



AGENDA  
TOWN OF TWO HILLS  
December 9, 2025  
6:30 P.M.

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Regular Council Meeting

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- 1) CALL TO ORDER
- 2) ADOPTION OF AGENDA
- 3) ADOPTION OF MINUTES
  - a) Minutes from November 24, 2025 - Committee of the Whole
  - b) Minutes from November 25, 2025 - Council Meeting
  - c) Minutes from Dec 2, 2025 - Special Meeting
- 4) DELEGATION - In Closed Session
- 5) OPEN FORUM
- 6) ADMINISTRATIVE REPORTS
  - a) PW & WWW Reports
  - b) CFO Report
  - c) EDO Report
  - d) CAO Report
- 7) CORRESPONDENCE
- 8) OLD BUSINESS - none
- 9) BYLAWS & POLICIES
- 10) NEW BUSINESS
  - a) STARS
  - b) FCM Green Management Fund Pre-Application Feasibility Study
  - c) 2026 Interim Budget
  - d) Strategic Plan
  - e) Staff Christmas Vouchers
  - f) Golf Course Development
- 11) COUNCIL MEMBER REPORTS
  - a) Mayor M. Tarkowski
  - b) Deputy Mayor C. Dyck
  - c) Councillor A. Hiebert
  - d) Councillor H. Wall
  - e) Councillor M. Patel
- 12) NEXT MEETINGS - January 13, 2026 at 6:30 pm
- 13) CLOSED SESSION
  - a) Delegate in Closed Session ATIA Section 29 & 19
- 14) ADJOURNMENT

TOWN OF TWO HILLS



Minutes of the Council Committee of the Whole for the Town of Two Hills  
held November 24, 2025 at 6:30 PM in Council Chambers

**PRESENT:** Mayor Michael Tarkowski, Deputy Mayor C. Dyck, Councillor M. Patel, Councillor A. Hiebert, Councillor H. Wall, CAO A. Kozakiewicz and CFO S. Lupul

**CALL TO ORDER:** Mayor M. Tarkowski called the special Town Council Meeting to order at 6:30 PM.

**Topics of discussion:**

- a) Remuneration Forms - How to's
- b) Benefits
- c) Remuneration Policy
- d) Physician Requirement

**CLOSED SESSION:**

2025-338 MOVED by Mayor M. Tarkowski to go into closed session Re: ATIA Section 23 and 29 at 8:07 pm.  
CARRIED

2025-339 MOVED by Mayor H. Wall to come out of closed session at 9:50 pm.  
CARRIED

**ADJOURNMENT:**

With all items on the agenda having been addressed, Mayor M Tarkowski adjourned the Special Council Meeting at 9:50 PM.

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Michael Tarkowski, Mayor

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Adam Kozakiewicz, CAO



# TOWN OF TWO HILLS



## Minutes of the Regular Meeting of Council for the Town of Two Hills held on November 25, 2025, at 6:30 PM in Council Chambers

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### Regular Council Meeting

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**PRESENT:** Mayor M. Tarkowski; Deputy Mayor C. Dyck; Councillor M. Patel;  
Councillor A. Hiebert; Councillor H. Wall; CAO A. Kozakiewicz; CFO S.  
Lupul; EDO B. Ross; MC C. Boyd and 2 citizens in the Gallery.

**CALL TO ORDER:** Mayor M. Tarkowski called the Regular Town Council Meeting to order  
at 6:30 PM.

### ADOPTION OF AGENDA:

2025-340 MOVED by H. Wall to accept the agenda as presented.

CARRIED

### ADOPTION OF MEETING MINUTES:

2025-341 MOVED by Deputy Mayor C. Dyck to accept the minutes of the  
Organizational Meeting minutes held on October 28, 2025, with  
adjustments.

CARRIED

2025-342 MOVED by Councillor M. Patel to accept the minutes of the Regular  
Council minutes held on October 28, 2025.

CARRIED

**DELEGATION:** None

**OPEN FORUM:** None

### ADMISITRATIVE REPORTS:

The Administrative Reports were provided to council in advance for their  
review.

2025-343 MOVED by Deputy Mayor C. Dyck that the Public Works Report be  
acknowledged and incorporated into the minutes.

CARRIED

2025-344 MOVED by Councillor M. Patel that the CFO Report be  
acknowledged and incorporated into the minutes.

CARRIED

2025-345 MOVED by Councillor A. Hiebert that the EDO Report be  
acknowledged and incorporated into the minutes.

CARRIED

2025-346 MOVED by Councillor A. Hiebert that the CAO Report be  
acknowledged and incorporated into the minutes.

CARRIED

## CORRESPONDENCE:

2025-347            MOVED by Councillor M. Patel that the Correspondence be acknowledged and incorporated into the minutes. CARRIED

OLD BUSINESS:    None

## BYLAWS & POLICIES:

Policy 2025-02 Respectful Behavior & Policy 2011-05 Elected Officials Remuneration were provided in advance for Council to review.

2025-348            MOVED by Deputy Mayor C. Dyck to adopt Policy 2025-02 – Respectful Interactions with Employees and Council as of November 25, 2025. CARRIED

2025-349            MOVED by Mayor M. Tarkowski to adopt the revised Policy 2011-05 Elected Officials Remuneration as presented effective November 25, 2025. DEFEATED

## NEW BUSINESS:

2025-350            MOVED by Deputy Mayor C. Dyck to direct Administration to apply for the Roving Energy Manager Program and Access Grant of up to \$10,000.00. CARRIED

2025-351            MOVED by Councillor H. Wall to direct the CAO to ratify the agreement presented between the Province of Alberta and the Town of Two Hills for FCSS Services to continue in the region. CARRIED

2025-352            MOVED by Councillor A. Hiebert to continue membership with the North Saskatchewan Watershed Alliance (NSWA) for 2026 and pay the membership fee of \$867.60. CARRIED

2025-353            MOVED by Councillor M. Patel to renew the subscription for Catalis for a three-year term with a fixed cost of \$9700.00, \$10,185.00 or \$10,694.25 respectively for each year. CARRIED

2025-354            MOVED by Deputy Mayor Cody Dyck to support administration's closure of the office and public works on January 2, 2026, with staff using vacation time, while keeping essential services operational for emergencies. CARRIED

2025-355            MOVED by Councillor H. Wall That the Town provide the Two Hills Improvement Committee with \$300.00 in support of the Christmas Lights Contest, and further incorporate \$2,500.00 in the 2026 budget. CARRIED



2025-356                      MOVED by Deputy Mayor Cody Dyck to partner with the County of Two Hills and the Village of Myrnam to apply for the 2025/26 Alberta Community Partnership-grant in support of the General Municipal Standard before January 31, 2026, with managing partner being the County of Two Hills and with the request to not exceed \$125,000.00.

CARRIED

2025-357                      MOVED by Mayor M. Tarkowski to send 4 Councillors to attend the RMRF Legal Seminar on February 6, 2026, in Edmonton.

CARRIED

2025-358                      MOVED by Councillor H. Wall to send 4 Councillors to attend the Brownlee Emerging Trends Seminar on February 12, 2026, in Edmonton.

CARRIED

2025-359                      MOVED by Councillor M. Patel that the Town of Two Hills supports the submission of a 2025/26 Alberta Community Partnership grant application in support of the Regional Land Use Alignment Strategy Project and the Town of Two Hills is prepared to manage the grant project and related compliance requirements. There is no matching contribution required.

CARRIED

2025-360                      MOVED by Councillor M. Patel to apply for a \$120,000.00 Northern and Regional Economic Development (NRED) Grant, where a 50% of the matching funds are required towards Highway 45 Planning and Engineering Project.

CARRIED

**COUNCIL REPORTS:** None

**NEXT MEETINGS:**      Regular Council Meeting December 9, 2025 6:30pm

**CLOSED SESSION:** None

**ADJOURNMENT:** Mayor M. Tarkowski to adjourn the meeting at 8:59 pm.

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Mayor M. Tarkowski

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CAO A. Kozakiewicz

# TOWN OF TWO HILLS



## Minutes of the Special Meeting of Council for the Town of Two Hills held on December 2, 2025, at 6:30 PM in Council Chambers

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### Regular Council Meeting

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**PRESENT:** Mayor M. Tarkowski; Deputy Mayor C. Dyck; Councillor M. Patel;  
Councillor A. Hiebert; Councillor H. Wall; CFO S. Lupul; FC Danielle  
Williams

**CALL TO ORDER:** Mayor M. Tarkowski called the Special Town Council Meeting to order  
at 6:30 PM.

### ADOPTION OF AGENDA:

2025-361 MOVED by Councillor M. Patel to accept the agenda as  
presented.

CARRIED

### CLOSED SESSION:

2025-362 MOVED by Deputy Mayor C. Dyck to go into closed session  
Re: ATIA Section 30 at 6:30 pm.

CARRIED

2025-363 MOVED by Councillor H. Wall to come out of closed  
session at 8:54pm.

CARRIED

**ADJOURNMENT:** Mayor M. Tarkowski to adjourn the meeting at 8:54 pm.

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Mayor M. Tarkowski

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CFO S. Lupul



# Open Forum

**Preamble:** Welcome. Town Council is providing an opportunity for the general public to individually address Council on any topic relevant to municipal government for a period not to exceed 2 minutes per person to a maximum of 20 minutes combined. Information presented to Council may or may not be acted on and will not be debated unless there is a majority vote to do so. The Open Forum is not a means of expressing insults, accusations or making any personal attacks on any member of Council or Staff. Any person who starts insulting or making accusations or attacks on any member of Council, Council as a Whole, or any Staff member will be kindly asked to remove themselves from Council Chambers. Once again, welcome.

## Division 3 – Open Forums

- 11.1 Individual members of the public who constitute the audience are to be provided an opportunity as part of the meeting to address the Council on any topic relevant to municipal government for a period of time not to exceed two (2) minutes per person. The intent of which is to provide residents an opportunity to address Council.
- 11.2 The information or comments heard may or may not be actioned by the Council. After a person has spoken, any Councillor may, through the Mayor or other presiding officer, ask that person or the Chief Administrative Officer relevant questions but may not debate the matter or the answers.
- 11.3 Actions by Council may only be 1) receiving the information without debate; 2) referred without debate to a Standing Committee or the Chief Administrative Officer for a report; or 3) debated if by a 2/3 majority vote a resolution is passed to allow a motion to be made without notice.

