft 2026-2028 Operating Budget* for information.

Carried

12. CORRESPONDENCE FOR ACTION

12.1. Correspondence for Action

Council deferred the High Level Library appointments to the upcoming Organizational Meeting.

Moved by Councillor Anderson

292-25 THAT the items of correspondence for action BE RECEIVED.

- High Level Library – Board Member Recommendations
- Library Board Letter of Interest – Bill Schnarr
- Library Board Letter of Interest – Jodi Botha

Carried

13. CORRESPONDENCE FOR INFORMATION

13.1. Correspondence for information

Moved by Councillor Liboiron

293-25 THAT the items of correspondence for information BE RECEIVED.

- Northwest Territories Cost Recovery

Carried

14. NOTICES OF MOTION

There were no notice of motions brought forward.

15. QUESTION PERIOD

There were no members of the gallery in attendance who wished to speak.

16. RECESS TO IN-CAMERA MEETING

16.1. Recess to In-Camera Meeting

Moved by Councillor Liboiron

294-25 THAT pursuant to the *Access to Information Act*, the meeting BE CLOSED to the public on the basis that the subject matter of all agenda items to be considered

related to matters listed under Section 29 (Advice from Officials) of the *Access to Information Act*.

- **Advice from Officials**
- **HR Update**

Council recessed into an in-camera session at 9:30 p.m.

Carried

Jena-Raye Clarke, Director of Community Services; Bill Schnarr, Communications Coordinator; and Aya Balmores, Relief Legislative & Executive Assistant, left the meeting at 9:30 p.m.

17. RECONVENE OPEN MEETING

17.1. Reconvene Open Meeting

Moved by Councillor Welke

295-25 THAT the Regular Open Council meeting BE RECONVENED.

The Regular Open Council Meeting reconvened at 11:09 p.m.

Carried

18. IN-CAMERA ITEMS

There were no in-camera items brought forward.

19. ADJOURNMENT

Moved by Councillor Anderson

296-25 THAT there being no further business of the Regular Open Council meeting, it BE ADJOURNED.

Carried

THE REGULAR OPEN COUNCIL MEETING ADJOURNED AT 11:09 p.m.

MAYOR

CHIEF ADMINISTRATIVE OFFICER



Minutes of the Organizational Meeting held Monday, October 27, 2025 at 7:00 PM
in the Council Chambers, Town Hall, 10203-105th Avenue, High Level, AB

Mayor Josh Lambert, Deputy Mayor Mark Liboiron, Councillor Belinda Forest, Councillor Brielle Mercredi, Councillor Boyd Langford, Councillor Nickoi Scott, and Jori Zatko

CAO Viv Thoss, Legislative and Compliance Consultant Daphne Thomson, DSI John Greathead, DO Keith Straub, DCS Jena-Ray Clarke, Romer Talampas, Support Clerk Aya Balmores, and Bill Schnarr

1. CALL TO ORDER

CAO, Viv Thoss, calls this meeting to order at 7 p.m.

2. OATHS OF OFFICE

In accordance with Section 156 of the Municipal Government Act (RSA 2000, c. M-26), the Oaths of Office will be administered by the RCMP Commissioner for Oaths to the following elected officials: Mayor-Elect Josh Lambert, Councillor Belinda Forest, Councillor Boyd Langford, Councillor Mark Liboiron, Councillor Brielle Mercredi, Councillor Nickoi Scott, and Councillor Jori Zatko.

As required under Alberta's updated privacy legislation, elected officials will also complete an Oath of Confidentiality to acknowledge their obligations under Sections 9 to 13 of the Protection of Privacy Act (SA 2024, c. P-28.5) and Section 7 of the Access to Information Regulation (AR 186/2024).

These provisions require all municipal officials to protect personal and

confidential information obtained in the course of their duties, use such information only for authorized municipal purposes, and continue to uphold confidentiality after leaving office.

Together, the Oath of Office and the Oath of Confidentiality affirm each elected official's legal and ethical responsibility to act with integrity, uphold Alberta law, and safeguard the privacy of individuals and the municipality.

I, _____, do solemnly affirm and declare that I will diligently, faithfully, and to the best of my ability execute according to law the duties of the office of [Mayor/Councillor] for the Town of High Level.

I further affirm that I will uphold and comply with all applicable laws of the Province of Alberta, including the Municipal Government Act, the Protection of Privacy Act, and the Access to Information Act. I will not, without proper authorisation, disclose or make known any personal or confidential information that comes to my knowledge by reason of my position and understand that this obligation continues after my term of office ends.

I acknowledge that any breach of these duties may result in legal or administrative action in accordance with provincial legislation.

Signed at _____ on this _____ day of _____ 20____.

Signature _____

Witness _____ Title _____

[Oaths of Office Act.pdf](#) 

[Town of High Level 0146 ElectionResult.pdf](#) 

[council signed oath.pdf](#) 

Mayor Lambert assumes the Chair and proceeds to preside over the Organizational Meeting at 7:21 PM

3. ADOPTION OF MEETING AGENDA

3.1 Adoption of Meeting Agenda

297-25 THAT the Regular Open Council meeting agenda for October 27, 2025, be adopted.

Moved by: Mark Liboiron

Carried

4. APPOINTMENT OF DEPUTY MAYOR

At this meeting, Council must establish a rotational schedule for the positions of Deputy Mayor and Acting Mayor. The rotation schedule will outline the order and duration each Councillor will serve in these roles for the upcoming year.

Section 8(2)(a) is enacted under Bylaw 893-10, Council and Committees Procedural Bylaw.

298-25 THAT Council establish a rotation schedule for the position of Acting Mayor for the Town of High Level for the period of October 2025 to October 2029, as follows:

Councillor Forest – October 2025 to June 2026
Councillor Langford – June 2026 to February 2027
Councillor Liboiron – February 2027 to October 2027
Councillor Mercredi – October 2027 to June 2028
Councillor Scott – June 2028 to February 2029
Councillor Zatko – February 2029 to October 2029

and that each Councillor so appointed shall serve as Acting Mayor during their respective term and perform the duties of the Mayor in the Mayor's absence.

Moved by: Brielle Mercredi

Carried

299-25 THAT Council appoint Councillor Liboiron as Deputy Mayor for the Town of High Level for the period October 2025 - 2026, to act in the absence of the Mayor in accordance with Section 152 of the Municipal Government Act.

Moved by: Boyd Langford

Carried

5. CONFIRMATION OF SEATING

300-25 THAT Council's selected seating arrangements remain in place for the 2025- 2029 term.

Moved by: Nickoi Scott

Carried

6. COUNCIL APPOINTMENTS TO COMMITTEES, BOARDS, AND OTHER BODIES

Municipal councils establish committees to investigate specific matters of importance to the government unit and typically consist of a mix of citizens and Council members. These committees undertake work referred to them by Council and provide recommendations for consideration by Council and Administration. A committee does not carry decision-making powers, and any recommendations from those committees must be forwarded to Council for consideration

[2024-2025Public Committees Councillors are Appointed to v2.docx](#) 

6.1 Assessment Review Board (LARB/CARB)

Required under MGA ss. 454–456 to hear property assessment complaints. A member of an assessment review board must successfully complete a training program set or approved by the Minister before participating in a hearing. The certification is valid for 3 years from the date the training program is completed.

Certified members and clerks must complete a refresher training program every 3 years to maintain their certification.

<https://www.alberta.ca/subdivision-and-development-appeal-boards-training>

301-25 THAT Council appoint Deputy Mayor Liboiron and Councillor Langford to serve as the Town of High Level representative to the Assessment Review Board (LARB/CARB), as required under Sections 454–456 of the Municipal Government Act, to hear property assessment complaints.

Moved by: Boyd Langford

Carried

6.2 **Subdivision & Development Appeal Board (SDAB)**

Required under *MGA* s. 627 to hear planning and development appeals. A member of this board must successfully complete a training program set or approved by the Minister before participating in a hearing. The certification is valid for 3 years from the date the training program is completed.

Certified members and clerks must complete a refresher training program every 3 years to maintain their certification.

<https://www.alberta.ca/subdivision-and-development-appeal-boards-training>

Workshop Details:

Friday, November 28th, 2025, 9:00 a.m. – 4:00 p.m.

Friday, December 12th, 2025, 9:00 a.m. – 4:00 p.m

- **Location:** Online via Zoom (call-in details will be provided closer to the date).

302-25 THAT Council appoint Deputy Mayor Liboiron and Councillor Zatko to serve as the Town of High Level representative to the Subdivision and Development Appeal Board (SDAB), in accordance with Section 627 of the Municipal Government Act, to hear subdivision and development appeals.

Moved by: Mark Liboiron

Carried

6.3 **Emergency Advisory Committee (EAC)**

Required under *Emergency Management Act* s.11(1) to oversee the Town's emergency management program.

303-25 THAT Council appoint Councillor Scott, Councillor Zatko, and Mayor Lambert to the Emergency Advisory

Committee (EAC), as required under Section 11(1) of the Emergency Management Act, to oversee the Town's emergency management program.

Moved by: Mark Liboiron

Carried

6.4 **Intermunicipal Development Plan Committee (IDP/IMC)**

Required under *MGA* s.631 to manage land-use coordination with neighbouring municipalities.

It is recommended that committee members be familiar with Part 17 of the Municipal Government Act (Planning and Development), the municipality's Land Use Bylaw, and the adopted Intermunicipal Development Plan to support effective and informed decision-making.

[MGA Sept 2025.pdf](#) 

[661-97 Land Use Bylaw.doc](#) 

Intermunicipal Development Plan - Currently in the process of renewal.

304-25 THAT Council appoint Mayor Lambert, Deputy Mayor Liboiron, and Councillor Langford to the Intermunicipal Development Plan Committee (IDP/IMC), as required under Section 631 of the Municipal Government Act, to represent the Town in coordinating land-use planning with neighbouring municipalities.

Moved by: Belinda Forest

Carried

6.5 **Municipal Library Board**

Required under the *Libraries Act* if the Town operates a library.

The Libraries Act allows Council to establish a municipal

library board by bylaw. The board must have at least five members, with no more than two being members of Council. Members are appointed for up to three years and may serve a maximum of three consecutive terms. Appointments should be staggered so that no more than half expire in any given year. All appointments must be made by Council resolution at an organisational or regular meeting. The board must elect a chair and vice-chair each year and submit an annual budget and report to Council.

[Town of High Level Municipal Library.pdf](#) 

[Library Board Letter of Interest - Bill Schnarr.docx](#) 

[Library Board Members.pdf](#) 

[HighLevel_2024_AnnualReport.pdf](#) 

305-25 THAT Council appoint the following individuals to the Town of High Level Library Board, in accordance with Section 4 of the Libraries Act (RSA 2000, c. L-11):

- Taryn McAskile – term expiring December 10, 2026
- Cheryll Welke – term expiring March 11, 2027
- Lane Connellan – term expiring March 11, 2027
- Jan Robichaud – term expiring February 24, 2026
- Bill Schnarr – term expiring October 27, 2028
- Jodi Botha - term expiring October 27, 2028
- Councillor Forest - term expiring, October 27, 2028
- Deputy Mayor Liboiron - term expiring, October 27, 2029
- Laurie Dirsá - term expiring, October 27, 2028
- Peter Storer - term expiring, October 27, 2028

AND THAT the appointments maintain compliance with the requirement that no more than two Council members serve concurrently on the board.

Moved by: Boyd Langford

Carried

6.6 **Peace Library System (PLS)**

The Peace Library System (PLS) is a regional network that supports public libraries across northwestern Alberta by providing shared resources, technology, training, and interlibrary lending services. It ensures that member communities, including the Town of High Level, have equitable access to library materials and professional support regardless of their size or location.

306-25 THAT Council appoint Deputy Mayor Liboiron to the Peace Library System Board, as required under the Libraries Act, to represent the Town's interest in regional library services.

Moved by: Belinda Forest

Carried

6.7 **Committee of the Whole (COW)**

A Committee of the Whole is a less formal meeting where all council members meet as a single committee to discuss issues, hear public input, and review policies. It fosters open dialogue and consensus-building. While it doesn't make final decisions, it prepares recommendations for formal council approval.

No resolution required as all members of Council serve on the Committee of the Whole (COW) by default to allow for in-depth policy discussion, strategic planning, and project review, with no final decisions made while sitting as Committee of the Whole.

6.8 **Community Services and Recreation Committee**

Advises on recreation, culture, and community programming.

Previous Members or Community Promotion Task Force:

- Councillor Liboiron
- Jan Welke

307 - 25 THAT Council establish the Community Services and Recreation Committee for the Town of High Level to provide

advice and recommendations to Council on matters related to community programming, recreation facilities, parks development, and cultural initiatives, and to support community engagement in promoting active, inclusive, and well-being-focused opportunities for residents.

AND THAT Council appoint Mayor Lambert, Councillor Zatko and Councillor Scott to the Community Services and Recreation Committee.

Moved by: Belinda Forest

Carried

6.9 **Tourism and Film Advisory Committee**

Promotes investment, local business, and tourism opportunities.

Previous Members of Movie and Film Industry Taskforce:

Jan Welke

Councillor Liboiron

Public Member: Jordan Maskell (renew November 2025)

308 -25 THAT Council Dissolves the Tourism and Film Advisory Committee

Moved by: Mark Liboiron

Carried

6.10 **Air Access Task Force**

The Air Access Task Force supports airport development, route access, and regional air service advocacy. The Terms of Reference for the Reliable Air Access for Specialist Medical Services Task Force were accepted by Council on October 14, 2025, through Resolution 286-25.

[Air Access Task Force - Inaugural Meeting Minutes - 10.08.2025 \(4\).docx](#) 

309-25 THAT Council appoint Mayor Lambert to the Reliable Air Access for Specialist Medical Services Task Force, alongside the following members:

- Alok Sahai – Town of High Level
- Brent Anderson – Town of High Level
- Angie Mann – Alberta Health Services
- Deputy Mayor Liboiron – Town of High Level
- Crystal McAteer – Community Member
- Gord Burnell – Aeromedical
- xx – High Level & District Chamber of Commerce
- Luke Colatorti – Town of High Level

to support the Task Force's objectives related to airport development, route access, and regional air service advocacy.

Moved by: Josh Lambert

Carried

6.11 **Indigenous and Intergovernmental Relations Advisory Committee**

Strengthens partnerships and reconciliation initiatives.

310-25 THAT Council establish the Indigenous and Intergovernmental Relations Advisory Committee

AND THAT Council appoint Mayor Lambert and Councillor Zatko to the Indigenous and Intergovernmental Relations Advisory Committee to strengthen partnerships and advance reconciliation initiatives with Indigenous governments and regional partners.

Moved by: Nickoi Scott

Carried

311 - 25 THAT Council Dissolves the Dene Tha' Partnership Committee and Merges with the Indigenous and

Intergovernmental Relations Advisory Committee

Moved by: Josh Lambert

Carried

6.12 **Boreal Housing Foundation**

Advises on housing needs, affordability, and community supports.