Notes:

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## **Public Works Report – Dec 9, 20205**

- Spray beet juice 55 on all roads
- Sweep all town sidewalks, fire hall pad, post office sign and apply sidewalk de-icer
- Repair manhole cover on Highway 53 Ave. Hit by Emcon Plow Truck
- Change all the bulbs on the Christmas Decorations
- Hang up all Christmas Decorations and plug in rope lights
- Install repair hydraulic cylinder on Bobcat Mini Hoe
- Replace Gearbox on the JD1585 Sweeper
- Cut and Weld new side panels for single axel dump box
- Repair sanding box feeder chain
- Complete all service requests

## **Water and Wastewater Report – Dec 9, 2025**

### **Water Report**

- Complete random water samples at various locations in Town
- Continue to monitor pressure and flow rate daily
- Turn water on at new duplex (3-4)
- Finish winterizing Hydrants
- Wiped down all pipes in Reservoir
- Complete all service requests

### **Wastewater**

- Monitor and record flows
- Clean the furnace – Filter replaced
- Serviced Drive shafts (greased)
- Applied Powder into wet cells 3 times per week

Town of Two Hills  
Reconciliation Statement December 9, 2025

Net Balance at November 30, 2025	\$43,943.63
Plus Deposits	\$760,162.86
Sub Total	\$804,106.49
Minus Disbursements (including transfers)	\$804,237.13
Closing Balance	(\$130.64)

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Summary of Town of Two Hills Accounts

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ATB Financial	Description of Accounts	
General #24	Main Account	(\$130.64)
Notice Account 90 Day	Auction Holding	\$10,163.71
Savings Account #478	County Grant Account	\$217.24
Savings Account #578	Interest Bearing	\$9.59
Savings Account #178	Last Post Committee	\$4,205.16
Bill Payments #27	Deposit Only Account	\$23,103.38
Savings Account #30	ACE Debenture Account	\$50,219.84
TOTAL ATB		\$87,788.28
Revolving Loan - out of \$985,000.00		\$985,000.00
		\$423,597.56
		\$561,402.44

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Vision Credit Union	Description of Accounts	
	Two Hills Improvement Committee	\$ 1,023.72
	Canada Day	\$ 8,171.99

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Comments:

**CHEQUE REGISTER**  
**ATB 24 GENERAL**  
**CHEQUES FROM 33463 TO 33479**

<b>Number</b>	<b>Issued</b>	<b>Amount</b>
0000033463	11/25/2025 VOID - PRINTING ERROR	403.18
0000033464	11/25/2025 VOID - PRINTING ERROR	252.89
0000033465	11/25/2025 VOID - PRINTING ERROR	964.95
0000033466	11/25/2025 VOID - PRINTING ERROR	100.00
0000033467	11/25/2025 VOID - PRINTING ERROR	3,425.67
0000033468	11/25/2025 FILTERS	403.18
0000033469	11/25/2025 CHLORINE POWDER PILLOWS	252.89
0000033470	11/25/2025 GARBAGE LIDS	964.95
0000033471	11/25/2025 ELECTION FEE REFUND	100.00
0000033472	11/25/2025 LASER LEVEL	3,425.67
0000033473	11/25/2025 FCSS FRN PAYMENT	11,168.00
0000033475	12/03/2025 2025 DONATION	2,500.00
0000033476	12/03/2025 CYLINDER REPAIR	1,890.00
0000033477	12/03/2025 2025 SHORTFALL YEARLY ACQUISITION	250.00
0000033478	12/03/2025 CENTENNIAL HALL MANAGEMENT FEE DEC	2,625.00
0000033479	12/03/2025 NOVEMBER ADVERTISEMENT	495.00

Total Issued (11):	\$24,074.69
Total Voided (5):	\$5,146.69
Grand Total:	\$29,221.38

## TWO HILLS ECONOMIC DEVELOPMENT & TOURISM

**Date: Dec, 2025**

[illegible]

## Bob Ross

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**From:** Lisa Ford <Lisa.Ford@gov.ab.ca>  
**Sent:** November 28, 2025 2:34 PM  
**To:** Lisa Ford  
**Subject:** Northeast Regional Connector Newsletter - NOVEMBER 2025  
**Attachments:** 2025 Federal Budget Summary.pdf; Power Up North - Event Advertising that Works.png; Employer Resources\_November 2025.pdf

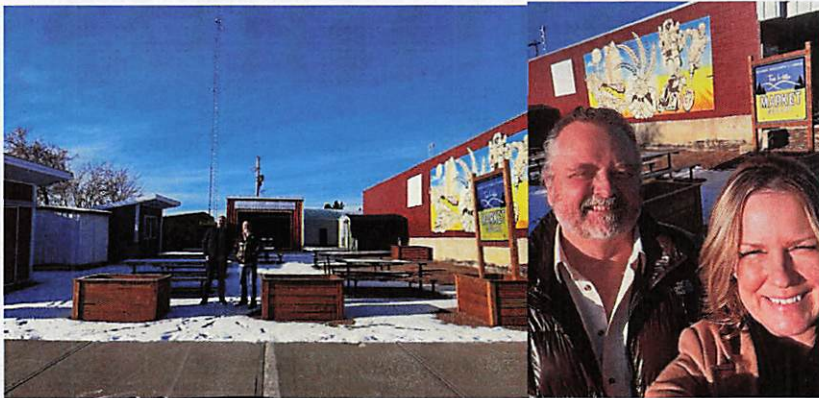
Hello NE Regional Economic Development Champions 😊

Below you will find a scan of **news, programs, and important deadlines** that may be relevant to your regions.

To learn more about the programs listed below, click the [underlined link](#).

Attached you will also find additional information including a copy of Funding and other Resources - please keep in mind it may not be a fully inclusive list of programs.

### NOVEMBER HIGHLIGHTS...



Thank you to The Town of Two Hills Economic Development Officer, Bob Ross, for hosting me and sharing the exciting progress you are making in economic development. Your dedication to supporting small businesses is evident, and the new outdoor market is a wonderful example of that commitment. By creating a welcoming space for local entrepreneurs, artisans and producers, the market not only boosts commerce but also strengthens community connections and pride. Two Hills is demonstrating how thoughtful initiatives can energize small business development and contribute to a thriving regional economy.





1. Worked with Government Frameworks in testing the new automated development permit application
2. Facilitated ACP grants and Hummingbird Energy grant
3. Working with SPG (Sustainable Projects Group) on an application to study the town's green house gas emissions and learn of steps to lower them.
4. Coordinated with Mark Baxter in submitting the NRED application



## **Correspondence Listing**

December 9, 2025

1. **National Police Federation** – Welcome & Survey Responses to RCMP Performance and public opinion of Alberta Provincial Police Service (APPS)
2. **EMW**- Information on recent IGF Application and Expansion Plan Email and Brochure
3. **St Paul Education** - Board Meeting Highlights
4. **Go East** – AGM Annual Report Highlights



**NATIONAL  
POLICE  
FEDERATION**

**FÉDÉRATION  
DE LA POLICE  
NATIONALE** <sup>TM</sup>

220 LAURIER AVENUE WEST  
8TH FLOOR  
OTTAWA ON K1P 5Z9  
[www.npf-fpn.com](http://www.npf-fpn.com)

November 27, 2025

Mayor Michael Tarkowski  
Town of Two Hills  
via email: [info@townoftwohills.com](mailto:info@townoftwohills.com)

Dear Mayor Tarkowski,

On behalf of the National Police Federation (NPF) and its Members, I want to congratulate you on starting your term as Mayor of The Town of Two Hills. We further congratulate your Council members on their successful election or acclimation as well.

As you may know, the NPF is the sole certified bargaining agent representing close to 20,000 Members of the Royal Canadian Mounted Police (RCMP) across Canada and internationally, including over 3,100 serving in Alberta. The NPF's mission is to provide strong, fair, and progressive representation, that promotes and enhances the rights of RCMP Members while advancing public safety outcomes across Canada.

Our Members are proud to deliver policing services through 113 detachments across Alberta, serving more than 1.5 million residents and covering 99% of the province's geography. Given recent developments, we would like to share important updates with you and your councils regarding the state of RCMP policing in Alberta. In July 2025, the RCMP Commissioner reaffirmed to Premier Smith the RCMP's ongoing commitment to serving Albertans now and well into the future. Likewise, in [October 2025](#) the federal Minister of Public Safety confirmed that early negotiations with contracting partners for policing agreements beyond 2032 will begin in the coming months. Provinces such as [British Columbia](#) and [Nova Scotia](#) have already announced their intent to renew and strengthen their RCMP contracts, reinforcing the long-term stability of the RCMP policing model.

Alberta is also seeing positive momentum. The first all-Alberta troop began training at Depot in September 2025, demonstrating strong interest from new recruits who have chosen Alberta as their preferred posting. As of late 2025, the Alberta RCMP's vacancy rate sits at approximately 16%—including 152 hard vacancies (8.6%) and 133 soft vacancies (7.5%)—rates that are comparable to other police services when accounting for medical, parental, and other approved leaves. In addition, the Government of Canada is [hiring 1,000 new RCMP personnel](#) nationally, further underscoring a clear message: the Alberta RCMP is here to stay.

We invite you to consider the attached polling which demonstrates public support for the Alberta RCMP. Five years of polling conducted by Pollara Strategic Insights show Albertans support their RCMP, with 81% agreeing that there are more important priorities for Alberta than changing who polices communities. To this end, 76% of Albertans in RCMP-served areas are satisfied with their policing. These results echo the findings made by many recent municipal police services reviews, which found low public support for wholesale changes in policing, alongside quantifiable cost impacts. We further invite you to consider the findings of recent police service model reviews:

- [Red Deer's \(2020\) review](#): Found transition costs of \$13.5M and 16% higher annual operating costs (~\$7M). Chose to retain the Alberta RCMP.
- [Airdrie's \(2024\) review](#): No change; public safety concerns raised were not unique to the RCMP.

- [Grande Prairie's \(2023\) review](#): Transition approved, despite projected one-time costs of \$19M and \$2-\$4M more in annual operating costs.
  - [As of May 2025](#), an additional \$7m in provincial funding has been granted to Grande Prairie in addition to the previously committed \$9.7m from the GoA, demonstrating the immense increase in financial support required to push the service toward a feasible launch.
- [Beaumont's \(2024\) review](#): Recommended efficiencies to improve the existing RCMP model.
- [Olds' \(2024\) review](#): Found municipal policing cost 57% more in Year 1, increasing to 84% by Year 3; chose to retain the RCMP.
- [Rocky Mountain House \(2025\) review](#): Found increased costs were ineffective and the current contract could be better optimized rather than considering a new regional service, an APPS, or a new municipal service.

Prior to the 2025 Municipal Election, the Government had announced the formation of the Alberta Sheriffs Police Service (ASPS) unilaterally without consultation with communities, Albertans, or organizations such as Alberta Municipalities or the Rural Municipalities of Alberta. Despite there being no costing, plan, or open-door consultation, Government is proceeding with the creation of this service. The only fact we can rely on is that another duplicate service will cost all Albertans more, risking increased property taxes for your community or reduced services for municipalities to fund this experiment. In 2021, the government's own report estimated **\$372 million in start-up costs** and **\$164 million more in annual operating costs** for a provincial police service. Today, there are no updated cost estimates, despite inflation and a major shift in the province's fiscal reality.

These developments require a cohesive approach to effectively address in the best interests of communities. If you would like us to present to your Council on Alberta's public safety landscape, or to further discuss public safety concerns, please contact Maryanne King, Government Relations Advisor, at [mking@npf-fpn.com](mailto:mking@npf-fpn.com).

Once again, we congratulate you and we look forward to connecting with you at your convenience.

Sincerely,



Brian Sauvé  
President and CEO

*Attachments: Polling 2025*

**NATIONAL  
POLICE  
FEDERATION**



**FÉDÉRATION  
DE LA POLICE  
NATIONALE**

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# National Police Federation Alberta

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Wave 8

August 2025

**pollara**  
*40 years of strategic insights*

# Methodology

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<b>Field Window</b>	Wave 8 – August 6 to 20, 2025
<b>Sampling</b>	Online survey of randomly-selected sample of <b>1,200 Adult (18+) Alberta Residents</b>
<b>Reliability</b>	As a guideline, a probability sample of this size carries a margin of error of <b>± 2.8%</b> , 19 times out of 20. The margin of error is larger for sub-segments.
<b>Weighting</b>	Data has been weighted using the most current age, gender & region Census data, to ensure the sample reflects the actual population of adult Albertans.

REGIONAL DISTRIBUTION		
REGION	UNWEIGHTED Counts	Margin of Error
Calgary	200	±6.9%
Edmonton	200	±6.9%
Calgary Suburbs	101	±9.8%
Edmonton Suburbs	104	±9.6%
Rural North	184	±7.2%
Rural Central	204	±6.9%
Rural South	207	±6.8%
<b>TOTAL ALBERTA</b>	<b>1,200</b>	<b>± 2.8%</b>

WAVE	DATES IN FIELD	TOTAL RESPONDENTS
W1	Oct 21 – 28, 2020	1,300
W2	Apr 30 – May 7, 2021	1,228
W3	Oct 21 – Nov 4, 2021	1,221
W4	Jul 6 – 19,, 2022	1,206
W5	Sept 15 – Oct 4, 2023	1,202
W6	Jun 14 – Jun 24, 2024	1,200
W7	April 17 to 28, 2025	1,201
<b>W8</b>	<b>Aug 6 to Aug 20, 2025</b>	<b>1,200</b>

# Leader Impressions & Priorities

## Affordability & Cost-of-Living tops list of priority issues for Albertans

- Policing & Public Safety is top priority issue for 1% of Albertans. It ranks last on a list of seven priorities provided to respondents.

	TOTAL			REGION								GENDER		AGE		
	W8	W7	W6	Cal	Edm	Cal Subs	Edm Subs	Rural North	Rural Cent	Rural South	All Rural	M	F	18-34	35-54	55+
Affordability and Cost-of-Living	43	41	48	43	43	38	47	43	45	43	44	41	45	49	46	36
Health Care	20	27	24	19	22	18	20	19	20	24	21	18	23	8	16	32
Alberta's Economy	19	16	14	22	15	25	17	19	20	12	18	23	15	21	19	17
Education	4	3	3	3	5	3	2	5	3	3	4	2	5	3	5	3
Climate Change & Environment	3	4	4	3	5	1	3	3	3	4	3	3	3	4	3	3
Indigenous Reconciliation	2	1	0	2	1	5	2	2	-	2	2	2	2	3	1	1
Policing and Public Safety	1	2	1	-	2	4	-	2	4	-	2	2	1	2	1	1



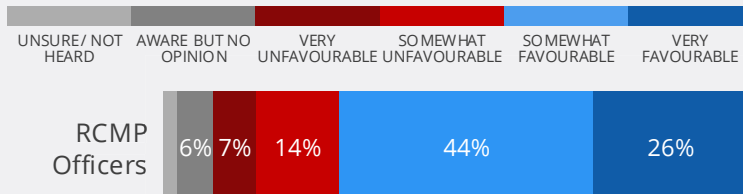
2. When it comes to the following issues facing Alberta today, which is your top priority that you would like the Premier Danielle Smith and the Alberta government address? Base: TOTAL W8 (N=1,200); W7 (N=1,201); W6 (N=1,200). *Some other issue (5%); None of the above (1%); Not sure (2%)*



# Over two-thirds of Albertans have favourable impression of RCMP Officers

- Increase in favourable impressions of RCMP Officers (70%) to higher end of range (65% to 71%) over 8 waves.
- Favourable impressions of RCMP Officers range from 62% to 74% across the regions, with highest level in Edmonton (74%).

## Impression of Organizations



% FAVOURABLE (Very/Somewhat)																	
WAVE - TOTAL									REGION							RCMP SERVED	
W8	W7	W6	W5	W4	W3	W2	W1		Cal	Edm	Cal Subs	Edm Subs	Rural North	Rural Cent	Rural South	Yes	No/ Unsure
70	66	67	69	66	71	65	70		69	74	62	66	73	69	71	72	69



4. Do you have a favourable or unfavourable impression of the following people or organizations? If you are unaware of any, please click that response option.  
Base: TOTAL W8 (N=1,200); W7 (N=1,201); W6 (N=1,200); W5 (N=1,202); W4 (N=1,206); W3 (N=1,221); W2 (N=1,228); W1 (N=1,300).

## Police and Sheriff services in Alberta have net-favourable impressions

- Over half (52%) have favourable impression of Alberta Sheriffs compared to 22% with unfavourable impression.
- Two-thirds (68%) of City of Calgary and Calgary suburbs residents have favourable impression of Calgary Police Service; 65% of City of Edmonton and Edmonton suburbs residents have favourable impression of Edmonton Police Service.
- Favourable impressions for smaller police services (note: smaller samples) range from 40%/33% (favourable/unfavourable) for Grande Prairie Police Service to 54%/33% (favourable/unfavourable) for Lethbridge Police Service, and 75%/25% for Medicine Hat Police Service.

### Impression of Police Services

							% FAVOURABLE (Very/Somewhat)							
	UNSURE/ NOT HEARD	AWARE BUT NO OPINION	VERY UNFAVOURABLE	SOMEWHAT UNFAVOURABLE	SOMEWHAT FAVOURABLE	VERY FAVOURABLE	WAVE - TOTAL							
							W8	W7	W6	W5	W4	W3	W2	W1
Medicine Hat Police Service (n=55)	10%	15%			53%	22%	75	75	78	79	79	80	88	85
Calgary Police Service (n=301)	7%	7%	16%		46%	22%	68	67	66	73	65	71	70	68
Edmonton Police Service (n=304)	9%	7%	17%		44%	21%	65	61	66	69	70	63	66	72
Lethbridge Police Service (n=107)	3%	9%	14%	21%	39%	15%	54	67	53	63	60	50	45	57
Alberta Sheriffs (n=1200)	9%	17%	7%	15%	41%	11%	52	49	46	49	-	-	-	-
Grande Prairie Police Service (n=87)	5%	22%	10%	23%	30%	10%	40	31	34	-	-	-	-	-



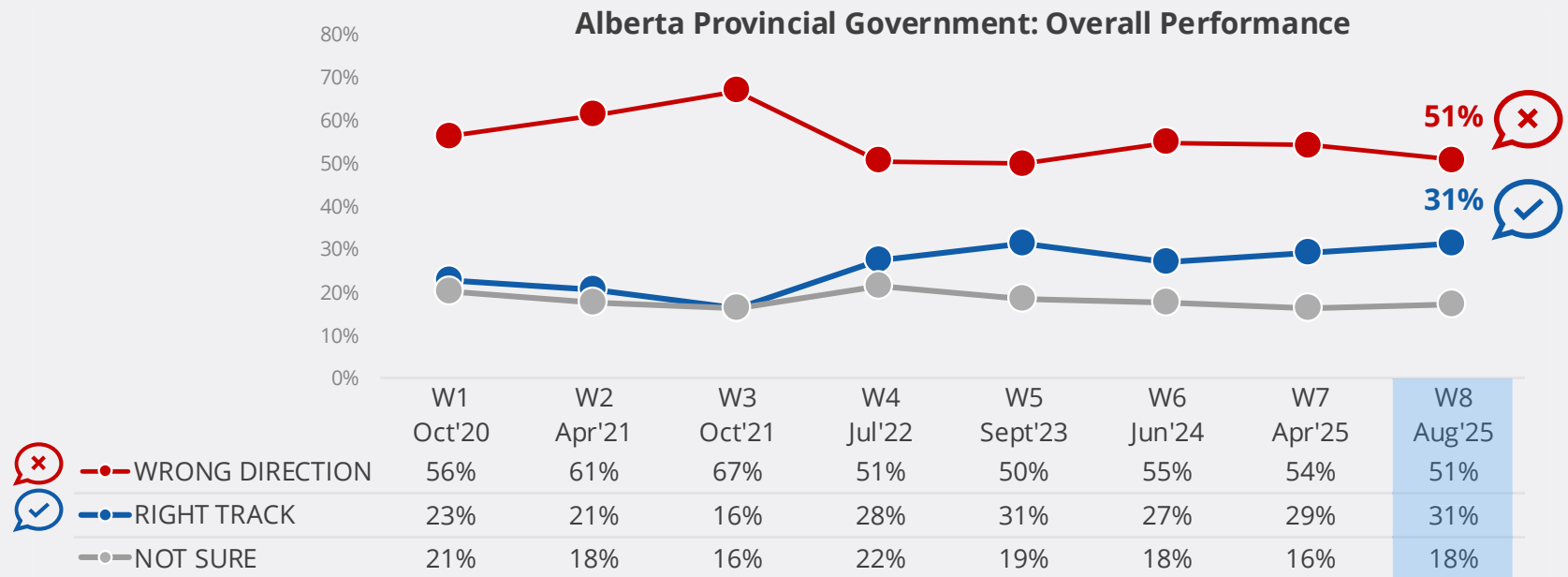
3. Do you have a favourable or unfavourable impression of the following people or organizations? If you are unaware of any, please click that response option.  
Base: TOTAL W8 (N=Varies).

# Alberta Politics and AB NEXT Panel

# Majority of Albertans say provincial government heading off in wrong direction

8

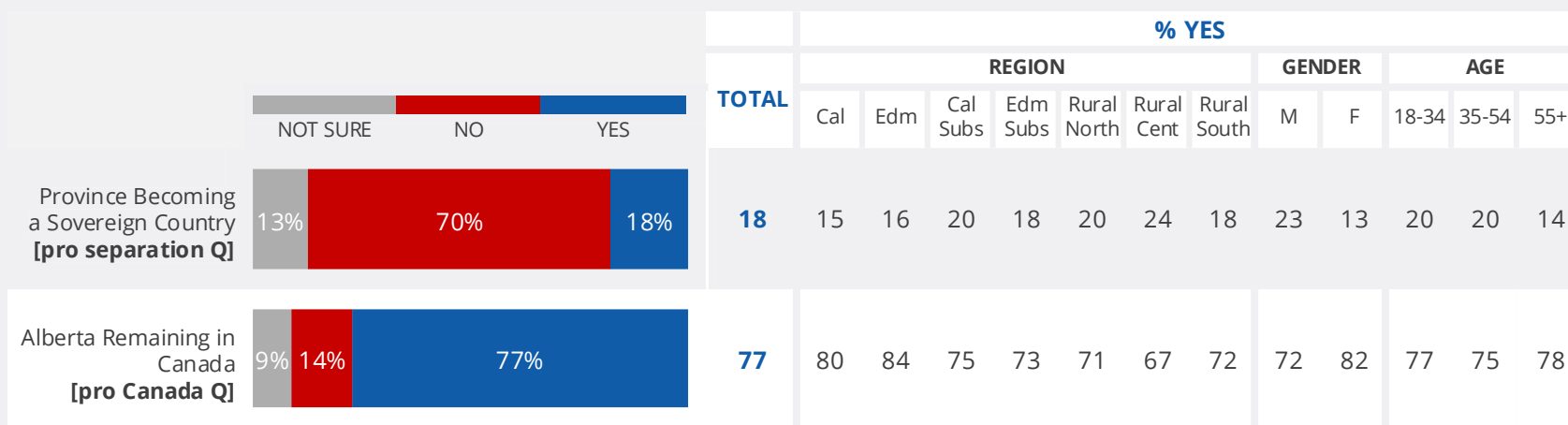
- Those saying provincial government is on “right track” increased marginally (+4%) since wave 6.



**Q** 1. In Alberta today, do you think the provincial government is on the right track, or do you think it is heading off in the wrong direction?  
Base: TOTAL W8 (N=1,200); W7 (N=1,201); W6 (N=1,200); W5 (N=1,202); W4 (N=1,206); W3 (N=1,221); W2 (N=1,228); W1 (N=1,300).

## Less than 1-in-5 support separation option in competing questions

- Two questions were asked of respondents, one from 'pro Canada' advocates and one from 'pro Alberta separation' advocates.
- In the pro separation question, 18% said they agreed that "the province shall become a sovereign country and cease to be a province of Canada" while 70% did not agree (13% not sure).
- In the pro Canada question, 14% disagreed that "Alberta should remain in Canada" while 77% agreed ("yes").