[Appendix - Ministerial Order H.001-2024.pdf](#) 

312-25 THAT Council appoint Councillor Forest and Crystal McAteer to the Boreal Housing and Social Well-Being Advisory Committee to advise on housing needs, affordability, and community social support initiatives.

Moved by: Boyd Langford

Carried

6.13 **Recommended Committees to Dissolve or Merge**

- Youth Advisory Committee – Low engagement across municipalities; community input can be achieved through ad hoc events or surveys.
- Seniors Advisory Committee – Similar input can be gathered through FCSS and community engagement initiatives.

313-25 THAT Council approve the dissolutions of the Youth Advisory Committee.

FURTHER, that Administration update the Town of High Level's Committee Appointment List and Terms of Reference to reflect these changes and bring any required bylaw amendments forward for Council's consideration.

Moved by: Jori Zatko

Carried

314- 25 THAT Council approve the dissolution of the Seniors Advisory Committee

FURTHER, that Administration update the Town of High Level's Committee Appointment List and Terms of Reference to reflect these changes and bring any required bylaw amendments forward for Council's consideration.

Moved by: Mark Liboiron

Carried

6.14 **Mackenzie Regional Waste Management Commission**

The Mackenzie Regional Waste Management Commission is a regional partnership responsible for the collection, management, and disposal of solid waste for member municipalities in the Mackenzie region. It oversees landfill operations, recycling programs, and environmental compliance to ensure safe, efficient, and sustainable waste management services.

315-25 THAT Council appoint Deputy Mayor Liboiron and Councillor Langford to the Mackenzie Regional Waste Management Commission to represent the Town on regional waste management and recycling matters

Moved by: Belinda Forest

Carried

6.15 **Regional Economic Development Initiative (REDI)**

The Regional Economic Development Initiative (REDI) is a partnership of municipalities and regional stakeholders in northwestern Alberta that collaborates to promote economic growth, investment, and diversification. It focuses on attracting new businesses, supporting local enterprises, and advancing regional development projects that strengthen the area's long-term economic sustainability.

316-25 THAT Council appoint Mayor Lambert and Councillor Langford to the Regional Economic Development Initiative (REDI) to participate in regional investment attraction and

economic collaboration.

Moved by: Boyd Langford

Carried

6.16 **Water North Coalition (WNC)**

The Water North Coalition (WNC) is a collaborative network of northern Alberta municipalities, First Nations, and water operators that advocates for sustainable water and wastewater management. It works to address training, funding, and infrastructure challenges unique to northern communities while promoting safe, reliable, and affordable water services.

317-25 THAT Council appoint Councillor Mercredi and Mayor Lambert as alternate to the Water North Coalition (WNC) to advocate for sustainable water and wastewater management.

Moved by: Belinda Forest

Carried

6.17 **High Level and District Chamber of Commerce**

The High Level and District Chamber of Commerce is a local business organization that supports economic growth and community development by representing the interests of businesses in the region. It provides networking opportunities, advocacy, and resources to strengthen the local business environment and encourage investment in the community.

318-25 THAT Council appoint Mayor Lambert as the Town's liaison to the High Level and District Chamber of Commerce to strengthen communication and local business collaboration.

Moved by: Jori Zatko

Carried

6.18 **Northern Alberta Elected Leaders (NAEL)**

The Northern Alberta Elected Leaders (NAEL) committee is a

coalition of mayors, reeves, and councillors from across northern Alberta who collaborate to advocate on regional priorities. It provides a unified voice to the provincial and federal governments on issues such as infrastructure, healthcare, transportation, and economic development that impact northern municipalities

319-25 THAT Council appoint Mayor Lambert and Deputy Mayor Liboiron to the Northern Alberta Elected Leaders group to represent the Town in regional municipal advocacy efforts.

Moved by: Nickoi Scott

Carried

6.19 **Mackenzie Frontier Tourist Association (MFTA)**

The Mackenzie Frontier Tourist Association (MFTA) is a regional tourism organization that promotes travel and recreation throughout the Mackenzie Frontier region of northwestern Alberta. It works with local communities, businesses, and tourism operators to market the area's attractions, support visitor services, and enhance regional tourism development.

320-25 THAT Council appoint Councillor Mercredi and Councillor Forest to the Mackenzie Frontier Tourist Association to support tourism and destination marketing initiatives.

Moved by: Nickoi Scott

Carried

6.20 **Community Rail Advocacy Alliance**

The Community Rail Advocacy Alliance is a regional coalition that advocates for the maintenance and enhancement of rail infrastructure and services in northern Alberta. It works to ensure reliable rail access for communities and industries, supporting economic growth, transportation efficiency, and long-term regional connectivity.

321-25 THAT Council appoint Mayor Lambert to the

Community Rail Advocacy Alliance to represent the Town of High Level's interests in advocating for reliable rail infrastructure, service improvements, and regional transportation connectivity in northern Alberta.

Moved by: Brielle Mercredi

Carried

6.21 Golden Range Society

The Golden Range Society is a local seniors' organization that provides programs, activities, and social opportunities for older adults in the community. It supports the well-being, engagement, and inclusion of seniors while serving as a community hub for gatherings, recreation, and outreach initiatives.

322-25 THAT Council appoint Councillor Mercredi as the Town of High Level representative to the Golden Range Society to strengthen the Town's connection with the local senior community, support collaboration on programs and initiatives that enhance quality of life for older residents, and ensure ongoing communication between the Society and Council.

Moved by: Jori Zatko

Carried

6.22 High Level Community Policing Society

The High Level Community Policing Society is a community-based organization that works in partnership with the RCMP, the Town, and local residents to promote public safety and crime prevention. It supports community policing initiatives, educational programs, and engagement activities aimed at building trust, reducing crime, and improving overall safety within the community.

323-25 THAT Council appoint Councillor Zatko to the High Level Community Policing Society to represent the Town of High Level and support collaborative efforts with the RCMP and community partners in promoting public safety, crime

prevention, and community engagement initiatives.

Moved by: Belinda Forest

Carried

6.23 **Northern Lakes College Community Education Committee (CEC)**

The Northern Lakes College Community Education Committee (CEC) is a local advisory group that works with Northern Lakes College to identify and support community education and training needs. The committee provides input on program delivery, promotes local learning opportunities, and strengthens partnerships between the college, the Town, and regional employers to enhance access to post-secondary and continuing education.

[Council of Community Education Committees ToR November 13 2018.pdf](#) 

324-25 THAT Council appoint Deputy Mayor Liboiron as the Town of High Level representative to the Northern Lakes College Community Education Committee (CEC) to collaborate with Northern Lakes College in identifying local education and training needs, supporting community learning opportunities, and strengthening partnerships that enhance access to post-secondary education in the region.

Moved by: Brielle Mercredi

Carried

6.24 **Upper Hay Regional Forests Public Advisory Group**

The Upper Hay Regional Forests Public Advisory Group is a stakeholder committee that provides input to forestry companies and government agencies on sustainable forest management practices in the Upper Hay region. It offers a forum for local governments, Indigenous communities, industry representatives, and the public to discuss forestry plans, environmental stewardship, and land-use impacts to ensure responsible resource management.

[HL Public Forest Advisory Committee.pdf](#) 

325-25 THAT Council appoint Councillor Langford and alternate as Mayor Lambert as the Town of High Level representative to the Upper Hay Regional Forests Public Advisory Group to participate in discussions on sustainable forest management, environmental stewardship, and regional land-use planning, ensuring the Town's interests are represented in forestry-related decision-making.

Moved by: Nickoi Scott

Carried

6.25 **Northwest Regional Fetal Alcohol Spectrum Disorder Society**

The Northwest Regional Fetal Alcohol Spectrum Disorder (FASD) Society is a non-profit organization that provides education, prevention, and support services to individuals, families, and communities affected by FASD across northwestern Alberta. It works collaboratively with local governments, healthcare providers, and community agencies to increase awareness, coordinate resources, and promote inclusive practices for individuals living with FASD.

326-25 THAT Council appoint Councillor Scott and alternate as Councillor Forest as the Town of High Level representative to the Northwest Regional Fetal Alcohol Spectrum Disorder Society to support collaboration on community education, prevention, and advocacy initiatives that address the impacts of FASD and promote inclusive services for affected individuals and families across the region.

Moved by: Brielle Mercredi

Carried

6.26 **Northwest Species at Risk Committee**

Northwest Species at Risk Committee represents municipalities and stakeholders working together to balance environmental protection with sustainable economic growth. The committee advocates for fair and evidence-based implementation of federal and provincial conservation policies, such as the Caribou and Grizzly Bear recovery

strategies, while supporting local industry, community well-being, and environmental stewardship through collaboration, transparency, and adaptive management.

[Lower Peace Regional Stewardship TOR.pdf](#) 


327 - 25 THAT Council appoint Councillor Langford and Councillor Scott as the Town of High Level representative to the Northwest Species at Risk Committee to participate in regional collaboration efforts that promote balanced environmental protection, sustainable economic development, and effective stakeholder engagement across the Lower Peace Region.

Moved by: Brielle Mercredi

Carried

6.27 **Land and Stewardship Committee**

To provide recommendations to Council regarding land stewardship practices. The Committee's primary role is to learn and understand the issues and impacts of current, pending and proposed legislation as it relates to land use, deriving strategies on how to mitigate the negative impacts on the County, and provide recommendations to Council on how to best address the issues

[Pages from Committee Terms of Reference Document - Revised 2016-05-10.pdf](#) 

328-25 THAT Council to Council withdraws from the Land and Stewardship committee on land use practices, review the impacts of current and proposed legislation, and develop strategies to mitigate potential negative effects on the municipality.

Moved by: Nickoi Scott

Carried

6.28 **Committees for Withdrawal or Administrative Liaison**

The following external committees are recommended for withdrawal of direct Council representation. These committees have limited decision-making authority, overlap

with existing regional partnerships, or can be effectively supported through administrative liaison or written updates.

Committees recommended for withdrawal:

- Mackenzie Regional Charity Golf Committee (NW Health Foundation) – Fundraising initiative; no governance or policy role requiring Council participation.

329-25 THAT Council discontinue direct Council representation on the following external committees and direct Administration to maintain liaison or information-sharing relationships as appropriate:

- Mackenzie Regional Charity Golf Committee (NW Health Foundation)

AND THAT Administration provide written updates to Council as necessary or when significant matters arise.

Moved by: Nickoi Scott

Carried

6.29 **Banners of Remembrance Committee**

To provide a forum for community members to assist and advice in the administration of a Banner of Remembrance program to honour local veterans.


[TOR Banners of Remembrance \(Jan 2023\).docx](#) 

330-25 THAT Council Appoint Deputy Mayor Liboiron to the Banners of Remembrance Committee.

Moved by: Belinda Forest

Carried

6.30 **Airport Beautification and Enhancement Task Force**

[Terms of Reference - Airport Beautification-Enhancement Task Force, approved.pdf](#) 

331-25 THAT Council continues with the Airport Beautification

and Enhancement Task Force and appoints Mayor Lambert and Councillor Scott.

Moved by: Brielle Mercredi

Carried


6.31 **Intermunicipal Planning Committee**

332-25 THAT Council Appoint Mayor Lambert and Deputy Mayor Liboiron to the Intermunicipal Planning Committee

Moved by: Belinda Forest

Carried

13.4 High Level Transportation Society

[MOU High Level Transportation Society, Jan 2020 - Dec 2022.pdf](#) 

333-25 THAT Council Appoint Councillor Zatko to the High Level Transportation Society

Moved by: Brielle Mercredi

Carried

13.5 Bursary for High School Students Committee

[241-12 Bursary for High School Students Policy.pdf](#) 

334-25 THAT Council appoint Councillor Forest, Councillor Mercredi and Councillor Zatko to the Bursary for High School Students Committee

Moved by: Mark Liboiron

Carried

13.6 Intermunicipal Subdivision Development Committee

335-25 THAT Council appoint Deputy Mayor Liboiron and Councillor Langford to the Intermunicipal Subdivision Development Committee

Moved by: Brielle Mercredi

Carried

- 13.7 Intermunicipal Assessment Review Board
336-25 THAT Council appoint Deputy Mayor Liboiron and Councillor Langford to the Intermunicipal Assessment Review Board

Moved by: Nickoi Scott

Carried

- 13.8 Community Futures of Northwest Alberta
Community Futures Northwest Alberta assists and encourages this region's residents to enhance their Economic, Community Development and Industry Diversification efforts.
337-25 THAT Council Appoint Councillor Forest and Mayor Lambert as alternates to the Community Futures of Northwest Alberta

Moved by: Mark Liboiron

Carried

7. APPOINTMENT OF AUDITOR, LEGAL COUNSEL AND ASSESSOR

In accordance with Sections 280–282 of the *Municipal Government Act*, Council is required to appoint an Auditor, Legal Counsel, and Assessor for the Town of High Level. These appointments ensure continued financial accountability, legal continuity, and accurate property assessment services for taxation purposes.

338-25 THAT Council confirms the appointment of the following for the Town of High Level for the 2025–2026 term:

- **Auditor:** Doyle & Company Chartered Professional Accountants
- **Legal Counsel:** BROWNLEE LLP
- **Assessor:** Accurate Assessment Group Ltd

AND THAT these appointments remain in effect until such time as Council makes new appointments or otherwise directs.

Moved by: Brielle Mercredi

Carried

8. SETTING OF REGULAR COUNCIL AND COMMITTEE OF THE WHOLE MEETING DATES, TIMES AND LOCATION

[Calendar 2026.pdf](#) 

339-25 THAT, in accordance with Section 193 of the MGA and as outlined in Procedural Bylaw, Council establish the following regular meeting schedules for the Town of High Level:

- **Regular Council Meetings:** To be held on the **second and fourth Monday of each month, except for July, August and December** at **7:00 p.m.** in the Town of High Level Council Chambers, unless otherwise rescheduled by Council resolution.
- **Committee of the Whole Meetings:** To be held on the **third Monday of every month** at **7:00 p.m.** in the Town of High Level Council Chambers.

FURTHER, that notice of any changes to the above meeting schedules be provided in accordance with the MGA and the Town's Procedural Bylaw.

Moved by: Boyd Langford

Carried

9. REVIEW OF COUNCIL GOVERNANCE DOCUMENTS

As recommended by Alberta Municipal Affairs' *Procedure Bylaw & Agenda Guide (2017)*, Council will review or reconfirm key governance documents, including the Procedure Bylaw and Council Remuneration, Travel, and Expense Policies, to ensure they remain current and reflect the expectations of the present Council.

[Procedural Bylaw.doc](#) 

[230-10 Council Remuneration, Per Diem, Expense and Benefits \(effective Jan 2022\).pdf](#) 

Council is advised that all related governance documents, including those

affected by recent legislative changes, are currently under review by Administration and will be brought forward at upcoming meetings for discussion and updating.