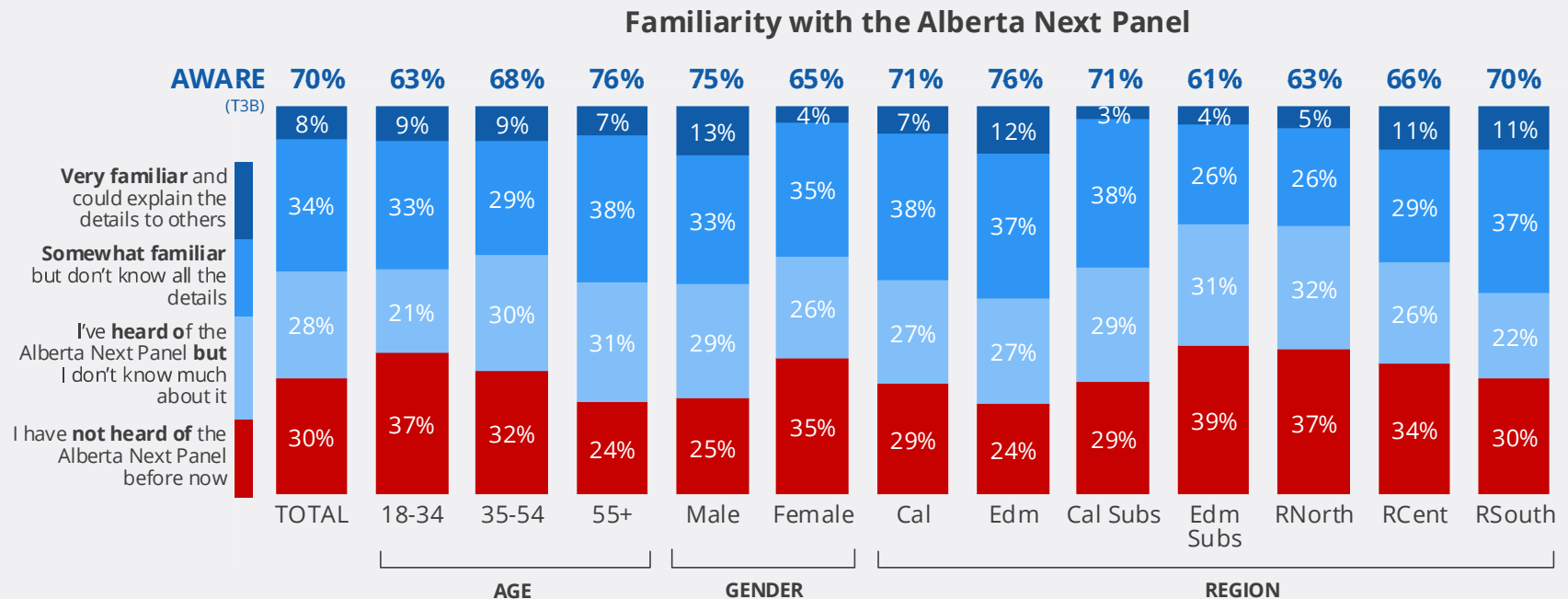


Q Base: TOTAL W8 (N=1,200)  
 3A - Do you agree that the province shall become a sovereign country and cease to be a province of Canada? [pro separation Q]  
 3B - Do you agree that Alberta should remain in Canada? [pro Canada Q]

# Over two-thirds say they are familiar with Alberta Next Panel

10

- Familiarity ranges from 63% among 18-34 age group to 76% among 55+ age group.
- Men are more likely to say "very familiar" (13%) compared to women (4%).



7. Premier Danielle Smith and her government launched the Alberta Next Panel which has been touring the province of Alberta convening community town hall meetings. How familiar are you with the Alberta Next Panel? Base: TOTAL W8 (N=1,200).

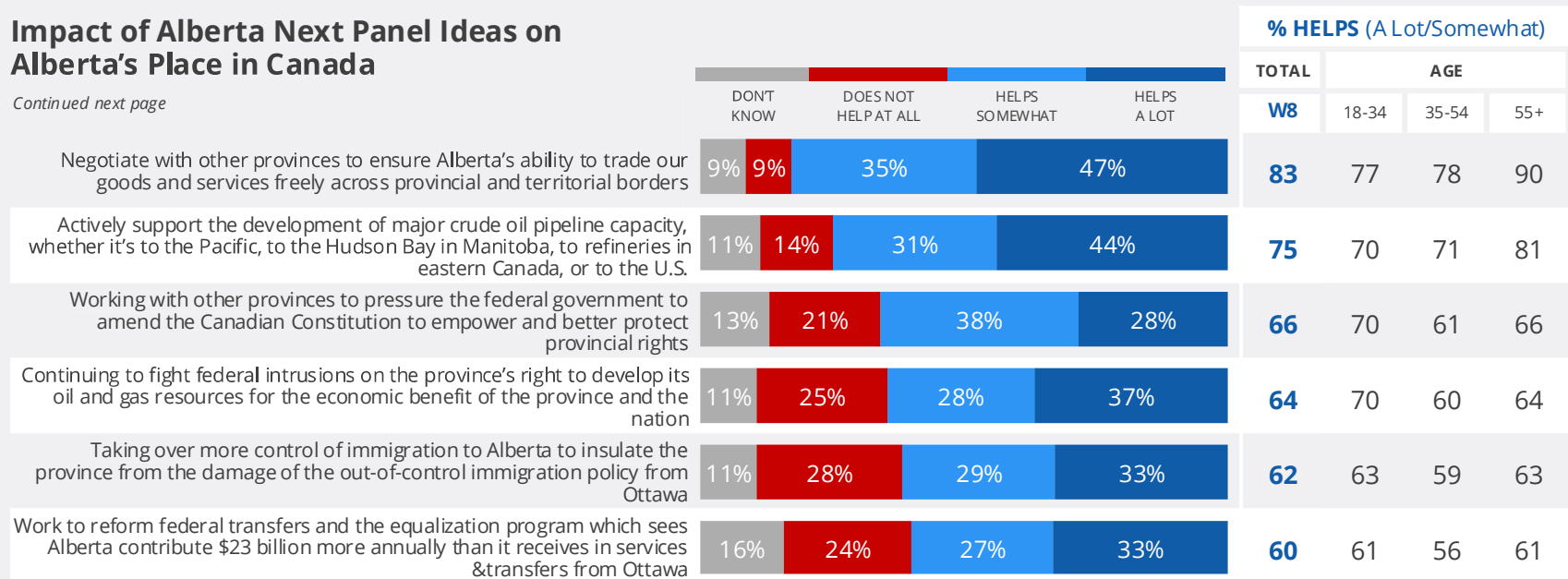
# Improving Alberta's place in Canada: economic priorities and provincial rights among Albertans' top priorities in improving place in Canada

11

- Trading freely across provincial and territorial borders and supporting the development of major crude oil pipeline capacity are top two priorities overall that help improve Alberta's place in Canada.
- Of the 12 items tested, other top 6 priorities include: amend the Constitution to better protect provincial rights, fight federal intrusions on oil and gas, taking more control over immigration, and reforming federal transfers and equalization

## Impact of Alberta Next Panel Ideas on Alberta's Place in Canada

Continued next page



Q 8. The Alberta Next Panel, chaired by Premier Danielle Smith, states that it is exploring ideas and policies to assert Alberta's sovereignty and constitutional rights within a united Canada. To what extent do each of the following ideas help Alberta improve its place in Canada?  
Base: TOTAL W8 (N=1,200).

# Improving Alberta's place in Canada: majority say ending RCMP contract/ establishing Alberta Provincial Police Service "does not help at all"

12

- Half (50%) say ending Alberta's contract with the RCMP ... and establishing an Alberta Provincial Police Service "does not help at all" while 31% say it helps (a lot/somewhat).
- Of 12 items tested, ending the RCMP contract/establishing provincial police service ranks 11<sup>th</sup> in terms of helping improve Alberta's place in Canada, at about the same level as "hold a referendum on separation from the rest of Canada" (30%)

## Impact of Alberta Next Panel Ideas on Alberta's Place in Canada

Continued from previous page

					% HELPS (A Lot/Somewhat)			
	DON'T KNOW	DOES NOT HELP AT ALL	HELPS SOMEWHAT	HELPS A LOT	TOTAL W8	18-34	35-54	55+
Require provincial entities to obtain prior approval from Alberta's government before entering into, amending, extending/renewing an agreement with federal government	21%	29%	31%	19%	50	53	49	50
Alberta strengthening bilateral trade ties with the United States	14%	36%	32%	18%	50	50	53	48
Withdrawing from the joint tax collection agreement with the Canada Revenue Agency (CRA) and having Albertans instead file their income taxes with the province of Alberta	19%	45%	18%	18%	36	45	40	26
Withdrawing from the Canada Pension Plan (CPP) and establishing a new Alberta Pension Plan where Albertans would save and collect benefits from	17%	50%	18%	15%	33	46	36	21
Ending Alberta's contract with the RCMP for provincial policing in communities and establishing an Alberta Provincial Police Service	19%	50%	20%	11%	31	39	36	22
Hold a referendum on separation from the rest of Canada	12%	58%	14%	15%	30	35	30	26

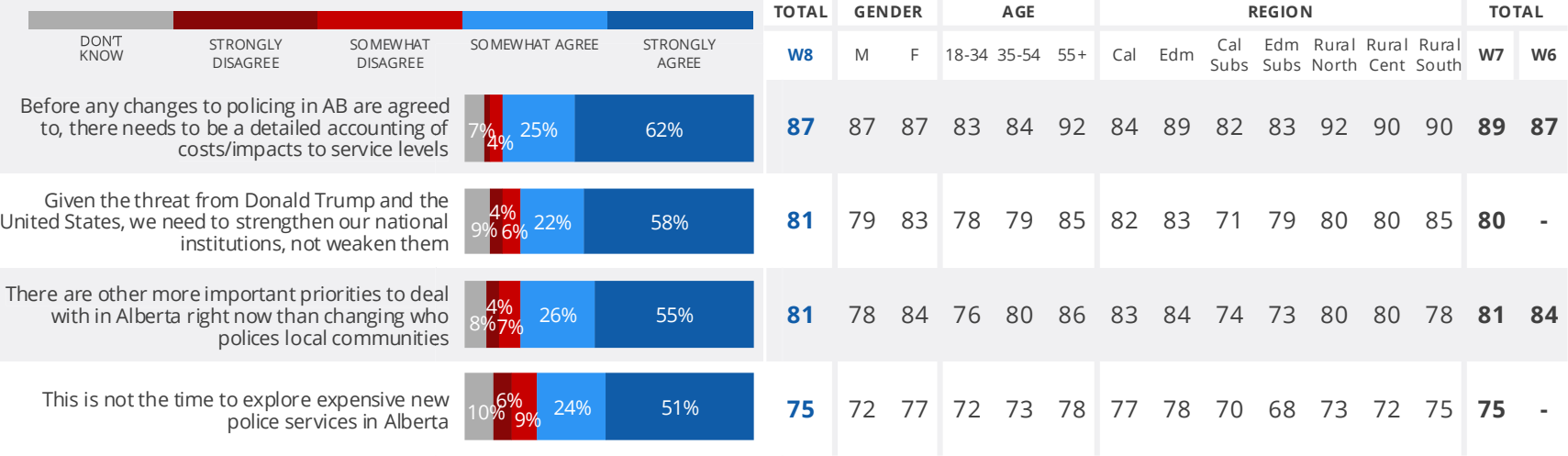
**Q** 8. The Alberta Next Panel, chaired by Premier Danielle Smith, states that it is exploring ideas and policies to assert Alberta's sovereignty and constitutional rights within a united Canada. To what extent do each of the following ideas help Alberta improve its place in Canada?  
 Base: TOTAL W8 (N=1,200); W7 (N=1,201); W4 (N=1,206); W3 (N=1,221); W2 (N=1,228); W1 (N=1,300).



# 3-in-4 agree “This is not the time explore expensive new police services in Alberta”

- Majority (56%) agree “if the federal government approves an oil pipeline, the Alberta government should drop its plan to replace RCMP”.
- Almost 9-in-10 (87%) Albertans continue to agree that there needs to be a detailed accounting of costs/impacts to service levels.
- Over 4-in-5 (81%) agree that “given the threat from Donald Trump... we need to strengthen our national institutions, not weaken them”.

## Agreement With Key Statements



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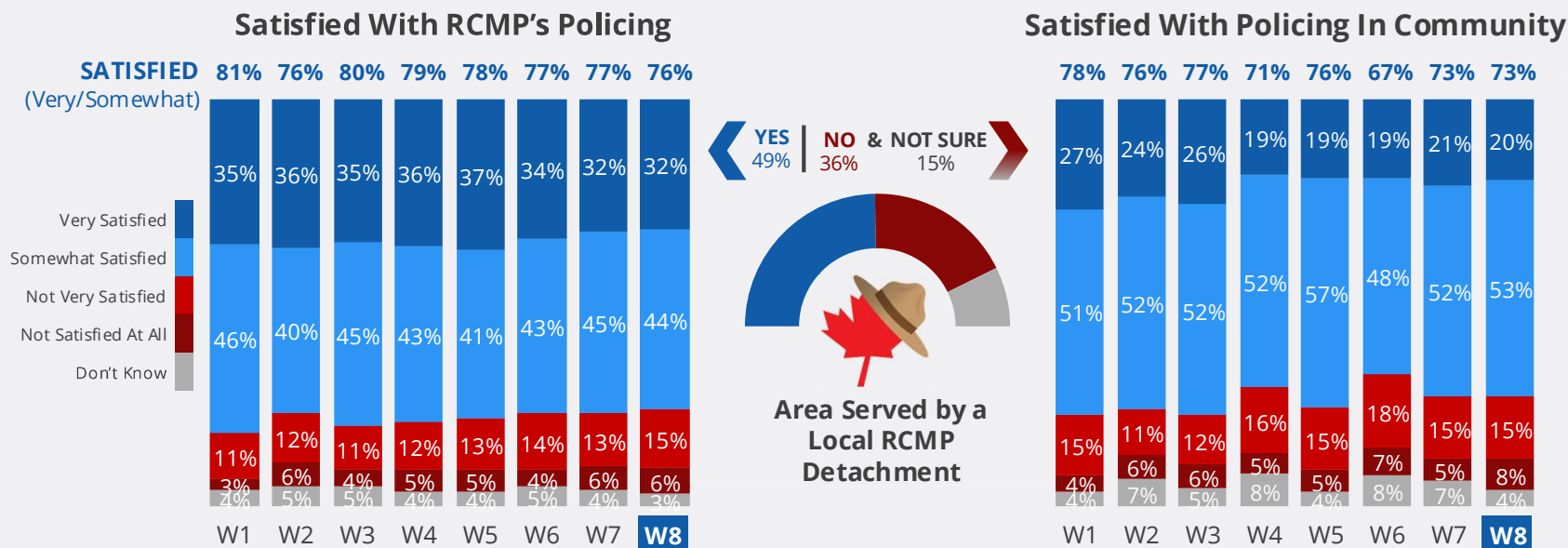
Q 25. Please indicate to what extent do you agree or disagree with the following statements:  
Base: TOTAL W8 (N=1,200); W7 (N=1,201)

# RCMP Satisfaction

# Over three-quarters satisfied with RCMP's policing

15

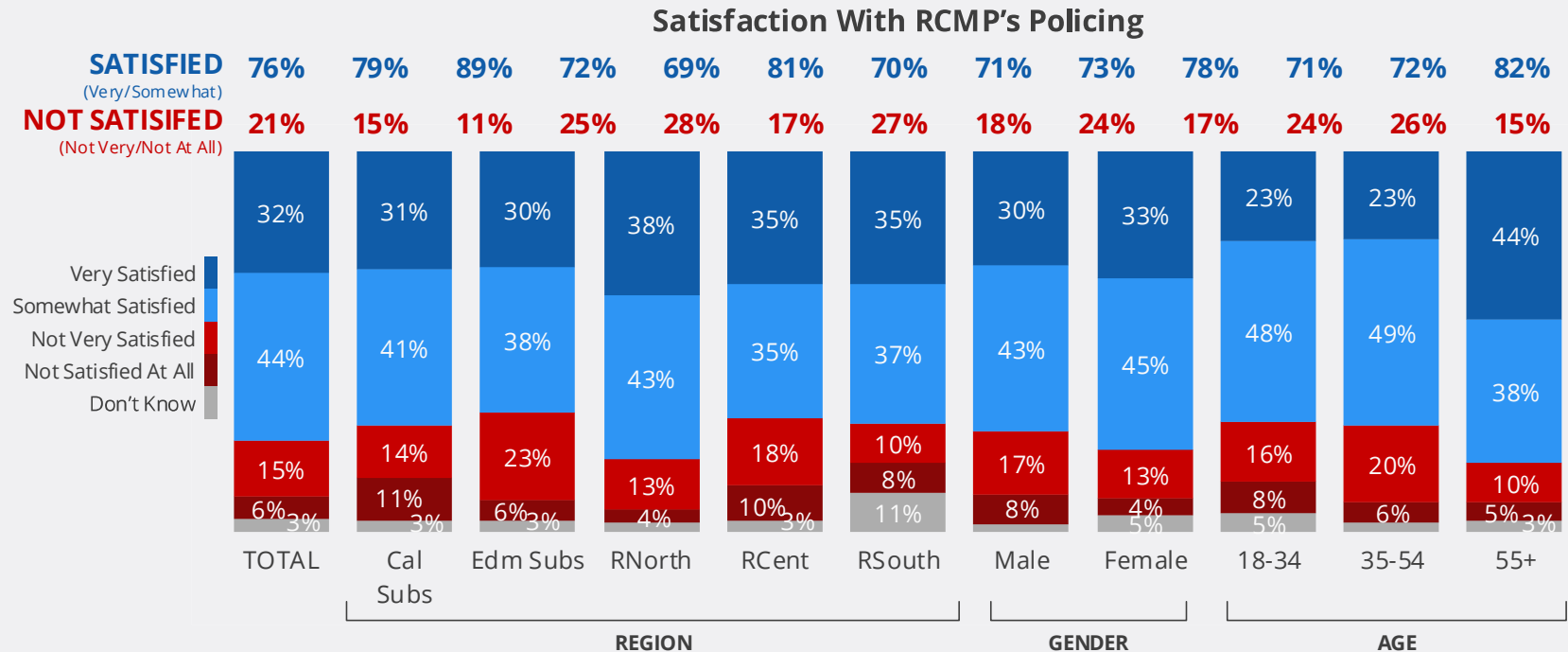
- Satisfaction with RCMP's policing of their community (76%).
- Almost three-in-four satisfied with policing in non-RCMP served communities (73%).



Q Now, here are some questions about policing in Alberta. | 9. Is your municipality or local area served by a local RCMP detachment? Base: TOTAL. W8 (N=1,200); W7 (N=1,201) | 10. How satisfied are you with the RCMP's policing of your community? Base: Yes, at Q4: W8 (N=729); W7 (N=718); W6 (N=678); W5 (N=699); W4 (N=696); W3 (N=727); W2 (N=733); W1 (N=809) | 11. How satisfied are you with the policing in your community? Base: No or Not Sure at Q4: W8 (N=471); W7 (N=483); W6 (N=522); W5 (N=503); W4 (N=510); W3 (N=494); W2 (N=495); W1 (N=491).

## Satisfaction with RCMP's policing:

- Regionally, satisfaction ranges from 70% in Rural Central to 84% in Calgary suburbs.
- Women more likely to be satisfied with RCMP's policing (82%); 55+ age group most satisfied with RCMP's policing (83%).



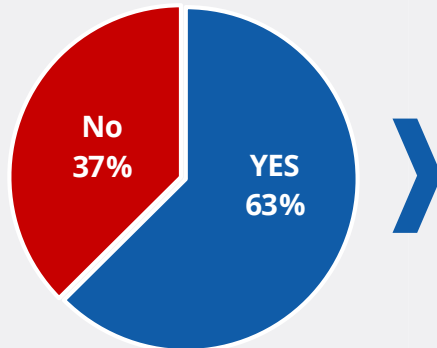
10. How satisfied are you with the RCMP's policing of your community?  
Base: Local Area Served by RCMP: W8 (N=729).

# Alberta Provincial Police Service [APPS]

# Majority aware of Alberta's plan to replace RCMP with Alberta Provincial Police Service

- Read, seen, heard comments about Alberta Provincial Police Service (APPS) include government plan to have own police force, defunding the RCMP, criticism of government, broadening role of sheriffs, and comments related to Alberta separation.

## Awareness of Alberta's Plan to Replace RCMP with Alberta Provincial Police Service



## Read, Seen or Heard



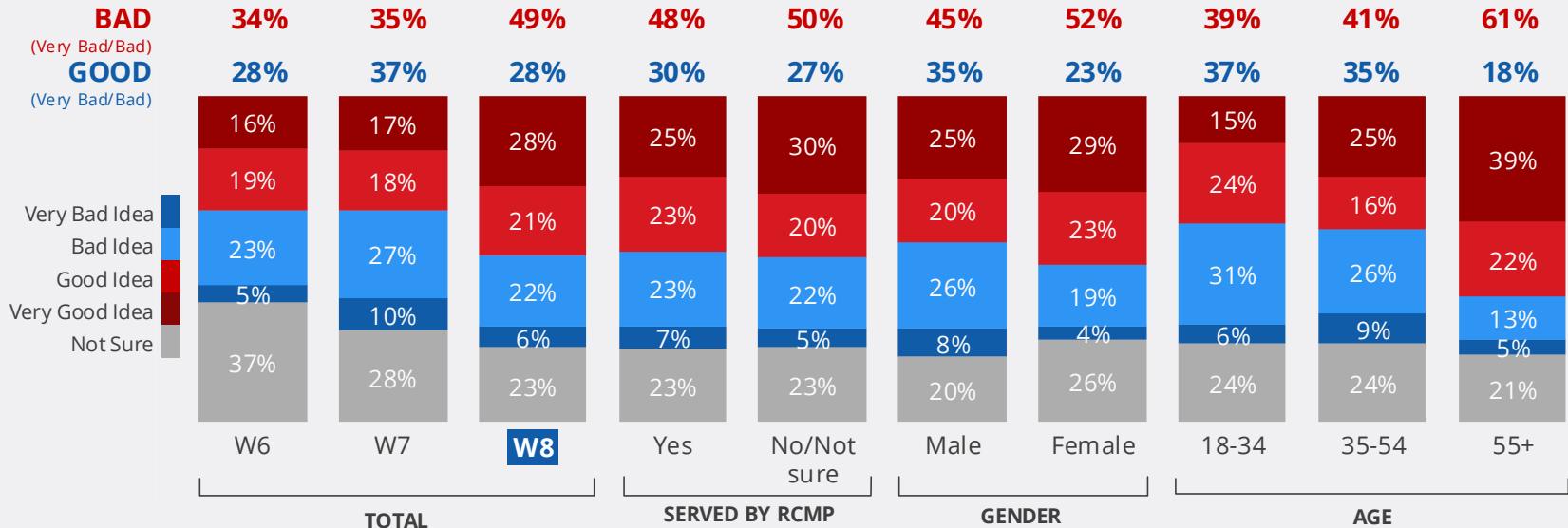
13. Before responding to this survey, had you read, seen, or heard anything the Alberta government's plan to replace the RCMP with a new Alberta Provincial Police Service? Base: TOTAL W8 (N=1,200) | 14. And what have you read, seen or heard? BASE: Yes, at Q13 (N=804).

# Almost half say replacing RCMP with Alberta Provincial Police Service is a “bad idea”

19

- Those saying APPS is a bad idea (49%) includes majority of women (52%), 55+ age group (61%).
- Those saying APPS is a good idea (28%) is higher among men (35%), 18-34 age group (37%).

Perception of Replacing RCMP with Alberta Provincial Police Service – Pre Test

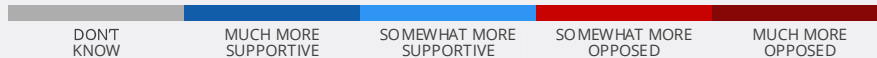


15. Based on what you have read, seen, or heard, do you think replacing the RCMP with a new Alberta Provincial Police Service is a good idea or a bad idea?  
 Note: The name of the agency has changed from IAPS to APPS. Base: TOTAL W8 (N=1,200); W7 (N=1,201).

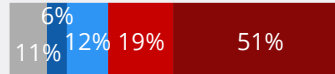
# Using lesser trained police officers to replace fully-trained RCMP officers is top among messages driving opposition to replacing RCMP with APPS

- Over 7-in-10 (71%) are more opposed to replacing RCMP with APPS based on using lesser trained officers to replace fully-trained RCMP officers, including over half (51%) that are much more opposed.
- A range of 63-64% are more opposed to replacing RCMP with APPS based on increased costs and potential impact on rural areas.