340-25 THAT Council review and accepts the governance documents as presented.

Moved by: Nickoi Scott

Carried

10. APPOINTMENT OF CHAIR FOR COUNCIL MEETINGS

Council confirms Mayor Lambert the Chair for all meetings of Council for the Town of High Level, in accordance with the *Municipal Government Act* and the Town's Procedural Bylaw, to provide procedural clarity and consistency in meeting administration.

11. CONFIRMATION OF SIGNING AUTHORITIES

The Financial Analyst, Romer Talampas, is recommended to serve as a temporary signing authority in place of the Director of Finance, who is currently away until further notice. This ensures continuity of financial operations, timely processing of transactions, and proper oversight of the Town's financial commitments during the Director's absence.

[246-13 Signing Authorities Policy.pdf](#) 

341-25 THAT Council confirm the following signing authorities for the Town of High Level for the purpose of financial transactions, banking, and contractual documents:

Mayor Lambert
Deputy Mayor Liboiron
Chief Administrative Officer, Viv Thoss
Financial Analyst, Romer Talampas (temporarily in place of the Director of Finance)

AND THAT any two of the above authorized signatories be required to execute all financial instruments and official documents on behalf of the Town during this temporary period.

Moved by: Brielle Mercredi

Carried

12. MANDATORY TRAINING

In accordance with Section 201.1 of the *Municipal Government Act*, all elected officials are required to complete mandatory orientation training following a general election.

Council confirms the attendance for the following elected officials and administration at the EOEP Municipal 101 Training sessions, as part of mandatory orientation under Section 201.1 of the *Municipal Government Act*:

October 25 – Virtual

- Mayor Lambert
- Deputy Mayor Langford
- Councillor Liboiron
- Councillor Mercredi
- Councillor Scott

October 27 – Virtual

- Councillor Zatko

October 31 – In-person

- Chief Administrative Officer
- Councillor Forest

342-25 THAT Council approve attendance for the following elected officials and administration at the EOEP Municipal 101 Training sessions, as part of mandatory orientation under Section 201.1 of the *Municipal Government Act*:

October 25 – Virtual

- Mayor Lambert
- Deputy Mayor Langford
- Councillor Liboiron

- Councillor Mercredi
- Councillor Scott

October 27 – Virtual

- Councillor Zatko

October 31 – In-person

- Chief Administrative Officer
- Councillor Forest

Carried

13. ADJOURNMENT

343-25 THAT there being no further business of the Regular Open Council meeting, it be adjourned at 8:35p.m.

Moved by: Brielle Mercredi

Carried

MAYOR

CHIEF ADMINISTRATIVE
OFFICER

Mayor's Report – October 15 to November 5, 2025

Prepared by Mayor Josh Lambert

- **October 15, 2025**

- Took part in the annual safety audit, which was conducted externally this year. I look forward to reviewing the final report once it's complete.
- Attended a Chamber of Commerce meeting to plan this year's Midnight Madness event, set for November 28 (Black Friday). The focus was on improving efficiency through earlier registration deadlines and expanding advertising to the Northwest Territories. We also introduced a new youth scavenger hunt and are already seeing strong business participation.

- **October 21, 2025**

- Met with the CAO to review the organizational meeting agenda and discuss council committees and expectations.

- **October 22, 2025**

- Attended the Chamber of Commerce Business After 5 event celebrating Small Business Week, hosted at The Eagle. Although attendance was low, productive discussions were had about the importance of small business. The Chamber also launched a small business campaign on social media which was very well received.

- **October 25, 2025**

- Completed the Muni's 101 online course as required under new provincial legislation for all council members.
- Participated in the ribbon-cutting for Tim Hortons' grand reopening alongside former Mayor McAteer.

- **October 27, 2025**

- Participated in the administration-led orientation with council prior to the organizational meeting.
- Sworn in at the organizational meeting alongside the rest of Council. Thank you to the RCMP for attending the ceremony. I was appointed to several committees including: Intermunicipal Development Plan Committee, Community Services & Recreation Committee, Air Access Task Force, Indigenous and Intergovernmental

Relations Advisory Committee, Airport Beautification Task Force, Regional Economic Development Initiative (REDI), Water North Coalition, High Level & District Chamber of Commerce, Northern Alberta Elected Leaders (NAEL), Community Rail Advocacy Alliance (CRAA), Upper Hay Regional Forests Public Advisory Group (Alternate), Inter-Municipal Planning Committee (IMPC), and Community Futures.

- **October 29, 2025**

- Met with CAO Thoss to discuss the upcoming council agenda and action items, including invitations to MLA Dan Williams for the Town's Remembrance Day Ceremony and former Mayor McAteer to receive a long-service award.

- **October 30, 2025**

- Met with the REDI's Regional Branding Sub-Committee to review three options for the regional branding project. Narrowed the choices to one, and a color palette will be presented at the next meeting.

- **November 5, 2025**

- Met with CAO Thoss to confirm upcoming conferences and training, as well as additions to the upcoming agenda. Received updated software to streamline access to council agendas and minutes on iPads and cell phones.

- **November 5, 2025**

- Attended REDI's regular meeting and organizational meeting. Discussed the potential cessation of REDA funding in 2027 and plans to diversify revenue streams. Finalized the regional branding design and color palette, with rollout planned for Spring 2026. Agreed to send a letter to the Minister of Advanced Education regarding the closure of the Northwest Polytechnic Fairview Campus. Elections were held: Lisa Wardley (Chair), Boyd Langford (Vice-Chair), and Danny Hupperts (Secretary/Treasurer).



Town of High Level
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Canada

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November 5, 2025

SENT VIA EMAIL: ae.minister@gov.ab.ca

Honourable Myles McDougall
Minister of Advanced Education
107 Legislative Building
10800 - 97 Avenue
Edmonton, AB, T5K2B6

Dear Honourable Minister McDougall:

Ret: Request for Reconsideration - Closure of the Fairview Campus

On behalf of the Town of High Level Council, I write to express our deep concern regarding the recent decision to close the Fairview Campus of Northwestern Polytechnic at the conclusion of the 2025-2026 academic year.

We fully recognize the fiscal and operational challenges outlined in your recent announcement and the institution's responsibility to ensure long-term financial sustainability. However, the closure of the Fairview Campus represents a significant loss for the entire northwest region of Alberta, one that extends far beyond the boundaries of the Town of Fairview.

For decades, the Fairview Campus has served as a crucial access point for northern learners who often face substantial barriers to post-secondary education, including cost of relocation, limited housing availability, and distance from family and support networks. It has been a cornerstone for regional skill development, particularly in the trades and technical programs that directly serve our forestry, agriculture, and energy sectors.

The closure risks creating an educational gap in northern Alberta at a time when rural communities need training opportunities most. Apprenticeships, agricultural programs, and trades training are vital to sustaining local industries and to addressing the skilled labour shortages that continue to challenge municipalities and employers across the north.

We respectfully request a reconsideration of this decision and explore alternative approaches to maintain a northern learning presence, whether through a scaled operational model, industry partnerships, or a regional training consortium that includes communities like High Level, Fairview, and Peace River.

The Town of High Level is prepared to collaborate with NWP, the Province of Alberta, and regional partners to identify creative solutions that balance fiscal responsibility with equitable access to

education. The Fairview Campus has been more than a facility; it has been a gateway to opportunity and an anchor for northern innovation and workforce development.

We urge the Board to pause implementation of the closure decision and engage with municipal and Indigenous leaders from across the region to explore a sustainable path forward.

Thank you for your continued service to education in northern Alberta. We would welcome the opportunity to meet and discuss possible partnership opportunities at your earliest convenience.

Sincerely,

Josh Lambert
Mayor, Town of High Level

cc: Hon. Danielle Smith, Premier (premier@gov.ab.ca)
Hon. Martin Long, Minister of Infrastructure (infrastructure.minister@gov.ab.ca)
Hon. Dan Williams, Minister of Municipal Affairs (minister.municipalaffairs@gov.ab.ca)
Hon. Todd Loewen, MLA Central Peace-Notley (centralpeace.notley@assembly.ab.ca)
Mayor Macleod, Town of Fairview (mayor@fairview.ca)
Northern Alberta Elected Leaders (northernalbertaelectedleaders@gmail.com)



**Town of High Level
Regular Council Meeting
Request for Decision**

Meeting Date: November 10, 2025
Prepared By: David Dick, Acting Director of Finance
Subject: Q3 Operating Variance Report

Recommendation:

THAT Council receive the *Q3 Operating Variance Report* as information.

CAO Comments:

I support the recommendation.

Background:

This financial report provides Council information on the operations for Q3, 2025 for the Town. It aims to analyze the revenues and expenses for the period up to September 30th, 2025.

Appendix A is attached and shows the consolidated Revenues and Expenditures as of September 30th, 2025. The report spans multiple categories including taxes, payments in lieu of taxes, sales of goods and services, grants, and various expense classifications. It aims to help decision-makers monitor fiscal performance and identify variances that may require corrective action or adjustment during the remainder of the fiscal year.

Discussion:

Under Section 243 of the *Alberta Municipal Government Act* (MGA), municipalities are mandated to adopt a budget bylaw that outlines estimated revenues and expenditures. This ensures fiscal accountability and transparency.

The report reflects compliance with Section 280 and 281 of the MGA, which require municipalities to maintain accurate financial records and allow for variance reporting.

Notably:

- The variance analysis aligns with MGA's requirement to responsibly manage public funds and make informed adjustments.
- negative variances suggest areas for caution—e.g., underperforming sales of services and large shortfalls in contracted services.
- Positive variance in certain grant categories and franchise fees point to better-than-expected inflows, which may affect mid-year financial planning or amendments.

REVENUE COMMENTS:

As of September 30, 2025, operating revenue totaled \$17.924 million—coming in 14.77% or approximately \$2.3 million above budget expectations. The following observations provide context and explanation from Administration regarding this variance.

Code 100 – Taxes

The property taxes collected for the Town are listed under code 100. The report prorates the revenue 75% as it allows for a better comparison to be made to date. Taxes exceed expectations within budget by 36%. No concern here.

Code 200 – Payment in lieu of Taxes

As noted by the province. Payment in lieu of taxes are significantly higher due to the province increasing grants back to historic levels. 2026 budget should be increased to account for this.

Code 400 – Sale of Goods and Services

This revenue category encompasses Utility Services, pool bookings, and charges related to fire equipment and labor, as well as other various services. As of September 30, 2025, actuals are tracking 14.90% or approximately \$492,000 above budget. Key revenue lines contributing to this surplus include:

- Fire Equipment & Labor Charges
- Landing Fees
- Sewage Services and Garbage Collection

Code 500 – Other Revenue from Own Sources

This category comprises revenue from gas and electric franchise fees, building, electrical, and plumbing permits, as well as earnings from investment interest, facility rentals, and other miscellaneous sources. As of September 30, 2025, revenue performance is favorable, exceeding expectations by \$77,340 or 2.95%. Key contributors to this positive variance include:

- Penalty revenues outperforming projections
- Strong upward trend in land leases and hangarage revenue (Airport)
- Increased income from other sources within this category
- Offset by electric and gas franchise not meeting expectations

Code 700 – Unconditional Grants

This category includes a single grant from Mackenzie County. The agreement has a value of \$1,000,000. The county was billed in July and the \$1 million in revenue was reflected in Q3.

Code 800 – Conditional Grants

This category includes both provincial grants and the Bushe River contract. As of September 30, 2025, revenue stands at \$896,493, reflecting a negative variance of 23.95%. The Town has received the following grant funding:

- Wildland Urban Interface Grant – \$500,000
- Northern & Regional Economic Development Grant – \$290,000
- Family and Community Support Services Grant – \$80,018
- Medical Co-Response – \$26,475

Code 900 – Other Revenue

This category holds transfer from Town reserves for one time and limited expenses. Generally these transfers will be completed at year end. Currently showing under budget by 100% or \$796,231. There is no concern.

EXPENSES COMMENTS:

Other Expenses

This category encompasses expenditures related to RCMP contracts, special programs, and Council-led initiatives. As of now, the Town has spent \$245,690 less than budgeted—representing a 62% underspend. Key costs such as the RCMP contract have not yet been incurred, and spending on Council initiatives and Special programs remains minimal, with only \$151,987 used from the allocated \$335,475 budget.

100 Codes – Salary & Wages

This category covers all salary and wage-related expenses for the Town, including employer contributions, WCB premiums, and costs associated with elected officials. Wages are the Town largest expenses category encompassing 36% of the total spend of the Town. As of September 30, spending is tracking \$582,000 below budget—an

underspend of 10.21%. The 2025 budget was based on a full staffing complement; however, vacancies throughout the year have contributed to the reduced expenditure.

200 Codes – Contracted and general services

The 28.63% (\$1,010,472) variance under Contracted & General Services for Q3 2025 reflects timing differences in service contracts and project execution. Significant contracted services such as seasonal maintenance, engineering, or consulting work are scheduled for the latter half of the year, particularly in Q4 due to weather or procurement cycles. Over \$626,000 of the variance can be attributed to lower consulting fees than budgeted in the Economic Development and Planning, Zoning, and Development cost centers. This variance will normalize by year-end as contracts are fulfilled, and expenses are accrued.

2024 saw a large jump in contracted maintenance and repair which may have inflated the 2025 budget. An adjustment to the 2026 budget may be needed to ensure proper alignment with regular yearly expenditures.

500 Codes - Materials, Goods, Supplies and Utilities

This category primarily covers supply lines and utilities such as electricity and gas. As of now, the expense group is underspent by \$591,000, representing 23.68% below budget. Key line items contributing to this variance include Electricity (\$145,000), Street and Road Materials (\$82,000), Equipment Consumables (\$87,000), and Gas (\$65,000).

Spending tends to accelerate in the final quarter of the year, thus expenses may normalize, but an adjustment may have to be considered for the 2026 budget.

700 Codes - Transfer payments

This category includes all transfers to the province for the Alberta School Foundation Fund, requisitions for seniors housing lodges, and allocations to reserves or capital projects. Currently, these transfers are under budget by just over \$2.1 million, or 64.70%. This variance is expected, as contributions to reserves and transfers to projects typically occur at year-end. This budget code should be within budget at year end.

800 Codes - Debentures and Financial Charges

The 800 codes house debenture payments and bank & collection charges. This category is under budget by 25.62% at this stage due to lower debenture payments. However, Banking charges are trending over this stage by 42% or \$8,894.

Financial:

The Town is currently reporting a net surplus of \$6.9 million prior to estimated reserve transfers. Financial performance remains strong heading into the fourth quarter.

Council Options

- THAT Council receive the *Q3 Operating Variance Report* as information.
- THAT Council refer this back to Administration.
- THAT Council direct Administration to take any other action deemed appropriate by Council.

Attachments:

Appendix A - Q3 Consolidated Variance Report

Approvals:



CAO, Viv Thoss

David Dick

**Author: David Dick,
Acting Director of Finance**

Appendix A – Q3 Consolidated Variance Report

	Budget	YTD Budget	YTD Actual	Variance	% of YTD Budget
Revenue					
100 - Taxes	9,151,980	6,863,985	9,334,395	2,470,410	35.99%
200 – Payment in Lieu	141,197	105,898	201,192	95,295	89.99%
400 – Sales of Goods and Services	4,400,220	3,300,165	3,792,053	491,888	14.90%
500 – Other Revenue (Own Sources)	3,497,641	2,623,231	2,700,751	77,340	2.95%
700 – Unconditional Grants	1,000,000	750,000	1,000,000	250,000	33.33%
800 – Conditional Grants	1,571,741	1,178,806	896,493	(282,313)	-23.95%
900 – Other Revenue	1,061,641	796,231	0	(796,231)	-100%
Total Revenue	20,824,421	15,618,315	17,924,704	2,306,389	14.77%
Expenses Other					
Expenses	530,236	397,677	151,987	(245,690)	-61.78%
100 – Salaries & Wages	7,600,691	5,700,518	5,118,505	(582,014)	-10.21%
200 – Contracted & General Services	4,706,450	3,529,838	2,519,366	(1,010,472)	-28.63%
500 – Material, goods, supplies	3,325,071	2,493,803	1,903,208	(590,595)	-23.68%
700 – Transfer Payments	4,387,170	3,290,379	1,161,573	(2,128,804)	-64.70%
800 – Debenutres & Financial Charges	274,803	206,102	153,303	(52,800)	-25.62%
Total Expenses	20,824,420	15,618,316	11,007,941	(4,610,374)	-29.52%
			6,916,763	6,916,763	



Town of High Level Preliminary Draft Budget

For Council Discussion Purposes

		<u>2026</u>	<u>2027</u>	<u>2028</u>
Administration	\$	12,721,522.61	\$ 12,723,222.61	\$ 12,725,112.61
Planning and Development	\$	1,407,426.00	\$ 1,407,456.00	\$ 1,407,486.60
Operations	\$	4,286,099.40	\$ 4,286,099.40	\$ 4,300,194.75
Emergency Services	\$	1,172,450.00	\$ 1,192,383.50	\$ 1,212,915.01
Community Service	\$	618,757.00	\$ 618,757.00	\$ 618,757.00
Total Revenues	\$	20,206,255.01	\$ 20,227,918.51	\$ 20,264,465.97
Administration	\$	5,246,843.82	\$ 5,318,895.58	\$ 5,402,475.37
Planning and Development	\$	2,333,366.50	\$ 2,351,055.22	\$ 2,370,605.10
Operations	\$	6,993,710.26	\$ 7,007,840.25	\$ 7,119,032.45
Emergency Services	\$	2,623,017.70	\$ 2,630,950.07	\$ 2,693,456.13
Community Service	\$	2,875,335.12	\$ 2,909,106.39	\$ 3,008,815.81
Total Expenses	\$	20,072,273.40	\$ 20,217,847.51	\$ 20,594,384.86
Net	\$	133,981.62	\$ 10,071.01	-\$ 329,918.89



**Town of High Level
Regular Council Meeting
Request for Decision**

Meeting Date: November 10, 2025
Prepared By: Daphne Thomson, Acting Director of Corporate Services
Subject: Consideration of Flag Raising and Lowering Policy 282-25

Recommendation:

THAT Council consider rescinding the *Town of High Level Flag Lowering Policy No. 264-21*, and consider adopting the *Town of High Level Flag Raising and Lowering Policy No. 282-25*, as presented;

AND THAT Council consider the request from the Métis Nation to raise the Métis flag at Town Hall in recognition of Métis Week (November 17–22, 2025).

CAO Comments:

I support the recommendation.

Background:

The Métis Nation has requested that the Town of High Level raise the Métis Nation flag in recognition of Métis Week (November 17–22, 2025). Historically, such requests have been brought before Council for direction, as the Town's current policy (*Flag Lowering Policy No. 264-21, approved April 26, 2021*) only addresses half-masting and does not provide guidance for flag raisings or community flag requests.

To address this gap and ensure consistency with best practices across Alberta municipalities, Administration undertook a review of current municipal flag policies and drafted a new, comprehensive *Flag Raising and Lowering Policy (264-25)*. The new policy incorporates provisions for temporary flag raisings, including recognition of

Indigenous Nations and local community events, while maintaining respect for federal and provincial flag protocol.

Discussion:

1. Purpose of the Policy Update

The new policy provides a clear framework for flag display, raising, and lowering, ensuring that requests such as the Métis Nation flag raising are handled consistently and respectfully. It aligns with the Town’s values of inclusion, partnership with Indigenous communities, and transparent decision-making.

2. Research and Comparative Review

Administration reviewed municipal flag policies from 2022–2025 across Alberta.

Municipality	Policy Title / Year	Key Provisions	Application to TOHL Policy
City of Airdrie (2025)	<i>Flag Policy P-MED-10-C</i>	Allows community flag requests with Council approval; sets precedence order.	Model for TOHL temporary flag process.
Town of Coaldale (2023)	<i>Flag Display Policy C-016</i>	Introduced “Community Flag Pole”; half-mast and permanent flag sections.	Inspired TOHL’s Community Flag section.
City of Lacombe (2022)	<i>Administrative Policy 12.211.01</i>	Defines flag order and maintenance protocols.	Referenced for flag etiquette and order of precedence.
Town of Slave Lake (2024)	<i>Flags & Commemorative Lighting Policy</i>	Includes Indigenous recognition and community commemorations.	Supported permanent Indigenous flag provision.

These examples demonstrate a province-wide move toward inclusive flag protocols that balance tradition with community representation.

3. Key Features of the Proposed Policy

- Council retains approval authority for all flag raisings.
- Temporary flag requests follow a transparent written application process.

- Half-mast protocol is retained and updated from the 2021 policy.
- Commercial, political, and religious flags are explicitly prohibited.

4. Métis Nation Request

The Métis Nation has requested to raise its flag for Métis Week (November 17–22, 2025). If Council adopts the new policy, this request meets the criteria for a temporary community flag raising and can be approved immediately under the same resolution.

Strategic Plan Alignment:

Supports community diversity, respectful use of shared spaces, and transparent leadership through clear, inclusive flag protocols that build trust and strengthen partnerships.

Financial:

Minimal operational impact limited to flag maintenance and staff time for installation and removal.

Council Options:

1. THAT Council rescind *Policy No. 264-21 Flag Lowering Policy* and approve *Policy No. 264-25 Flag Raising and Lowering Policy* as presented; AND THAT Council approve the request from the Métis Nation to raise the Métis flag at Town Hall in recognition of Métis Week (November 17–22, 2025).
2. THAT Council direct Administration to revise the draft Flag Raising and Lowering Policy and return it to a future meeting.
3. THAT Council defer consideration of the Flag Raising and Lowering Policy to a future meeting date.

References:

- Draft 282-25 Flag Raising and Lowering Policy
- 264 – 21 Flag Lowering Policy
- City of Airdrie: https://www.coaldale.ca/sites/default/files/uploads/bylaws-policies/C-016%20Flag%20Display%20Policy_0.pdf
- Town of Coaldale: <https://www.airdrie.ca/getDocument.cfm?ID=9437&utm>
- City of Lacombe: <https://lacombe.ca/DocumentCenter/View/2715/1221101-2023ADP---Flags?bidId=&utm>

- Town of Slave Lake:
https://www.slavelake.ca/DocumentCenter/View/7610/CMSFAC-241000_Flags--Commemorative-Lighting-Policy-2?utm

Attachments:

Attachment 1 - Town of High Level Flag Raising and Lowering Policy 282-25

Attachment 2 - Town of High Level Flag Lowering Policy 264-21

Approvals:

Signed by:
Viv Thoss
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CAO, Viv Thoss

Signed by:
Thomson
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**Author: Daphne Thomson,
Acting Director of Corporate
Services**

Town of High Level

Policy 282-25

Title:	Flag Raising and Lowering Policy
Authority:	Council
Council Motion:	TBD
Date:	November 10, 2025
Rescinds:	Town of High Level Flag Lowering Policy No. 264-21 (April 26, 2021)

1. POLICY PURPOSE

The purpose of this policy is to establish consistent standards and procedures for the respectful display, raising, and lowering of flags at Town-owned facilities. The policy ensures all flag activity reflects the Town of High Level’s values of inclusion, unity, reconciliation, and civic pride while adhering to recognized federal and provincial flag protocols.

2. POLICY STATEMENT

The Town of High Level will display, raise, and lower flags in a dignified manner that honours Canada, the Province of Alberta, Indigenous Nations, and the community.

Flags shall be flown in accordance with established precedence, properly maintained, and used to demonstrate respect during times of celebration or mourning. The Town will provide opportunities for community and Indigenous representation through approved temporary or permanent flag raisings, while maintaining a neutral and inclusive approach.

3. DEFINITIONS & ABBREVIATION

Half-mast:	The position of a flag when flown halfway down the flagpole to signify mourning or respect.
Permanent Flag:	A flag displayed on an ongoing basis at a Town facility (e.g., Canada, Alberta, Town of High Level,).
Temporary Flag:	A flag displayed for a defined period to recognize a specific event or occasion.
Community Flag:	A flag representing a local organization, awareness campaign, or cultural event, approved for temporary display.
Indigenous Flag:	A flag representing a recognized Indigenous Nation or community within or connected to the High Level region.
Applicant:	A community group or organization requesting a temporary flag raising.

4. SCOPE AND APPLICABILITY

This policy applies to all flags flown on Town-owned or managed properties. It governs all permanent, temporary, and half-mast flag displays.

5. AUTHORITY AND RESPONSIBILITIES

Role	Responsibility
Council	Approves this policy, all permanent or temporary flag raising requests, and may authorize Indigenous community flags for permanent display.
Mayor	Represents the Town at official flag ceremonies and events.
Chief Administrative Officer (CAO)	Administers this policy, coordinates requests, ensures maintenance of flagpoles and flags, and communicates Council decisions.
Administration	Manages scheduling, community communication, and ensures compliance with approved display and protocol standards.

6. POLICY PARTICULARS

6.1 Order of Preference

When multiple flags are flown together, the following order applies from left to right (as viewed facing the display):

1. National Flag of Canada
2. Provincial Flag of Alberta
3. Town of High Level Flag
4. Indigenous Community Flag(s) (temporary, as approved by Council)
5. Community or awareness flags (temporary, as approved by Council)

All flags shall be of equal size, flown on separate poles of equal height, and kept in good condition.

6.2 Permanent Flags

Permanent flags flown at Town facilities include the National, Provincial, and Town flags. Administration shall ensure regular inspection and replacement of all flags and poles.

6.3 Temporary Flag Raising

- Council may authorize temporary flag raisings to recognize national or provincial awareness campaigns, local celebrations, cultural events, or community initiatives consistent with Town values.
- Written requests must be submitted to the CAO at least fourteen (14) days in advance and include the name of the organization, purpose, requested dates, and an image or description of the flag.
- Administration reviews applications for completeness and forwards them to Council for decision.
- Temporary flags may be displayed for up to seven (7) consecutive days unless otherwise approved by Council.
- Applicants must provide flags in good condition, suitable for outdoor display, measuring 36 x 72 inches.

6.4 Half-Masting Protocol

Flags shall be lowered to half-mast at Town facilities in accordance with federal and provincial directives or to mark local periods of mourning, including:

- Death of the Sovereign or members of the Royal Family;
- Death of the Governor General, Prime Minister, or Premier of Alberta;
- Death of the Mayor, current Council member, or former Mayor;
- Death of a local Member of Parliament or Member of the Legislative Assembly;
- Death of a member of the RCMP, Fire Department, or Emergency Services while in the line of duty within the Town;
- National or provincial days of mourning, including Indigenous Veterans Day, as directed by government authorities. The CAO may also direct half-masting under extraordinary circumstances in consultation with the Mayor.

6.5 Prohibited Flags

The Town will not display flags that:

- Represent commercial, political, or religious organizations;
- Represent nations not recognized by the Government of Canada;
- Contain offensive, discriminatory, or inflammatory material;
- Promote individuals or partisan causes.

6.6 Care and Disposal

Flags shall be inspected regularly, replaced when worn or faded, and disposed of respectfully through private burning or another dignified method.

7. EXCLUSIONS

This policy does not apply to flags flown on private property or by external organizations on lands not owned or managed by the Town of High Level.

8. SPECIAL SITUATIONS

Council may, by resolution, temporarily modify or suspend provisions of this policy to address extraordinary circumstances, such as joint ceremonies with Indigenous Nations, provincial or federal requests, or emergency events requiring symbolic display.

9. RELATED DOCUMENTS

- *Municipal Government Act* (RSA 2000, c. M-26)
- Canadian Heritage – National Flag of Canada Etiquette
- Government of Alberta – Protocol Office Flag Guidelines
- Town of High Level Strategic Plan (2022-2026)

10. END OF POLICY AND APPROVAL

This policy replaces the *Town of High Level Flag Lowering Policy No. 264-21*, approved April 26, 2021, in its entirety. All previous provisions relating to flag lowering or display are hereby repealed and superseded by this *Town of High Level Flag Raising and Lowering Policy No. 264-25*.

Mayor: Josh Lambert

CAO: Viv Thoss

POLICY RECORD HISTORY

Date Approved/Revised:	Approved/Reviewed By:	Title:

**Town of High Level
Policy 264-21**

Title:	Flag Lowering Policy
Authority:	Council
Council Motion:	Resolution# 150-21
Date:	April 26, 2021
Rescinds:	None

1. Purpose

The purpose of this policy is to establish when flags at the Town of High Level will be lowered to half-mast on flagpoles and to ensure the Town's practice is exercised in a consistent and appropriate manner.

2. Scope

This policy shall apply to Town of High Level employees assigned the responsibility of raising or lowering a flag.

3. Statement

Flags are to be treated as important symbols; the act of half-masting is a strong visual statement to bestow an honour and express a collective sense of sorrow. The Town of High Level's Flag Lowering Policy is adapted to incorporate practices by the Alberta Protocol Office and Canadian Heritage.

4. Definitions

"Flag" shall mean the National Flag of Canada, the Provincial Flag of Alberta, and the Municipal Flag of the Town of High Level.

"Half-mast" shall mean the position of the Flag when flying at half-mast will depend on its size, the length of the mast, and its location. As a rule, the centre of the Flag should be exactly half way down the mast. When hoisted or lowered from the half-mast position, a flag should first be raised to the masthead.

5. Protocol

- The Town Council will approve the Municipal Flag of the Town of High Level. The Chief Administrative Officer (CAO) will approve flags specific to Town departments.