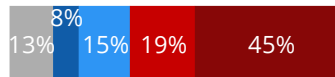
## Support/Opposition For APPS\*



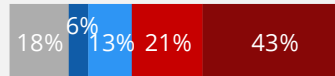
The provincial government has proposed using lesser trained police officers to replace the fully-trained RCMP officers



The federal government pays 30% of the cost of RCMP service in Alberta, which amounts to about \$188 million each year. If Alberta replaces the RCMP with a provincial police service, the current federal contribution will have to be absorbed by provincial and municipal taxpayers



Ending the RCMP contract and moving to a new provincial police service model will put more attention on Edmonton and Calgary; and rural communities won't receive the attention they deserve



The province has not released detailed costing of the plan to create a new provincial police service, but a 2021 report commissioned by the government said a new provincial police service would have start-up costs of \$372 million plus and additional \$164 million each year in operating costs

% OPPOSED (Much More/Somewhat More)													
TOTAL	GENDER		AGE			REGION							TOTAL
W8	M	F	18-34	35-54	55+	Cal	Edm	Cal Subs	Edm Subs	Rural North	Rural Cent	Rural South	W7*
71	67	74	64	66	79	68	72	66	67	77	74	74	59
64	60	67	54	61	73	65	62	54	61	67	67	67	65
63	58	69	55	58	74	62	60	63	64	67	70	68	61
63	59	66	51	60	73	64	63	57	59	63	65	64	59



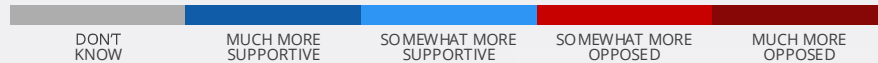
16. Here are some general statements about policing in Alberta. Please indicate whether they make you more supportive or more opposed to replacing the RCMP with a new Alberta Provincial Police Service (APPS). Base: TOTAL W8 (N=1,200); TOTAL Sample Split W7 (600-601). Note: The name of the agency has changed from IAPS to APPS.



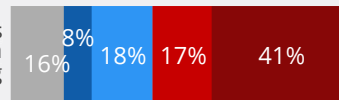
## Majority more opposed to replacing RCMP with APPS based on local government concerns

- Majority (58%) more opposed to replacing RCMP with APPS based on local governments voicing concerns regarding increased costs, including 61% of women, 66% of 55+ age group and 66% of Rural Central.
- "Ending the contract with the RCMP will give Albertans more control over policing..." made 37% more supportive of plan to replace RCMP with APPS.

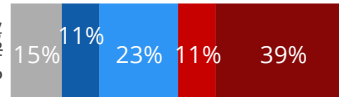
### Support/Opposition For APPS\*



Local governments across Alberta have voiced concerns regarding increased costs and other impacts of a transition away from RCMP local policing



Several Alberta municipalities – including Red Deer, Airdrie, Beaumont, and Olds – have conducted policing reviews in the past five years &, after careful analysis of policing costs, chose to retain RCMP



% OPPOSED (Much More/Somewhat More)													
TOTAL	GENDER		AGE			REGION							TOTAL
W8	M	F	18-34	35-54	55+	Cal	Edm	Cal Subs	Edm Subs	Rural North	Rural Cent	Rural South	W7* W6*
58	54	61	52	53	66	55	60	57	52	58	66	62	57 63
51	49	52	48	46	56	47	52	46	46	53	56	60	51 -

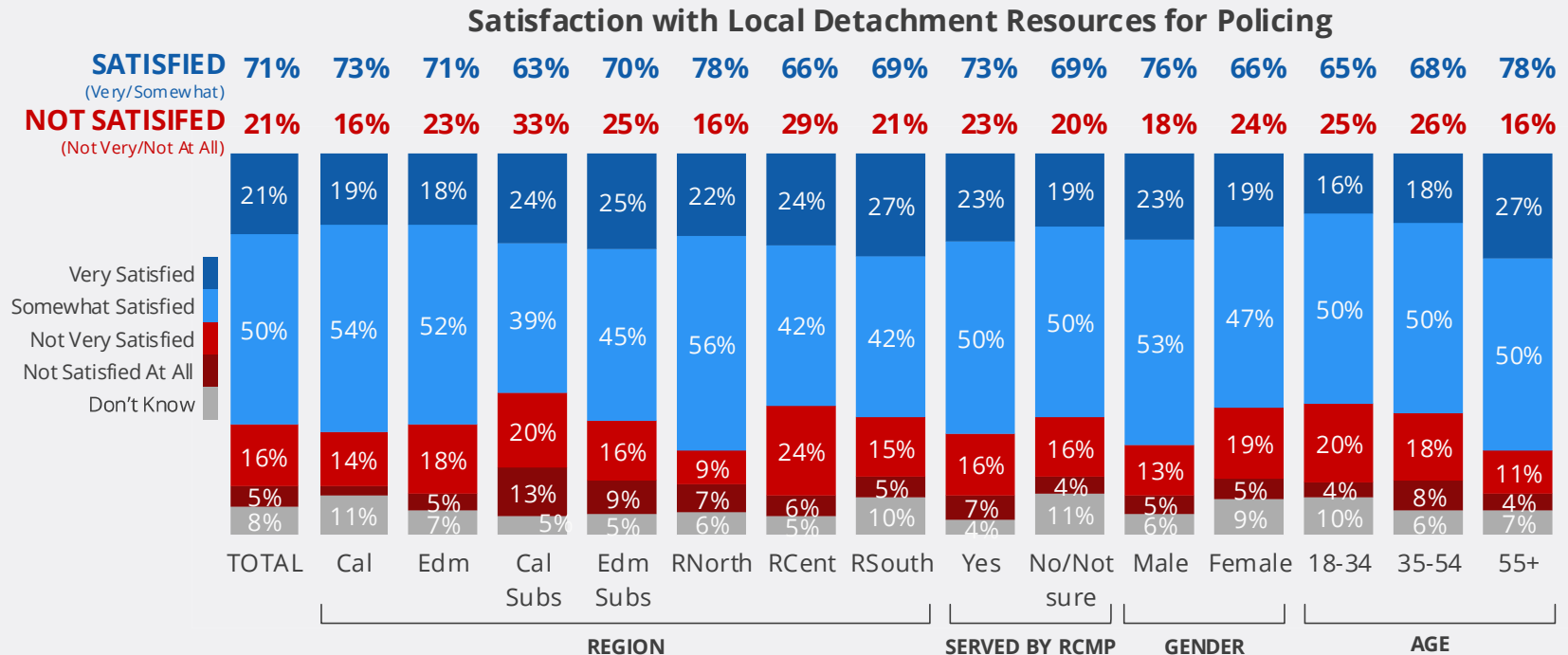


16. Here are some general statements about policing in Alberta. Please indicate whether they make you more supportive or more opposed to replacing the RCMP with a new Alberta Provincial Police Service (APPS). Base: TOTAL W8 (N=1,200); TOTAL Sample Split W7 (600-601). Note: comparing APPS (W8) to previously proposed IAPS (W6/W7)

# Over 7-in-10 satisfied that their local detachment has adequate resources to police their community

22

- Across rural areas, satisfaction ranges from 66% in Rural Central to 69% in Rural South and 78% in Rural North.

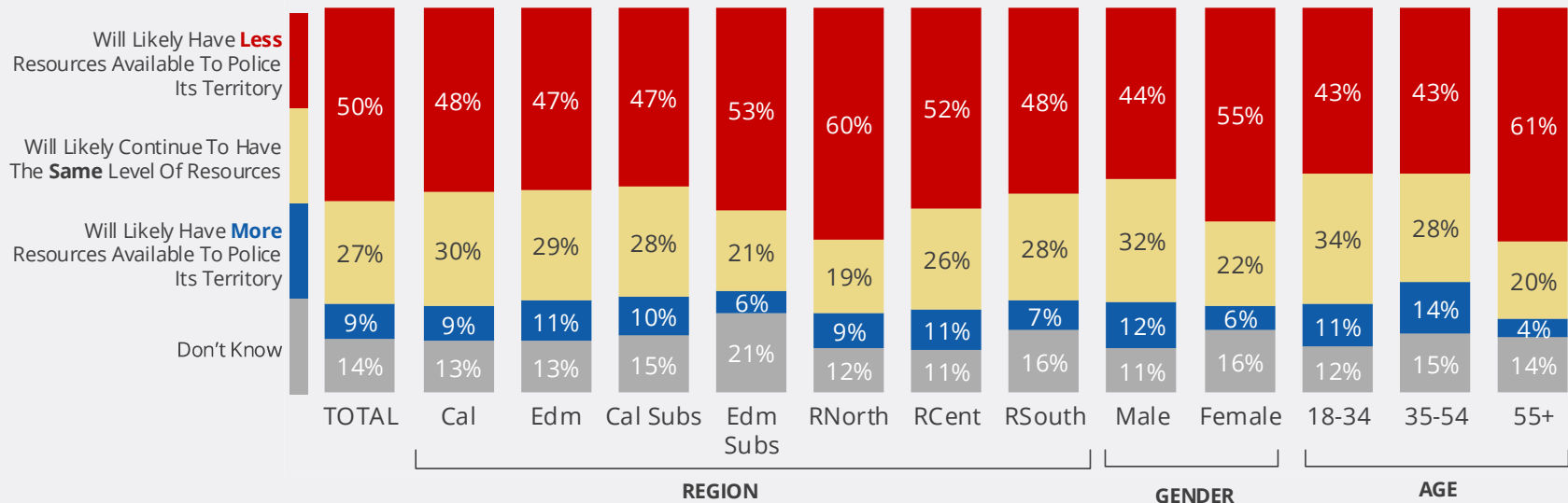


17. Thinking about policing in your community, how satisfied are you with your local detachment having adequate resources to police your community?  
Base: TOTAL W8 (N=1,200).

## Majority say their community's police service will have less resources available to police its territory if RCMP replaced with APPS

- While half (50%) say their community will likely have less resources for policing, 9% said it is likely there would be more resources available, and 27% said it is likely their community will have the same level of resources for policing.

### Expected Resource Levels if RCMP is Replaced with Alberta Provincial Police Service

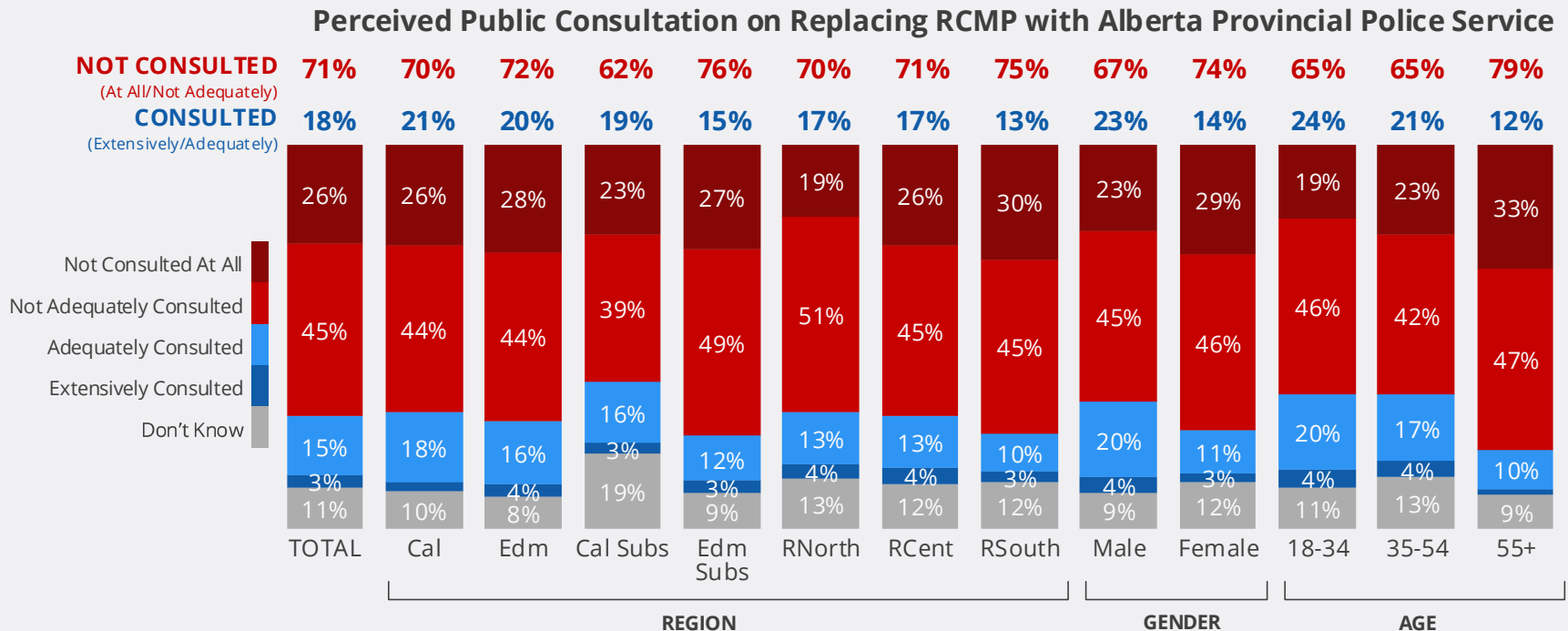


18. The community police service in each municipality in Alberta is funded by the local government. RCMP-served communities receive additional funding from the federal government. If Alberta replaces the RCMP with a new Alberta Provincial Police Service, the current federal contribution would have to be absorbed by provincial and municipal taxpayers. Thinking about this, do you feel that your community's police service will have more, less, or the same level of resources available to police its territory? Base: TOTAL W8 (N=1,200).