- The National Flag of Canada and the Provincial Flag of Alberta will only be half-masted on those flagpoles fitted with halyards and pulleys.
- The Town of High Level will half-mast the Municipal Flag on specific occasions to commemorate a solemn occasion.
- The lowering of flags to half-mast will be at the request or direction of:
 - The Prime Minister's Office acting through Canadian Heritage (Canadian Flag)
 - The Premier's Office acting through the Alberta Protocol Office (Alberta Flag)
 - The Chief Administrative Officer's Office (Municipal Flag)
- a. Flags must be half-masted as soon as possible upon notification of the death until sunset on the day of the funeral or memorial service, or a maximum of five days if no funeral or memorial service is held, for the following scenarios:
 - The Sovereign or member of the immediate family of the Sovereign;
 - Current or former Prime Minister;
 - Current or former Governor General;
 - Current federal cabinet minister;
 - Current or former lieutenant-governor of Alberta;
 - Current local Member of the Federal or Provincial Parliaments;
 - Current or former Premier of Alberta;
 - Current provincial cabinet minister;
 - Current or former Mayor of High Level;
 - Current member of High Level's Town Council;
 - Current or former Chief of the Dene Tha' First Nation;
 - Current member of the Dene Tha' First Nation Council;
 - Current employee of the Town of High Level, including a current volunteer fire fighter.
- b. Flags must be half-masted on the day of the funeral or memorial service, or a maximum of three days if no funeral or memorial service is held, for the following scenarios:
 - Former Member of High Level's Town Council;
 - Former member of the Dene Tha' First Nation Council;
 - Former Chief of the Beaver, Tall Cree or Little Red River Cree First Nations;
 - Former employee of the Town of High Level, including a former volunteer fire fighter;
 - Current member of the Town of Rainbow Lake or Mackenzie County municipal councils;
 - Current Trustee for the Fort Vermilion School Division.

Flags must be flown at half-mast from sunrise to sunset to commemorate the following occasions:

- April 9, National Day of Remembrance of the Battle of Vimy Ridge;
 - April 28, National Day of Mourning for those who have suffered and died in the workplace;
 - June 23, National Day of Remembrance for Victims of Terrorism;
 - Second Sunday in September, Firefighters' National Memorial Day;
 - Last Sunday in September, Police and Peace Officers' National Memorial Day;
 - November 11, Remembrance Day;
 - December 6, National Day of Remembrance and Action on Violence Against Women.
- c. When the municipal flag is flown in display with one or more other flags, the order of precedence is:
1. the Canadian flag
 2. the Flag of Alberta
 3. the Town of High Level flag
- d. In exceptional circumstances, if approved by the Chief Administrative officer, flags may be lowered to half-mast for a duration deemed appropriate.
- e. In accordance with the rules established by the Federal Government, if the flag is half-masted anywhere in Alberta, in accordance with the rules, it must be flown at full-mast on Victoria Day and Canada Day. This does not apply if the flag is half-masted for the death of the Sovereign, the current Governor General or the current Prime Minister
- f. The status of the flags at all municipal owned properties will reflect the status of the flags at Town Hall, except for the Town of High Level Fire Hall under the following exceptions:
- a. Flags will be half-masted to recognize a Line of Duty Death (LODD) of a Canadian firefighter.
 - b. Flags will be half-masted during 911 ceremonies on September 11th of each year and for Firefighter Memorial Day



**Town of High Level
Regular Council Meeting
Request for Decision**

Meeting Date: November 10, 2025
Prepared By: John Greathead, Strategic Initiatives Consultant
Subject: Arena/Curling Club Lifespan Improvements

Recommendation:

THAT Council direct Administration to prepare a capital budget with \$800,000 in 2026 to address the foundation repairs, heating system improvements and conduct a comprehensive engineering review of the facility to extend the life of the facility to 2040.

CAO Comments:

I support the recommendation.

Background:

During the 2025 Capital Budget process, Council approved an allocation of \$47,200 under the Arena Foundation Repair Project.

On September 24, 2025, Administration issued a public tender on Alberta Purchasing Connection (APC) to solicit qualified contractors. The posting remained open for longer than the typical duration at the request of several potential bidders and was closed on October 31, 2025. This project seemed to attract much interest and was widely viewed. Interest in the opportunity was strong, with over 30 suppliers registering on APC, including (partial list):

- Access BridgeWorks Inc. (St. Albert)
- Boald Construction Management Ltd. (St. Albert)
- Concrete Creations Ltd. (Sylvan Lake)
- Dynamic General Contracting Ltd. (St. Albert)

- Heritage Restoration Inc. (Uxbridge)
- Ironclad Earthworks Ltd. (Calgary)
- Milestone Environmental Contracting Inc. (Langley)
- Paradox Access Solutions (Acheson)
- Pennecon Heavy Civil (St. John's)
- Stratos Procurement Limited (Calgary)
- Tradesmith Contracting Corp. (Sexsmith)
- Unique Scaffold Inc. (Calgary)
- Visual Construction Inc. (Calgary)

Despite the extensive interest, only one bid was submitted. That bid was more than ten times the available budget.

Discussion:

The Town of High Level Arena is one of the Town’s most valued community assets, serving as the primary indoor recreation facility for residents, minor hockey, figure skating, curling club and community events.

However, due to its age and deferred capital reinvestment, the building now exhibits multiple structural, mechanical, and energy-efficiency deficiencies. The accompanying pictures show the result of a lack of preventative maintenance exhibited by hydronic heating lines that have sediment encrustations restricting flow by more than 50%, which has resulted in frustration with many of the users of the facility.

During internal reviews and contractor consultations in 2025, several major issues were identified requiring attention within the next four years:

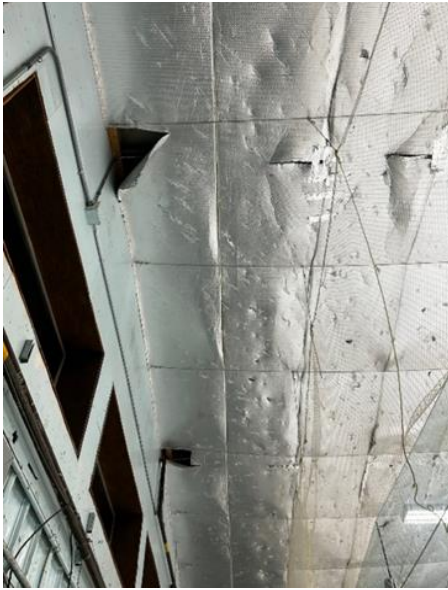
Area of Concern	Description	Preliminary Cost Estimate
Foundation Repairs	Evidence of settlement and movement; requires geotechnical and structural remediation	\$400,000+
Ceiling Insulation Upgrade	Current aluminized bubble wrap provides poor R-value; recommend spray foam or similar	\$225,000

Heating System Renovation	Replace aging boilers; add zone controls and chemical clean hydronic circuits	\$185,000
Flooring Repairs	Cracking and deterioration in player areas, corridors, and service rooms	\$160,000
Front Entrance Beautification	Accessibility, façade, and aesthetic improvements	\$90,000
Lighting Improvements (Curling Rink)	Replace with high-efficiency LED system and modern controls	\$80,000
Subtotal (Identified Items)		\$1.14 million

While these elements represent the most visible or urgent concerns, they do not capture the full scope of renewal work required for long-term sustainability. Preliminary estimates indicate that the arena will require \$6 - \$8 million in capital investment over the next four years to restore system integrity and ensure operational reliability to at least 2040.

The facility's issues extend beyond isolated repairs; they represent systemic lifecycle degradation that now warrants a comprehensive engineering audit and renewal plan.





A structured assessment by a qualified multi-disciplinary engineering team would:

- Evaluate structural, mechanical, electrical, envelope, and architectural systems;
- Provide condition ratings, risk rankings, and lifecycle projections;
- Establish costed renewal priorities and sequencing for 2026-2029;
- Identify energy efficiency and greenhouse gas reduction opportunities;
- Support future grant applications and multi-year budgeting.

This proactive approach aligns with the Town's Asset Management Framework, ensuring that the facility's remaining life is maximized before considering full replacement.

Strategic Plan Alignment:

This initiative aligns with the Town of High Level's 2022–2026 Strategic Plan priority of Infrastructure, Growth and Reliability, which emphasizes the importance of identifying and addressing new and aging infrastructure to maintain reliable community assets.

The Arena Renewal Project supports the Town's commitment to providing safe, efficient, and well-maintained recreational facilities that contribute to a healthy, active, and connected community. By investing in long-term sustainability and preventative maintenance, the project advances the Town's goal of ensuring community needs are met with reliable infrastructure and attractive shared spaces that enhance overall quality of life.

Financial:

- Total Estimated Renewal Need: \$6 - \$8 million (2026–2029)
- Immediate Funding Required: \$600,000 in 2026 Capital Budget to renovate the heating system and address the foundation repair. A further \$150,000-\$200,000 to conduct a comprehensive engineering review and renewal plan in 2026.
- Funding Source: General Reserve and/or reallocation within 2025-2026 Capital Program. Administration will apply for grant funding through the Local Government Fiscal Framework (LGFF) with the intention of avoiding incurring an impact to the General Reserve fund.
- Future years' capital requests to be developed following completion of the study.
- An operational cost of \$110,000 annually to recruit and equip qualified facility maintenance staff to ensure preventative maintenance programs are adhered to.

Council Options:

- Option 1: THAT Council direct Administration to prepare a capital budget with \$800,000 in 2026 to address the foundation repairs, heating system improvements and conduct a comprehensive engineering review of the facility to extend the life of the facility to 2040.
- Option 2: THAT Council direct Administration to provide further information/or clarification on specific elements of the report, and return the revised report to Council for consideration.
- Option 3: THAT Council direct Administration to take any other action deemed appropriate by Council.

Approvals:

Signed by:
Viv Thoss
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CAO, Viv Thoss

Signed by:
John Greathead
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Author: John Greathead
Strategic Initiatives Consultant



Town of High Level
Regular Council Meeting
Request for Decision

Meeting Date: November 10, 2025
Prepared By: John Greathead, Strategic Initiatives Consultant
Subject: Sole-Source Award – R.E. Walter Aquatic Centre
HVAC and Boiler Replacement Project - Lexus
Engineering

Recommendation:

THAT Council authorizes Administration to enter into a sole-source agreement with Lexus Engineering for the R.E. Walter Aquatic Centre HVAC and Boiler Replacement Project, at a total value not to exceed \$ 279,450.00 funded through the General Reserve and/or LGFF grant allocation.

CAO Comments:

I support the recommendation.

Background:

To seek Council authorization to award the R.E. Walter Aquatic Centre HVAC and Boiler Replacement project to Lexus Engineering through a sole-source procurement, following an unsuccessful public tendering process on Alberta Purchasing Connection (APC).

Discussion:

The Town of High Level posted a competitive public bid opportunity on Alberta Purchasing Connection September 24, 2025 for the R.E. Walter Aquatic Centre HVAC and Boiler Replacement Project, which included the mechanical, ventilation, and control system upgrades identified in the *High Level R.E. Walter Aquatic Centre Bidding Background Report (2024)*.

Despite the wide distribution and inquiries, no formal bids were received by the closing date of October 10, 2025.

Lexus Engineering had previously completed a comprehensive on-site assessment of the Aquatic Centre mechanical systems and provided a detailed quotation consistent with the scope identified in the Town's published tender background. Their proposal remains technically valid and offers a reasonable cost structure aligned with current market conditions.

Given the urgency of restoring reliable HVAC service, maintaining pool air-quality compliance, and minimizing escalating costs, Administration recommends proceeding with Lexus Engineering under Section 14.4 of the Town of High Level Procurement Policy - *"Non-competitive procurement may be utilized when a competitive process has been attempted and no compliant bids are received."*

Analysis

- The existing preheat boiler and air handling systems are beyond their service life and pose operational and efficiency risks.
- The 2024 background report confirmed critical deficiencies in the boiler heat exchanger, AHU dampers, and air balance, directly affecting pool operations and safety.
- Delaying replacement will increase operating costs and the risk of unplanned shutdowns.
- Lexus Engineering is familiar with the facility's systems and has demonstrated technical capacity and local availability for implementation.
- Sole-sourcing will ensure continuity of design intent, expedite mobilization, and reduce engineering re-work costs.

Risks

- **Operational Risk:** Failure of the preheat boiler or AHU system could force temporary closure of the Aquatic Centre.
- **Financial Risk:** Deferral may result in higher costs due to inflation and emergency maintenance.
- **Project Risk:** Re-tendering may again attract limited responses given the specialized nature of natatorium HVAC systems.

- Option 2: THAT Council request Administration to provide additional information and bring the matter back for Council's consideration.
- Option 3: THAT Council direct Administration to take any other action deemed appropriate by Council.

Approvals:



CAO, Viv Thoss



**Author: John Greathead
Strategic Initiatives Consultant**



**Town of High Level
Regular Council Meeting
Request for Decision**

Meeting Date: November 10, 2025
Prepared By: Myron Thompson, Interim Deputy CAO and
Keith Straub, Director of Operations
Subject: Provincial Recycling Program

Recommendation:

THAT Council accept the report on the Provincial Recycling Program as information;
AND THAT Council formally approve participation in the Extended Producer
Responsibility program.

CAO Comments:

I support the recommendation.

Background:

In 2022, the Government of Alberta enacted regulations under the Environmental Protection and Enhancement Act (EPEA) to establish the Extended Producer Responsibility (EPR) framework for packaging and paper products (PPP) and hazardous and special products (HSP). EPR transfers both financial and operational responsibility for residential recycling from municipalities to the producers, companies and organizations that supply, manufacture, or distribute these products into the Alberta marketplace.

Circular Materials is a national not-for-profit organization that has been commissioned by the province to implement the province's new EPR program for household packaging and paper products. More information is available [here](#). Over the course of the year, they have been advancing the program to meet implementation milestones.

Town Council was previously provided a brief update on a projected provincial led recycling program through the January 22nd, 2024 Council Meeting - Monthly Report to Council.

Implementation of the program has developed and will occur in two stages:

-Phase 1 (April 1, 2025): Producer responsibility begins for municipalities with existing recycling programs.

- Phase 2 (October 1, 2026): Full producer responsibility for remaining municipalities, including the Town of High Level.

Discussion:

Participation in the Provincial Recycling Program.

The Town of High Level has registered with Alberta Recycling Management Authority (ARMA) as a participating municipality under the EPR regulation. Since the Town does not have a formal recycling program, it will be participating under Phase 2 of the implementation, which as a projected start date of October 2026.

Council has not formally approved participation in the program therefore Administration is recommending that Council, at this time, approve the participation.

Anticipated Benefits for the Municipality:

- Financial relief for the Municipality as the recycling collection and processing costs for the program will be the responsibility of the producer-funded EPR system.
- Program consistency through a standardized list of accepted recyclable materials will apply for the Municipality and province-wide, reducing confusion and contamination.
- Expanded access for multi-family dwellings (apartments, condominiums, and HOA complexes) in the Community will be eligible for inclusion through self-registration with Circular Materials.
- Positive environmental impact will be achieved through increased material recovery rates and reduction of material being received by the regional landfill that aligns with Alberta's waste diversion goals and reduces the Towns' waste receiving fees.

Actions Taken to date:

- The Town has completed the ARMA municipal intake form, providing details on landfill capacity, collection service contracts, and residential/multi-family counts.

- Town Administration has initiated contact and has been participating with their administration and Circular Materials Alberta's Municipal Working Group to stay informed of policy updates, operational models, and funding mechanisms.

Next Steps to implementation:

- Support and formalize the recycling program through formal adoption of an updated Solid Waste Bylaw.
- Continue coordination with Circular Materials Alberta (CMA) to align program design, confirm service delivery details, and prepare for Phase 2 implementation in 2026.
- Prepare a residential address list identifying all properties included under the Town's solid waste residential collection program in preparation for the implementation of the recycling program.
- Collect contact information for each property owner or manager of multi-family dwellings, such as duplexes, fourplexes, and other multi-unit properties, that are not currently receiving Town-provided residential garbage collection.
- Notify property owners of multi-family dwellings of the online registration requirement for recycling services through Circular Materials ahead of the 2026 rollout.
- Develop a communication and education plan for residents and property owners to outline program expectations, accepted materials, and collection schedules.
- Monitor ARMA updates for reporting, compliance, and performance measurement requirements.
- Review and consider options for future collection and disposal of seasonal yard waste materials.

Strategic Plan Alignment:

This initiative aligns with the Town's 2022–2026 Strategic Plan by supporting sustainability, community resilience, and accountable governance through improved waste diversion, reduced landfill costs, and strengthened provincial partnerships.

Financial:

The Town will not be required to establish, operate, or finance a recycling program for packaging and paper materials. Under the EPR framework, producers will ultimately fund the program for municipalities.

Further details will be established for transition of assets that the Town currently owns to the program. This could include recycling bins previously purchased and supplied to the public. These bins are currently being utilized to augment the use of waste bins.

Implementation of this system is expected to reduce municipal tipping fees by diverting recyclable materials from the regional landfill, thereby lowering overall waste disposal costs. Further reduction in costs can be achieved by diverting yard waste which is being collected and disposed of in the waste collection and disposal process. Further information will be provided to Council in the future.

Council Options:

- Option 1:** THAT Council accept the report on the Provincial Recycling Program as information;
AND THAT Council formally approve participation in the Extended Producer Responsibility program.
- Option 2:** THAT Council direct Administration to provide further information/or clarification on specific elements of the report, and return the revised report to Council for consideration.
- Option 3:** THAT Council direct Administration to take any other action deemed appropriate by Council.

Attachments:

None.

Approvals:

Signed by:
Viv Thoss
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CAO, Viv Thoss

Signed by:
Myron Thompson
78A85E7365C141A
**Author: Myron Thompson,
Deputy CAO**

DocuSigned by:

Keith Straub

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**Author: Keith Straub, Director
of Operations**

The Town of High Level's Administration presents the following summary and recommendations for Council's consideration. In addition to this briefing, Council is encouraged to review the complete [2025 Resolutions Book](#) for further context.

Category B: Issues Related to the Town of High Level's Strategic Initiatives

Resolution Title	Resolution's Call for Action	Recommendation from Administration
B1: Removal of the Provincial Property Tax from the Municipal Tax Bill	IT IS THEREFORE RESOLVED THAT Alberta Municipalities advocate for the Government of Alberta to assume direct responsibility for the collection of provincial education property taxes, thereby relieving municipalities of this obligation and ensuring a more transparent approach to education funding.	<p>Support - This resolution aligns with Strategic Plan Goal 2: Infrastructure, Growth, and Reliability; Goal 3: Resilient Community; and Goal 4: Accountable Governance. By clarifying government roles and enhancing transparency, it strengthens public trust and reinforces the Town's commitment to accountable governance.</p> <p>Transferring the responsibility for collecting provincial education property taxes to the Government of Alberta reduces the administrative burden on municipalities, allowing communities like High Level and other smaller municipalities to focus more effectively on infrastructure development and service delivery. For towns with limited staff and resources, this shift improves operational efficiency and adaptability, contributing to a more resilient community.</p> <p>It also eliminates confusion among residents regarding tax rates and responsibilities, since education funding is a provincial mandate. A centralized collection system promotes consistency across Alberta and ensures a fairer, more transparent approach to education funding. This separation would allow municipalities to concentrate solely on their own budgets and services, enhancing local autonomy and aligning with modern governance practices.</p>

Resolution Title	Resolution's Call for Action	Recommendation from Administration
B2: Municipal Accommodation Tax Implementation in Alberta	IT IS THEREFORE RESOLVED THAT Alberta Municipalities advocate for the Government of Alberta to amend the <i>Municipal Government Act</i> to establish a provincial framework that enables municipalities to implement Municipal Accommodation Taxes through local bylaws, with municipalities having the authority to determine tax rates, collection methods, and revenue allocation based on local infrastructure and tourism development needs while adhering to provincial standards for transparency and accountability.	Strongly Support - This resolution aligns with Strategic Plan Goal 2: Infrastructure, Growth, and Reliability; Goal 3: Resilient Community; and Goal 4: Accountable Governance. It empowers local decision-making by granting municipalities the authority to set tax rates, collection methods, and revenue allocation based on their unique needs. The proposed Municipal Accommodation Tax would offer the Town of High Level a valuable opportunity to generate visitor-funded revenue, strengthen tourism, and invest in local infrastructure and amenities without increasing the financial burden on residents. This funding could support local events, beautification initiatives, and public services that benefit both visitors and the community. By diversifying the local economy and enhancing transparency through a standardized provincial framework, the resolution promotes job creation, expanded business opportunities, and broader community development.
B3: Extended Lifespan of Fire Apparatus in Municipalities	IT IS THEREFORE RESOLVED THAT Alberta Municipalities advocate to the Government of Alberta, the Alberta Fire Chiefs Association, the Federation of Canadian Municipalities (FCM) and other relevant bodies to review and amend policies requiring the mandatory pump recertification of fire apparatus every 20 years in accordance with the National Fire Code of Canada and the effect on insurance premiums for residents based on the Fire Underwriters Survey Technical Bulletin Insurance Grading Recognition of Used or Rebuilt Fire Apparatus, with consideration for the unique needs and financial circumstances of municipalities and their residents; and	Strongly Support - This resolution aligns with Strategic Plan Goal 2: Infrastructure, Growth, and Reliability; Goal 3: Resilient Community; and Goal 4: Accountable Governance. It supports cost-effective fire protection, acknowledges the operational realities of smaller municipalities, and promotes fair insurance treatment without compromising public safety. The proposed change would empower communities like the Town of High Level to manage fire apparatus based on actual usage, condition, and maintenance records rather than an arbitrary 20-year recertification requirement. This shift would reduce unnecessary financial strain, extend

Resolution Title	Resolution's Call for Action	Recommendation from Administration
	FURTHER BE IT RESOLVED that Alberta Municipalities recommend that fire apparatus replacement be based on usage, condition, and maintenance records rather than a fixed time frame, allowing municipalities to retain and maintain their equipment for longer periods without compromising safety or compliance with standards.	the service life of well-maintained equipment, and help maintain insurance standards while respecting local budget constraints and operational needs.
B4: Funding for Sport and Recreation Facilities	IT IS THEREFORE RESOLVED THAT Alberta Municipalities advocate to the Government of Alberta to either (i) amend the Active Communities Initiative to make municipalities eligible and increase the budget for application or (ii) create a new annual or bi-annual funding program for municipalities, that enables them to effectively leverage their available capital reserves and local partnerships for new and existing recreation infrastructure for the benefit of their communities.	<p>Strongly Support - This resolution aligns with Strategic Plan Goal 2: Infrastructure, Growth, and Reliability; Goal 3: Resilient Community; and Goal 4: Accountable Governance. It expands access to essential recreation infrastructure funding, strengthens local partnerships, and supports long-term community resilience and development. By advocating for a more inclusive and equitable funding model, the resolution ensures that municipalities like the Town of High Level are not left behind.</p> <p>Additional investment in sport and recreation facilities would help close a critical infrastructure gap that directly impacts community well-being, economic growth, and emergency preparedness. Many facilities in Alberta, especially in municipalities our size and smaller, were built decades ago and are now aging beyond their intended lifespans. Although municipalities are responsible for maintaining and operating these spaces, they are currently ineligible to apply directly to the Active Communities Initiative, limiting their ability to secure funding for necessary upgrades or new builds.</p>

Resolution Title	Resolution's Call for Action	Recommendation from Administration
B5: Improving Infrastructure at Alberta's Community Airports	IT IS THEREFORE RESOLVED THAT Alberta Municipalities advocate for the Government of Alberta to raise the annual Community Airport Program funding under the Strategic Transportation Infrastructure Program to \$15 million, make more projects eligible for funding, extend funding to all community airport operators, and increase provincial cost-sharing based on need.	Strongly Support - This resolution aligns with Strategic Plan Goal 2: Infrastructure, Growth, and Reliability; Goal 3: Resilient Community; and Goal 4: Accountable Governance. It enhances regional connectivity, strengthens emergency response capacity, and promotes equitable access to funding for essential airport infrastructure. Increasing funding for airport infrastructure would reinforce critical transportation networks and boost regional economic development, emergency preparedness, and community accessibility. Many of Alberta's 72 paved community airports, particularly in municipalities like the Town of High Level, are aging and in need of substantial rehabilitation. Despite being responsible for maintaining these vital facilities, municipalities often face financial constraints, while current funding levels and eligibility criteria under the Community Airport Program fall short. Supporting this resolution would help ensure that High Level's airport remains a safe, functional, and economically valuable asset for the region. It would also contribute to the long-term viability of community airports across Alberta, preserving their role as essential infrastructure for safety, mobility, and economic growth.
B6: Access to Seniors Housing Programs	IT IS THEREFORE RESOLVED THAT Alberta Municipalities advocate for the Government of Alberta to engage Alberta Municipalities, member municipalities, and related organizations in reviewing the Affordable Housing Partnership Program to ensure it supports all sizes of communities throughout Alberta so that seniors can age in place close to support networks.	Strongly Support - This resolution aligns with Strategic Plan Goal 2: Infrastructure, Growth, and Reliability; Goal 3: Resilient Community; and Goal 4: Accountable Governance. It promotes equitable access to affordable housing funding, strengthens support for aging seniors, and ensures that small and northern communities are meaningfully included in provincial planning. By supporting this resolution, the Town of High Level can

Resolution Title	Resolution's Call for Action	Recommendation from Administration
		<p>help shape a housing strategy that reflects local realities and plan for future needs with confidence.</p> <p>Adapting the Affordable Housing Partnership Program to support municipalities of all sizes would enable seniors in High Level and across Alberta to age in place, remaining close to their families and support networks. This approach enhances senior well-being while easing pressure on centralized healthcare and long-term care systems. Through a collaborative review process, municipalities can advocate for a more inclusive, responsive, and sustainable housing framework that meets the needs of both local communities and Alberta's aging population.</p>
B7: Enhancing Housing Opportunities and Affordability Across Alberta	<p>IT IS THEREFORE RESOLVED that Alberta Municipalities advocate to the Government of Alberta to undertake fundamental policy changes aimed at improving access to a diverse range of housing options and enhancing housing affordability across the province through, but not limited to:</p> <ol style="list-style-type: none"> 1. Streamlining Regulations and Reducing Red Tape: Conducting a comprehensive review of provincial policies, regulations, and application processes related to housing development to identify and eliminate unnecessary barriers and inefficiencies, thereby accelerating project timelines and reducing costs. 2. Enhancing the <i>New Home Buyer Protection Act</i>: Actively reviewing and updating the <i>New Home Buyer Protection Act</i> and its regulations, including the new home buyers' warranty program, to address identified shortcomings, prevent circumvention, and ensure robust protection for homebuyers across all municipalities. This review should include consideration of the financial stability and accountability of warranty providers. 3. Improving the Safety Codes System: Examining the availability and accessibility of qualified safety codes officers across the province and exploring potential legislative, process (i.e. remote inspections) or 	<p>Strongly Support - This resolution aligns with Strategic Plan Goal 2: Infrastructure, Growth, and Reliability; Goal 3: Resilient Community; and Goal 4: Accountable Governance. It seeks to remove systemic barriers to housing development, enhance consumer protection, and ensure that small and northern communities like ours have equitable access to housing resources and regulatory support. By endorsing this initiative, the Town of High Level contributes to meaningful policy reform that improves housing affordability, accelerates development, and guarantees that all Albertans, regardless of location, can access safe, suitable, and affordable homes.</p> <p>The resolution also empowers local governments to more effectively address the housing needs of their residents. It supports economic development through streamlined and inclusive housing strategies while</p>

Resolution Title	Resolution's Call for Action	Recommendation from Administration
	<p>regulatory amendments to ensure timely and consistent inspections, regardless of a municipality's size or location.</p> <p>4. Re-evaluating Funding Models for Affordable and Seniors' Housing: Conducting a thorough and ongoing review of existing funding formulas for affordable housing and seniors' housing to ensure equitable access for all municipalities, regardless of size, and to better align funding with the diverse housing needs of communities across Alberta. This review should consider the unique challenges and opportunities faced by smaller communities.</p>	<p>strengthening collaboration between municipalities and the provincial government to confront one of Alberta's most pressing challenges in housing affordability and accessibility.</p>

Category C: Other Issues of Potential Interest to the Town of High Level

Resolution Title	Resolution's Call for Action	Recommendation from Administration
C1: Electricity Distribution Costs	IT IS THEREFORE RESOLVED THAT Alberta Municipalities advocate for the Government of Alberta to review distribution regulations and eliminate the disparity in electricity pricing for distribution charges through an equalization model and more equitable cost sharing across Alberta to build an economically consistent approach that address affordability and catalyzes province-wide economic development.	<p>Support - This resolution aligns with Strategic Plan Goal 2: Infrastructure, Growth, and Reliability; Goal 3: Resilient Community; and Goal 4: Accountable Governance. It offers significant advantages for the Town of High Level by helping to lower electricity costs for residents and businesses, promoting province-wide fairness, and strengthening the town's economic competitiveness.</p> <p>If council members choose to support this resolution, the Town of High Level will stand alongside other municipalities in advocating for a more affordable and equitable electricity system that reflects the needs of all Albertans, regardless of geography. This collective effort empowers communities to advance a sustainable pricing model that prioritizes affordability and fairness while fostering long-term economic growth and stability across the province.</p>
C2: Adoption of Alternative Bacterial Water Testing Methods	<p>IT IS THEREFORE RESOLVED THAT Alberta Municipalities advocate to the Government of Alberta for the review, approval, and implementation of certified alternative bacterial water testing methods that meet or exceed current safety standards; and</p> <p>IT IS FURTHER RESOLVED THAT Alberta Municipalities work with provincial health authorities and municipalities to pilot or support the deployment of such technologies, particularly in communities with limited access to centralized testing facilities.</p>	<p>Strongly Support - This resolution supports Strategic Plan Goal 3: Resilient Community and Strategic Plan Goal 4: Accountable Governance by empowering municipalities to advocate for the adoption of certified alternative bacterial water testing methods that meet or exceed current safety standards. For communities like High Level, where access to centralized lab facilities is limited, expanding the use of timely and reliable testing technologies is essential. It enables municipalities to respond swiftly to potential contamination, protect public health, and maintain consistent water safety standards across Alberta. Endorsing pilot programs and</p>