# Over 7-in-10 say public has not been adequately consulted on idea of replacing the RCMP with a new Alberta Provincial Police Service

24

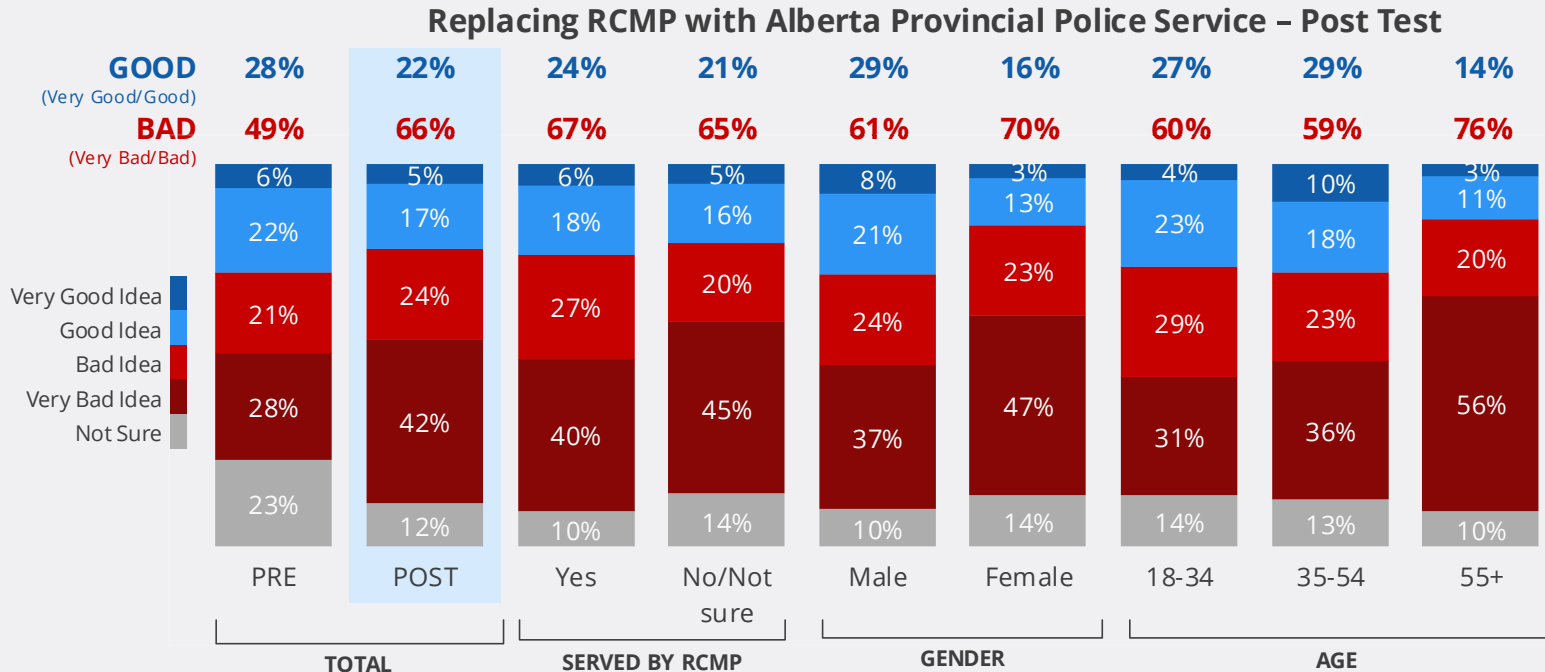
- Over 1-in-4 (26%) say the public has “not been consulted at all” including 33% of 55+ age group.



**Q** 19. To what extent do you think the public has been consulted about the idea of replacing the RCMP with a new Alberta Provincial Police Service?  
Base: TOTAL W8 (N=1,200).

## Post-test: Those saying replacing RCMP with Alberta Provincial Police is a bad idea increases significantly

- Those saying replacing the RCMP with APPS is a bad idea moves from 49% (pre-test) to 66% (post-test), including an increase among those saying it's a "very bad idea" from 28% to 42%.



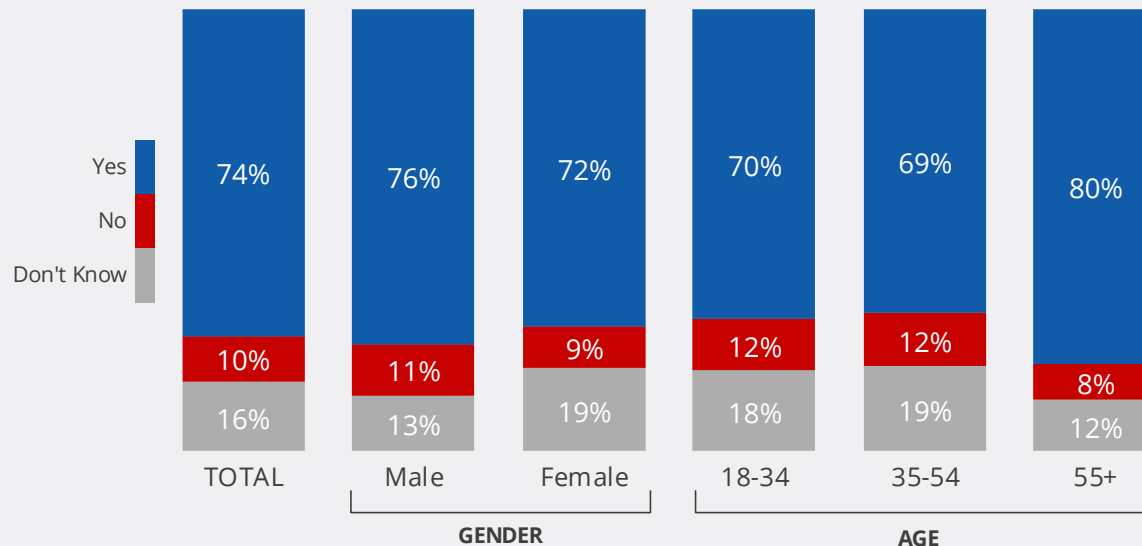
20. Now that you reviewed additional information, do you think replacing the RCMP with a new Alberta Provincial Police Service is a good idea or a bad idea?  
 PRE: 15. Based on what you have read, seen, or heard, do you think replacing the RCMP with a new Alberta Provincial Police Service is a good idea or a bad idea?  
 Note: The name of the agency has changed. Base: TOTAL W8 (N=1,200).

# About 3-in-4 say a decision to replace the RCMP with a new Alberta Provincial Police Service should require approval by referendum

26

- If provincial government moves to replace the RCMP with a new APPS, those saying it should require approval by referendum, and broad support among gender and age groups.

## Approval by Referendum for Replacing RCMP with Alberta Provincial Police Service

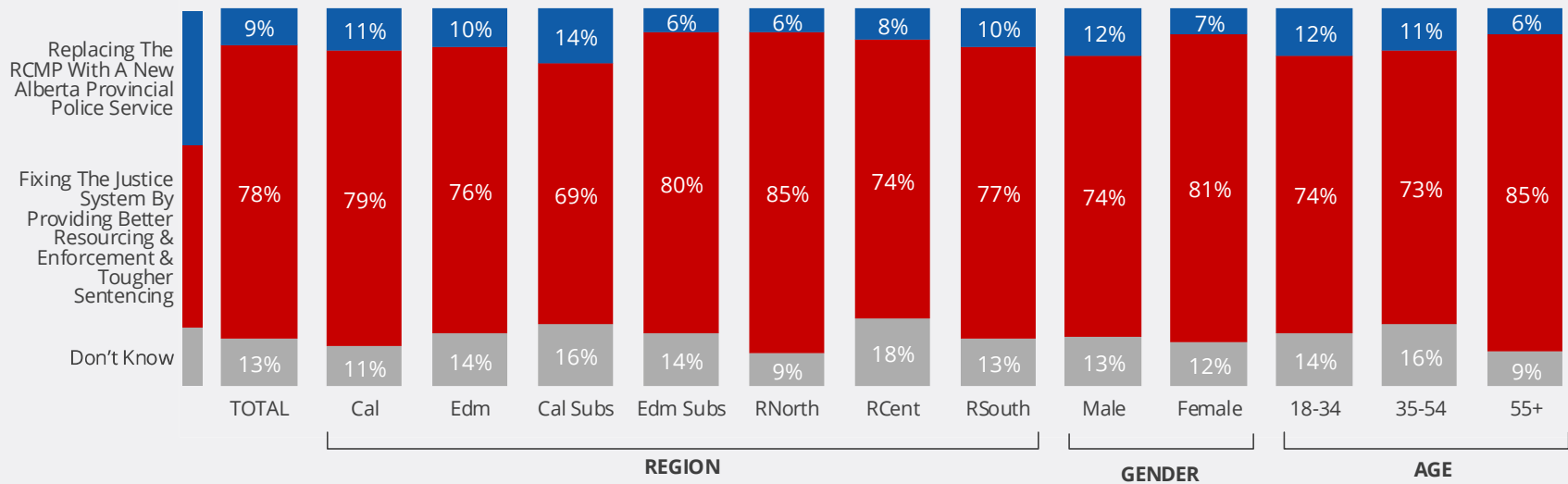


22. The provincial government recently held a province-wide referendum on equalization measures. If a decision is made by the provincial government to replace the RCMP with a new Alberta Provincial Police Service, should that decision also require approval by referendum? Base: TOTAL W8 (N=1,200).

# Vast majority want government’s focus on fixing the justice system rather than replacing the RCMP with a new Alberta Provincial Police Service

- Almost 4-in-5 (78%) prefer “fixing the justice system by providing better resourcing and enforcement, and tougher sentencing” over “replacing the RCMP with a new Alberta Provincial Police Service” (9%).

Premier Danielle Smith and Government’s Focus on Public Safety in Alberta



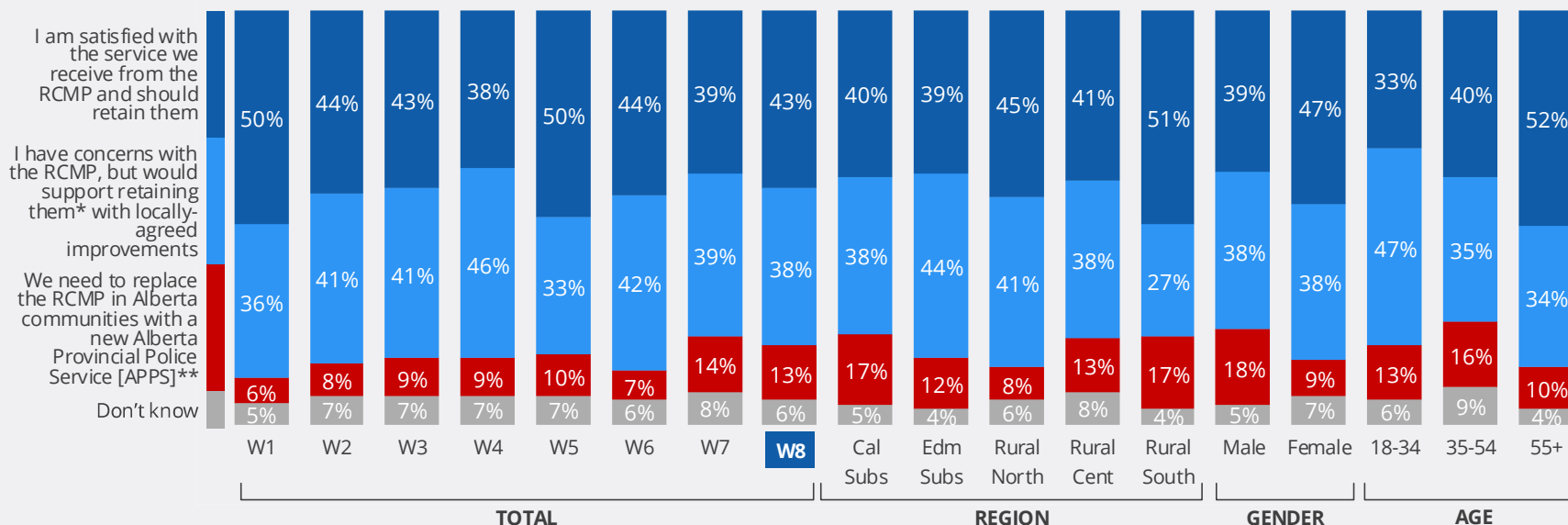
Q 23. When it comes to public safety in Alberta, do you think Premier Danielle Smith and the UCP government’s focus should be on...  
Base: TOTAL W8 (N=1,200).