Resolution Title	Resolution's Call for Action	Recommendation from Administration
		fostering collaboration with provincial health authorities encourages innovation, builds local capacity, and ensures equitable access to essential services regardless of geography. Ultimately, supporting this resolution strengthens Alberta's water management framework while positioning High Level as a proactive leader in advancing sustainable and inclusive municipal practices.
C3: Increasing Funding for Alberta's Libraries	IT IS THEREFORE RESOLVED THAT Alberta Municipalities advocate for the Government of Alberta to update the per capita rate component of the Public Library Operating Grant formula to \$6.94 per person, an increase of \$1.34 per person to reflect inflationary increases and commit to indexing the population-based grant using the rate of inflation and the most recent population statistics of the Alberta Municipal Affairs Population Estimate List.	<p>Strongly Support - This resolution directly supports Goal 1: Vibrant Economy and Strategic Plan Goal 3: Resilient Community by advocating for fair, inflation-adjusted funding for public libraries. Updating the per capita rate of the Public Library Operating Grant to reflect current economic conditions and population growth enables municipalities to maintain strong, sustainable library services.</p> <p>Libraries play a vital role in fostering community resilience and economic vibrancy. They provide essential services such as digital access, literacy programs, newcomer support, and Indigenous learning opportunities. Ensuring sustainable funding through inflation indexing and the use of current population data will help libraries remain accessible, innovative, and responsive to the evolving needs of Albertans.</p>
C4: Rural Participation on the Integration Council for Refocusing Alberta's Health Care System	IT IS THEREFORE RESOLVED THAT Alberta Municipalities advocate on behalf of rural and remote communities that the Government of Alberta immediately appoint a separate and dedicated general practitioner (GP) Generalist as a voting member to the Health System Integration Council and within the new health board leadership structure to ensure that those who serve Albertans	Strongly Support - This resolution supports Strategic Plan Goal 3: Resilient Community by ensuring that rural and remote communities, such as the Town of High Level, have a direct and informed voice in provincial health system decision-making. It promotes more equitable, responsive, and effective care across Alberta

Resolution Title	Resolution's Call for Action	Recommendation from Administration
	who live in rural and remote communities have an appropriate and continuous voice for their health care.	by empowering municipalities to advocate for meaningful rural representation within the province's evolving health care structure. This ensures that policy decisions reflect the lived realities of all Albertans, not just those in urban centers.
C5: Midwifery as an Option of Care for All Albertans	IT IS THEREFORE RESOLVED THAT Alberta Municipalities advocate for the Government of Alberta to develop a comprehensive midwifery strategy that focuses on retention, increased access province wide, and funding that follows the patient for a more well-rounded course of care by giving midwives more autonomy over the structure of midwifery care.	Support - This resolution supports Strategic Plan Goal 3: Resilient Community and Goal 4: Environmental Stewardship by investing in sustainable, locally delivered health services that reduce travel, enhance access, and build capacity within the community. If council members choose to support this resolution, The Town of High Level can advocate for policies and initiatives that reflect the unique needs of northern communities, promote regional equity, and strengthen long-term economic and social well-being across Alberta.

Resolution Title	Resolution's Call for Action	Recommendation from Administration
C6: Canada Consumer Carbon Tax Program (Rebates or Exemptions for Municipalities)	IT IS THEREFORE RESOLVED THAT Alberta Municipalities advocate to the Government of Alberta to work with the Government of Canada to ensure municipal governments are exempt from any future replacement of a consumption-based carbon tax or at minimum, expand the eligibility of Canada Carbon Tax rebates to include municipal governments.	Strongly Support - This resolution aligns with Strategic Plan Goal 2: Infrastructure, Growth and Reliability and Goal 3: Resilient Community by endorsing this initiative, the Town of High Level can advocate for a more equitable and sustainable carbon pricing framework that reflects the unique realities of rural and remote municipalities. Rural and remote municipalities like High Level often rely more heavily on diesel, natural gas, and long-distance transportation to deliver essential services, factors that make them disproportionately impacted by consumption-based carbon pricing. If council members choose to support this resolution, it will help protect municipal finances, promote rural equity, and empower local governments to continue delivering vital services without undue financial burden.
C7: Increased Eligibility and Funding for the Alberta Affordability Grant for Licensed Child Care Programs	IT IS THEREFORE RESOLVED THAT Alberta Municipalities advocate for increased eligibility and funding for the Alberta Affordability Grant for licensed child care, to ensure better access to high-quality, affordable child care in Alberta.	Strongly Support - This resolution aligns with Strategic Plan Goal 1: Vibrant Economy, Goal 2: Infrastructure, Growth and Reliability, and Goal 3: Resilient Community. It promotes equitable access to licensed child care, strengthens workforce participation, and helps address rural service gaps that directly impact northern families. If council members choose to support this resolution, the Town of High Level can actively advocate for a more inclusive and adequately funded child care system that meets the unique needs of northern communities, supports local economic development, and fosters long-term community well-being.

Resolution Title	Resolution's Call for Action	Recommendation from Administration
C8: Reducing Barriers to Post-Secondary Education for All Alberta Students	<p>IT IS THEREFORE RESOLVED THAT Alberta Municipalities advocate for the Government of Alberta to provide dedicated funding for the development, implementation, and ongoing evaluation of a comprehensive Pathway to Post-Secondary Education Strategy that will:</p> <ol style="list-style-type: none"> 1. Identify barriers impacting equitable rural, remote and urban student access to all post-secondary opportunities, including barriers related to housing and overall affordability of post-secondary education; 2. Offer targeted scholarships, bursaries, and financial aid to alleviate the economic burdens faced by rural, remote and underrepresented students, additionally provide financial support for intern students to complete practicum placements away from their usual place of residence; 3. Enhance outreach and support efforts to communities outside of metropolitan regions to increase awareness of available post-secondary opportunities; 4. Provide targeted support for academic preparation, to ensure prospective rural, remote and small urban students meet university prerequisites; 5. Improve technological and broadband infrastructure to improve accessibility to online learning; 6. Establish local and community-based mentorship and guidance programs for students; 7. Promote collaboration between municipalities, school boards, and community organizations to support the transition to post-secondary education for rural, remote and small urban students. 	<p>Support - This resolution aligns with Strategic Plan Goal 1: Vibrant Economy, Goal 2: Infrastructure, Growth and Reliability, and Goal 3: Resilient Community. It directly addresses the systemic barriers that prevent rural and remote students from accessing post-secondary education, while advancing long-term community resilience, economic development, and educational equity. If council members choose to support this resolution, the Town of High Level can advocate for a future where rural students have equal opportunities to succeed alongside their urban counterparts, helping to build a stronger and more inclusive Alberta.</p>

You can view the Town of High Level's 2022–2026 Strategic Plan [here](#)

For complete information on each resolution, refer to [ABmunis' 2025 Resolutions Book](#)



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November 6, 2025

Honourable Myles McDougall
Minister of Advanced Education
107 Legislature Building
10800 - 97 Avenue
Edmonton, AB
T5K 2B6

Via email: ae.minister@gov.ab.ca

Dear Honourable Minister McDougall,

Re: Announcement of Northwestern Polytechnic Fairview Campus Closure

On behalf of the Council for the Municipal District of Fairview No. 136, as well as the citizens, businesses, staff, and students of our region, we are writing to express our deep concern regarding the announced closure of the Northwestern Polytechnic (NWP) Fairview Campus. We respectfully request that a moratorium be placed on this decision to allow time for full review and open consultation. We ask that all programs and courses continue as planned, and that no assets be removed from campus, until the following actions have been completed:

- A full review of the decision to close the campus,
- Consultation with all stakeholders on future options for the Fairview Campus,
- A third-party financial audit, and
- A third-party review of best practices for rural program delivery.

For more than seventy years, the Fairview Campus has been at the heart of our community-educating generations of students, supporting local industries, and providing opportunities to people across northern Alberta and beyond. It has helped shape the identity of Fairview and has been a source of pride and purpose for our region. The campus is not just an educational institution; it is an anchor for our local economy, a gathering place for innovation, and a symbol of what rural Alberta can achieve when education is accessible close to home.

The loss of this campus would reach far beyond Fairview. It would mean fewer opportunities for youth to learn and stay in the region, fewer skilled workers for northern industries, and the erosion of a legacy that communities like ours have built over generations.

We are requesting more time and resources to be allocated toward developing options before NWP closes the Fairview Campus, including the opportunity for meaningful regional consultation, which was not provided during the initial decision. Our community is ready to work collaboratively to ensure that access to education remains in northern Alberta and that rural communities like Fairview continue to thrive.

Sincerely,



Reeve Philip Kolodychuk, M.D. of Fairview No. 136

Cc:

Honourable Danielle Smith, Premier
premier@gov.ab.ca

Honourable Martin Long, Minister of Infrastructure
infrastructure.minister@gov.ab.ca

Honourable Dan Williams, Minister of Municipal Affairs
minister.municipalaffairs@gov.ab.ca

Honourable Todd Loewen, MLA Central Peace-Notley
centralPeace.Notley@assembly.ab.ca

Northern Alberta Elected Leaders
northernalbertaelectedleaders@gmail.com

Council Committees

Council Committees

Name	Resolution Date	Resolution Number	Councillor Appointed	Alternate	Frequency of Meeting	Status	Meeting Venue	Meeting Time	Contact Person	Contact Number	Contact email
Airport Beautification and Enhancement Task Force	2025-10-27	331-25	Mayor Lambert, Councillor Scott		As needed	Active	TBC	TBC	Crystal McAteer	780-841-4884	crystalma@fvsd.ab.ca
Assessment Review Board (LARB/CARB)	2025-10-27	301-25	Deputy Mayor Liboiron, Councillor Langford			Active					
Banner of Remembrance	2025-10-27	330-25	Deputy Mayor Liboiron		Two Meetings a year, Spring and August	Active	Town Hall	Evenings	Kayla Wardley		cdm@highlevel.ca
Boreal Housing Foundation	2025-10-27	312-25	Councillor Forest		Last Monday of the Month	Active		10:00 am	Mary Mercredi	780-667-3898	mmercredi@borealhousing.ca
Community Futures of Northwest Alberta	2025-10-27	337-25	Councillor Forest	Mayor Lambert	Monthly	Active		11:00am-2:00PM	Andrew O'Rourke	780-926-4233 / 780-926-0738	orourke@albertact.com
Golden Range Society	2025-10-27	322-25	Councillor Mercredi		First Wednesday of each month	Active	Seniors Centre	7PM	Darlene Anderson		higoldenrange@gmail.com
High School Bursary Committee	2025-10-27	334-25	Councillor Forest, Councillor Mercredi, Councillor Zalko		Annually November 28, 2025 – AGM 7:00 PM- February 26, 2026, 12:00 PM-May 28, 2026, 12:00 PM - August 27, 2026, 12:00 PM- November 26, 2026 –AGM 7:00 PM	Active	Public High School	Graduation Meetir	Candice Scott	780-926-3706	candices@fvsd.ab.ca
High Level Community Transportation Committee	2025-10-27	333-25	Councillor Zalko		Monthly - 1st Wednesday	Disssolved	Seniors Centre		Darlene Anderson		dabs@telusplanet.net
High Level - Dene Tha' Partnership (CEDI)	2025-10-27	311-25				Active					
Upper Hay Regional Forests Public Advisory Committee	2025-10-27	325-25	Councillor Langford	Mayor Lambert	Quarterly	Active	Executive House Suites	5PM	Erik Peterson	780-306-8273	erik.peterson@silvacon.com
High Level & District Chamber of Commerce	2025-10-27	318-25	Mayor Lambert		First Tuesday of each month	Active	Chamber Office (museum)	6PM	Josh Lambert / Melissa Murdoch	780-285-1676 / 780-841-8208	info@highlevelchamber.com
High Level Municipal Library Board	2025-10-27	305-25	Deputy Mayor Liboiron, Councillor Forest		Last Thursday / Monthly	Active	High Level Library	7PM	Emma Fisher	780-926-2097	librarian@highlevellibrary.ab.ca
High Level Municipal Emergency Advisory Committee	2025-10-27	303-25	Councillor Scott, Councillor Zalko, Mayor Lambert			Active					
High Level Community Policing Society	2025-10-27	323-25	Councillor Zalko		2nd Wed. / Monthly	Active	Bison Centre	6:00-7:00PM	Terry Jessiman	780-926-6872	terry.jessiman@gov.ab.ca
Inter-Municipal Planning Commission	2025-10-27	332-25	Mayor Lambert, Deputy Mayor Liboiron		Monthly	Active					
Inter-Municipal Subdivision & Development Appeals	2025-10-27	335-25	Deputy Mayor Liboiron, Councillor Langford		As needed	Active					
Inter-Governmental Negotiation Committee					As needed						
Mackenzie Frontier Tourist Association	2025-10-27	320-25	Councillor Mercredi, Councillor Forest		Quarterly - Next Meeting TBC First week of December	Active			Aaura Wardley	780-926-4233	info@mackenziefronier.com
Mackenzie Regional Clarity Golf Committee	2025-10-27	329-25			As arranged	Withdrawn					
Mackenzie Regional Waste Management Commission	2025-10-27	315-25	Deputy Mayor Liboiron, Councillor Langford		As needed	Active	Zoom	6PM	Jennifer Feenstra	780-926-2958	managemnt@telus.net
Northern Alberta Elected Leaders (NAEL)	2025-10-27	319-25	Mayor Lambert, Deputy Mayor Liboiron		As arranged - Next Meeting January 30, 2025	Active	Clear Hills County		Jim Rennie		northernalbertaelectedleaders@gmail.com
Northwest Regional Fetal Alcohol Spectrum Disorder Soci	2025-10-27	326-25	Councillor Scott	Councillor Forest	Monthly - Next November 19	Active	ference Room - 10502 1C	5h30PM	Wanda Beland / Gaye Carpenter	780 926 3375	nda@nw-fasd.ab.ca / gaye@nw-fasd.ab.ca
Peace Library System	2025-10-27	306-25	Deputy Mayor Liboiron		Quarterly	Active	Grande Prairie	10:30AM -2PM	Alycia Vickrey	587-407-0428	avickrey@peacelibrarysystem.ab.ca
Regional Economic Development Initiative	2025-10-27	316-25	Mayor Lambert, Councillor Langford		3rd Wed. / monthly	Active	Town Hall	6:00-8:00PM	Lisa Wardley	780-841-5799	ackenziecounty.com / redmanager@redregion.ca
Subdivision and Development Appeal Board (SDAB)	2025-10-27	302-25	Councillor Zalko, Deputy Mayor Liboiron		No Meetings - Only annual Training	Active					
Water North Coalition	2025-10-27	317-25	Councillor Mercredi	Mayor Lambert	As arranged	Active					
Tourism and Film Advisory Committee	2025-10-27	308-25			As arranged	Disssolved					
Northwest Alberta Regional Emergency Advisory Committ	2025-10-27	304-25	Mayor Lambert, Deputy Mayor Liboiron, Councillor Langford			Active					
Intermunicipal Development Plan Joint Steering Committee	2025-10-27	321-25	Mayor Lambert		Quarterly for the whole - Bi-weekly for executive	Active	Virtual - Ad Hoc in person	TBD	Mathew Preston	780-210-6151	mathew.preston@cdnatstrategysgroup.com
Community Ral Advocacy Alliance	2025-10-27	324-25	Deputy Mayor Liboiron		Monthly	Active	Teams/Campus	12:00-1:30PM	Loya De Clercq	780-751-3249	dedclerq@northernlakescollege.ca
Northern Lakes College - Community Education Committee	2025-10-27	307-25	Mayor Lambert, Councillor Zalko, Councillor Scott			Active					
Community Services and Recreation Committee	2025-10-27	309-25	Mayor Lambert, Deputy Mayor Liboiron		Monthly	Active	ramson Collegiate Buildi	6:00PM	Crystal McAteer	780-841-4884	crystalma@fvsd.ab.ca
Air Access Task Force	2025-10-27	310-25	Mayor Lambert, Councillor Zalko			Active					
Indigenous and Intergovernmental Relations Advisory Con	2025-10-27										
SubItems	Date	Terms of Reference	Frequency of Meeting	Contact Person							
Youth Advisory Committee	2025-10-27	d Dene Tha'Terms of F		Jordan Asels		Disssolved					
Seniors Advisory Committee	2025-10-27	313-25				Disssolved					
Northwest Species at Risk Committee	2025-10-27	314-25				Active					
Land and Stewardship Committee	2025-10-27	327-25	Councillor Langford, Councillor Scott			Withdrawn	Zoom	10:00 am	Lisa Wardley	780 805 0447	info@albertanwar.ca
Intermunicipal Assessment Review Board	2025-10-27	336-25	Deputy Mayor Liboiron, Councillor Langford			Active					



STRATEGIC PLAN

2022•2026





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MESSAGE FROM MAYOR AND COUNCIL

We are extremely proud and excited to present the Town of High Level's new Strategic Plan. This document is a pivotal moment for our town as we emerge from the rigours of the COVID-19 Pandemic with renewed optimism, looking ahead with determination and energy to the next four years and beyond. Our Strategic Plan is for every resident, community member, business owner, and service provider, and for those who are yet to come. It celebrates and builds on our past and looks to the future of High Level - pursuing opportunities for growth and addressing the challenges towards building a brighter future for our community.

We are building on solid foundations; our 2010 and 2016 Community Sustainability Plans furnishes us with excellent guides, and the Alberta Northwest Species at Risk Committee's 2021 State of the Region Report provides us with robust data, informed by our community members' insights and needs through in-depth engagement sessions. Our Strategic Plan draws on this collective wisdom and provides us with a roadmap to guide our decisions and allocate our resources and efforts in the most impactful way.

We are seeking to address High Level's growing and evolving needs to ensure we are on a path of shared prosperity and sustainable development. Our extensive engagement defined the areas of greatest need, shaped our priorities, and focused our actions. The importance of diversified economic growth, the need to address our housing and infrastructure, along with the provision of additional leisure and recreational facilities and childcare, were identified as focus areas in this Plan. These needs are complex and connected, but we take courage and confidence from two words that came up repeatedly through our community engagement – opportunity and potential. Overwhelmingly our community sees abundant potential and a multitude of opportunities that will meet both the needs of our present and future generations.

We remain committed to serving and leading the town of High Level with integrity, transparency, and respect. We have been intentionally ambitious in this Plan, setting ourselves robust goals and objectives that we firmly believe are achievable, if we all pull together and all do our part. We are, and will always be, Better Together.

Thank you
Mayor McAteer & Council





OUR VISION

High Level, an inclusive and **vibrant community**, with a strong and resilient economy that offers an active and healthy lifestyle.

OUR MISSION

We foster a thriving community that enhances our quality of life through **sustainable planning**, economic prosperity, and inclusion.



*The **AFFORDABLE** cost of living and access to the outdoors and leisure activities, as well as **FRIENDS** and **FAMILY** are what raise their quality of life here.*



THE SNAPSHOT OF OUR TOWN

GROWTH AND DEVELOPMENT

The town of High Level, within the Mackenzie region of Northern Alberta, is home to almost **4,000 residents** and covers an area of 21km². The name High Level comes from our original location and the height of the land that separates the Peace and the Hay Rivers. These waterways have shaped our town and provided us with some of the northernmost lands suited to agriculture in Canada. We have a vibrant and diverse economy, with our biggest industries by labour force being in manufacturing, followed closely by healthcare, and accommodation services. Many of our community are also employed in education, public administration, and transportation. We have a

healthy agricultural sector, including the northern most grain elevator in Canada, with farmers transporting their grains from up to 120kms away. With proven strong levels of employment, we have sustained approximately an 80% employment rate over the last decade. We pride ourselves in having a thriving local business community, with small to medium sized enterprises with 1 to 4 employees contributing 44% of our employment. Our average family income remains above that of the province, with many residents enjoying **\$122,109 annual salaries**, compared to the provincial average of \$93,835.

WITH DIVERSITY COMES INCLUSION

We are **growing** in number too, experiencing a 26% growth between 2016 and 2021 and an increasing number of national and international migrants moving into our community. We have a **young** and **diverse population**, with an average age of 36.6 years and a large **family** demographic. As a commercial centre we serve approximately 20,000 people, including neighbouring **Indigenous communities**, Dene Tha' First Nation, Beaver First Nation, and Little Red River Cree First Nation, Rainbow Lake, and Fort Vermilion. We value the rights, culture and history of Indigenous Peoples and acknowledge the traditional territories across the region. As a Council we are committed to continuing to build **stronger relationships**, seek to grow our knowledge and build trust, moving forward in Truth and Reconciliation.

A REGIONAL HUB FOR SERVICES

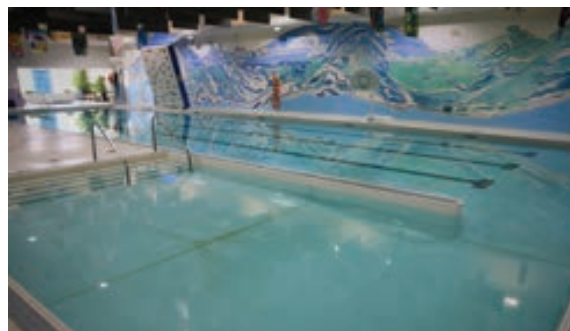
Nestled in the northwest Lower Peace Region, we are at the intersection of the Mackenzie Highway and Highway 58, this strategic location means the town plays many crucial roles to surrounding communities, the region, and beyond, in that:

We provide vital commercial, government, health, and recreational services.

We are the most northern town in Alberta and support the surrounding natural resource industries (forestry, oil and gas, and agriculture) in their service and logistics needs.

We respond to regional emergency events, including situations like the Chuckegg Creek wildfire, Fort Vermilion and Chateh flooding events, and the global COVID-19 Pandemic.

Our location also benefits from a flourishing tourism industry, acting as a natural stop for explorers and workers heading north and south. High Level is well-serviced and equipped with a range of accommodation and restaurants, as well as a thriving downtown, an interesting boutique museum and a good range of retail outlets.



INTRODUCING OUR STRATEGIC PLAN

In the preparation of this Strategic Plan, as a Council we intentionally took the time to meet and discuss with residents, Indigenous communities, local businesses, service providers and visitors, to fully understand their needs, concerns, hopes and expectations, as well as garner their insights and ideas. This engagement enabled us to prepare a Plan that is representative of our community and therefore conveys a shared understanding for the next four years.

With a strong vision and mission that guides us, we have defined four priorities and accompanying goals, reflecting our areas of focus for the coming years. These goals are broken down further into objectives, that carefully inform the decisions and actions we and our partners will take moving forward.

This four-year timeframe enables us to be both strategic and operationally focused, setting targets with enough time to deliver impactful and sustainable results. We have adopted a SMARTER approach to setting our goals and objectives, committed to ensuring our goals are: Specific, Measurable, Achievable, Relevant, and Timely, including the importance of Evaluating and Re-adjusting as we make progress.

This Plan is foundational to our success. Through dedicated implementation we will build resilience, attract new business and investment to grow our economy and ensure a healthy and safe community for our residents.



People love High Level because it offers a safe 'SMALL TOWN VIBE' with good CAREER OPPORTUNITIES and a CONNECTED COMMUNITY.



SETTING US UP FOR SUCCESS

VIBRANT ECONOMY

GOAL 1



Opportunities generated that deliver economic growth, diversity, and strengthen our sustainability for both the town and the region

- Identify and facilitate partnerships and industries with growth potential
- Work with, and support businesses
- Create opportunities to attract new businesses
- Provide adaptable land use and zoning diversity

INFRASTRUCTURE, GROWTH, AND RELIABILITY

GOAL 2



Community needs are met with reliable infrastructure and attractive shared spaces

- Promote infrastructure growth opportunities
- Pursue infrastructure corridors for enhanced connectivity
- Identify and address new and aging infrastructure
- Create and enhance community spaces and facilities through environmental, economic, and social sustainability

RESILIENT COMMUNITY

GOAL 3



A safe community, where programs and services are adaptable to people's needs and where health and wellness are priorities

- Expand and promote recreational and tourism opportunities
- Advocate for and support professional and technical services for the organization and community
- Maintain and strengthen programs, and increase community volunteer base
- Collaborate with partners on emergency planning, and augment safety measures

ACCOUNTABLE GOVERNANCE

GOAL 4



Leadership is accessible, transparent and respectful; creating trust and confidence in the community

- Increase involvement and relationship building with all levels of government
- Improve collaborative community engagement
- Improve the effectiveness of administrative communication and collaboration
- Regular review and update of governance documents



IMPLEMENTING OUR STRATEGIC PLAN SUCCESSFULLY

We believe that actions speak louder than words. As a Council we are committed to implementing this Plan to the best of our abilities towards achieving the desired outcomes. This Plan has carefully laid out the direction through a comprehensive Implementation Plan. Our actions will be accompanied by key performance indicators enabling us to track and manage our progress effectively and efficiently. Progress will be made sustainably, inclusively and meaningfully to provide tangible benefits and improvements to our quality of life.

COMMITMENT TO CONTINUOUS IMPROVEMENT

On-going tracking of progress must be coupled with a laser focus on achieving more and doing better. Put simply, we will not continue doing something if it is not working and progress is not being made. We will stop, review and if needed we will take a different approach. Taking the time to evaluate and re-adjust are critical for ensuring we are allocating our resources and efforts in the most effective way and most importantly, delivering value to our community.





..... GATHERING INSIGHTS

Engagement was a crucial part of this Strategic Plan's development, allowing the community to come together to provide input into the vision for their town, define key priorities, express interests, and concerns. This collective input served to guide us in preparing the roadmap for the community for the coming years.

PHASE ONE: PLANNING OUR ENGAGEMENT

As a Council we worked with CMR Consulting, an experienced stakeholder engagement firm, to carefully plan our approach and develop key communications pieces aimed at raising awareness and promoting participation from the community.

PHASE TWO: ENGAGING INCLUSIVELY AND WIDELY

This phase spanned a 6-week period during February and March 2022 and saw a robust community engagement exercise conducted, including key stakeholder interviews (leaders in industry, business, education, healthcare, non-profit, and government services), a focused online and physical survey for the public, as well as a youth survey, information in the local newspaper and attached to residents' water bills, we utilized the Town's social media channels, created a dedicated project webpage on the Town's website, put up posters throughout the community, set up community pop-up stands, and a 1-800 number with a message from the Mayor.

This engagement saw approximately 350 participants offer their thoughts on topics including the top strategic priorities for the town. Priorities coming forward included, the need for economic development, increased commercial and retail services and improvements to our infrastructure.

PHASE THREE: ENGAGING AGAIN AND VALIDATING

This phase sought community input on the draft strategic goals over another 3-week period, with the same engagement tools as phase two, and the addition of a community BBQ which hosted a table for community members to provide their input using engaging tools. Approximately 130 participants offered their feedback that directly shaped the final goals and objectives presented here.

What we heard loud and clear from all phases of community engagement is that we all care about our town and want it to keep its 'small town vibe', while growing in a sustainable way that continues to provide a high quality and safe standard of living in a vibrant community. Furthermore, ongoing transparency and engagement, and active communication remains a commitment from the Council.





BUILDING A SUSTAINABLE COMMUNITY

Sustainability is a guiding principle for High Level and can be seen in earlier Plans, where our work centred around the five pillars of community sustainability. Underpinning this new Strategic Plan is being a sustainable community, this is embedded within each goal and objective, informing and influencing each of our decisions and actions.

During our engagement with the community, we asked a simple question, **what is a sustainable community for you?** For some this was about businesses and jobs, for others housing, some adequate facilities and services, and for many it meant having a happy, healthy place to live and work. We reflected on all the great responses and concluded for High Level to be a truly sustainable community, we must take a long-term perspective and an holistic and inclusive approach to addressing all these needs and many others, while ensuring we are not compromising one for another.

Our Strategic Plan has been carefully crafted to navigate these complexities, with a built-in understanding of the need to balance economic, social and environmental priorities, while addressing all needs with good governance, aware leadership, and strong partnerships.

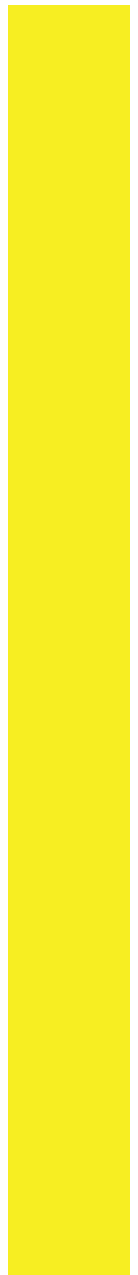
For High Level, a **sustainable community** is one where everyone can live safely, thrive, and prosper together, having equal access to inclusive and appropriate services and opportunities.



BETTER TOGETHER

As we look ahead to the next four years we are filled with optimism and enthusiasm.

We look forward to community participation and input, and believe that together we are better, and can create a sustainable community, where everyone is welcome, and we all prosper and grow together.



STRATEGIC PLAN 2022•2026

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