## Post-test among RCMP Communities: Tracking across 8 waves

28

- Among those in RCMP-served communities, 81% would retain RCMP which is within the range (78% to 86) over 8 waves.
- Those saying the RCMP needs to be replaced is at 13%, marginally lower than wave 7, but higher than levels in waves 1-6.

### Viewpoint of RCMP Served Communities On Key Issues



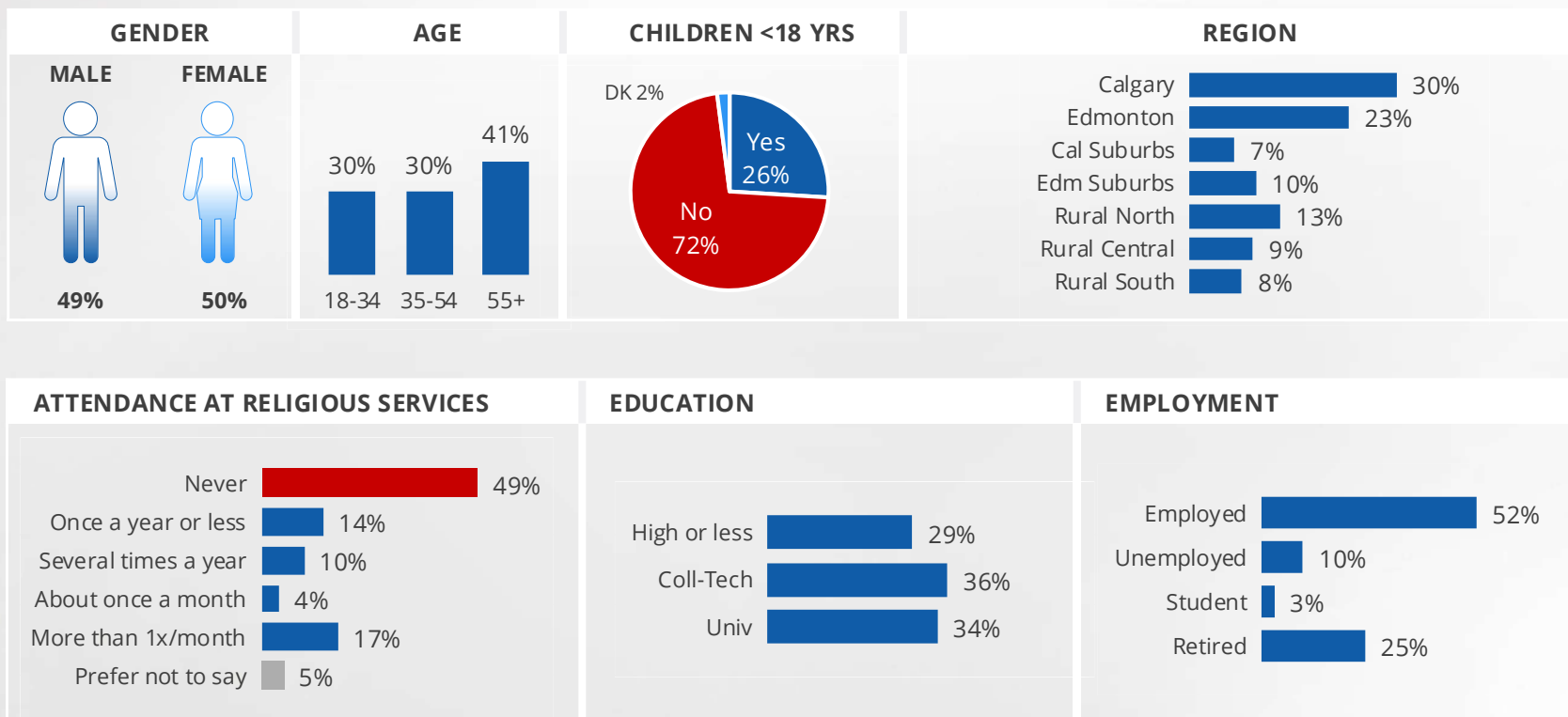
26. Which of the following statements best reflects your viewpoint? Base: Rural / RCMP Communities: W8 (N=729); W7 (N=718); W6 (N=678); W5 (N=699); W4 (N=695); W3 (N=727); W2 (N=733); W1 (N=809). \*W1 Read: "...if there were significant improvements". \*\*Note: The name of the agency has changed from IAPS to APPS..



# DEMOGRAPHICS

# Demographics

30

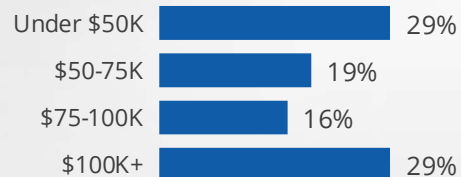


Base: TOTAL (N=1,200).

# Demographics

31

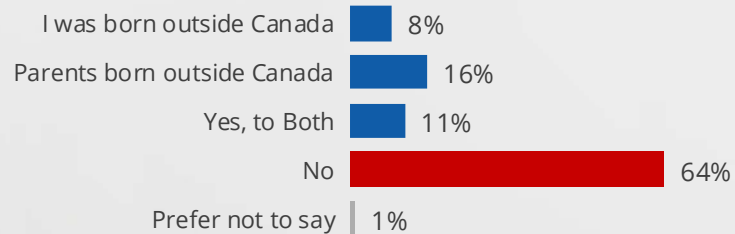
## INCOME



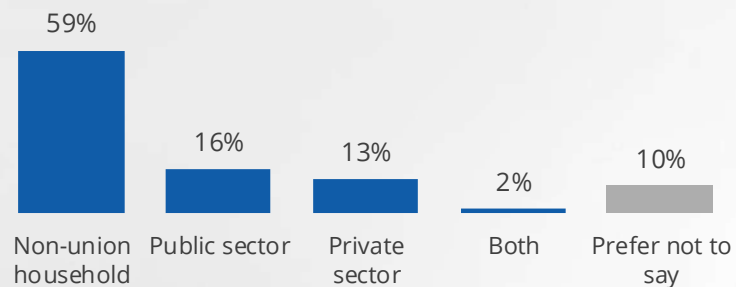
## ETHNICITY



## BIRTHPLACE OUTSIDE CANADA



## UNION MEMBERSHIP



Base: TOTAL (N=1,200).

**NATIONAL  
POLICE  
FEDERATION**



**FÉDÉRATION  
DE LA POLICE  
NATIONALE**

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# National Police Federation Alberta

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Wave 8

August 2025

**pollara**  
*40 years of strategic insights*

**From:** Lindsay Haag <lhaag@emworkscorp.com>

**Sent:** Thursday, December 4, 2025 10:21:40 AM

**To:** Christopher McPherson (Christopher.McPherson@gov.ab.ca) <Christopher.McPherson@gov.ab.ca>; Airdrie.East@assembly.ab.ca <Airdrie.East@assembly.ab.ca>; Athabasca.Barrhead.Westlock@assembly.ab.ca <Athabasca.Barrhead.Westlock@assembly.ab.ca>; Bonnyville.ColdLake.StPaul@assembly.ab.ca <Bonnyville.ColdLake.StPaul@assembly.ab.ca>; Brooks.MedicineHat@assembly.ab.ca <Brooks.MedicineHat@assembly.ab.ca>; Calgary.Bow@assembly.ab.ca <Calgary.Bow@assembly.ab.ca>; Calgary.Cross@assembly.ab.ca <Calgary.Cross@assembly.ab.ca>; Calgary.East@assembly.ab.ca <Calgary.East@assembly.ab.ca>; Calgary.FishCreek@assembly.ab.ca <Calgary.FishCreek@assembly.ab.ca>; Calgary.Hays@assembly.ab.ca <Calgary.Hays@assembly.ab.ca>; Calgary.Lougheed@assembly.ab.ca <Calgary.Lougheed@assembly.ab.ca>; Calgary.North@assembly.ab.ca <Calgary.North@assembly.ab.ca>; Calgary.Northwest@assembly.ab.ca <Calgary.Northwest@assembly.ab.ca>; Calgary.Peigan@assembly.ab.ca <Calgary.Peigan@assembly.ab.ca>; Calgary.Shaw@assembly.ab.ca <Calgary.Shaw@assembly.ab.ca>; Calgary.SouthEast@assembly.ab.ca <Calgary.SouthEast@assembly.ab.ca>; Calgary.West@assembly.ab.ca <Calgary.West@assembly.ab.ca>; Camrose@assembly.ab.ca <Camrose@assembly.ab.ca>; Cardston.Siksika@assembly.ab.ca <Cardston.Siksika@assembly.ab.ca>; CentralPeace.Notley@assembly.ab.ca <CentralPeace.Notley@assembly.ab.ca>; Chestermere.Strathmore@assembly.ab.ca <Chestermere.Strathmore@assembly.ab.ca>; Cypress.MedicineHat@assembly.ab.ca <Cypress.MedicineHat@assembly.ab.ca>; DraytonValley.Devon@assembly.ab.ca <DraytonValley.Devon@assembly.ab.ca>; FortMcMurray.LaLaBiche@assembly.ab.ca <FortMcMurray.LaLaBiche@assembly.ab.ca>; FortMcMurray.WoodBuffalo@assembly.ab.ca <FortMcMurray.WoodBuffalo@assembly.ab.ca>; FortSaskatchewan.Vegreville@assembly.ab.ca <FortSaskatchewan.Vegreville@assembly.ab.ca>; GrandePrairie.Wapiti@assembly.ab.ca <GrandePrairie.Wapiti@assembly.ab.ca>; GrandePrairie@assembly.ab.ca <GrandePrairie@assembly.ab.ca>; Highwood@assembly.ab.ca <Highwood@assembly.ab.ca>; Innisfail.SylvanLake@assembly.ab.ca <Innisfail.SylvanLake@assembly.ab.ca>; Lacombe.Ponoka@assembly.ab.ca <Lacombe.Ponoka@assembly.ab.ca>; LacSteAnne.Parkland@assembly.ab.ca <LacSteAnne.Parkland@assembly.ab.ca>; Leduc.Beaumont@assembly.ab.ca <Leduc.Beaumont@assembly.ab.ca>; Lethbridge.East@assembly.ab.ca <Lethbridge.East@assembly.ab.ca>; Livingstone.Macleod@assembly.ab.ca <Livingstone.Macleod@assembly.ab.ca>; Maskwacis.Wetaskiwin@assembly.ab.ca <Maskwacis.Wetaskiwin@assembly.ab.ca>; Morinville.StAlbert@assembly.ab.ca <Morinville.StAlbert@assembly.ab.ca>; OldsDidsbury.ThreeHills@assembly.ab.ca <OldsDidsbury.ThreeHills@assembly.ab.ca>; Peace.River@assembly.ab.ca <Peace.River@assembly.ab.ca>; RedDeer.North@assembly.ab.ca <RedDeer.North@assembly.ab.ca>; RedDeer.South@assembly.ab.ca <RedDeer.South@assembly.ab.ca>; Rimbey.RockyMountainhouse.Sundre@assembly.ab.ca <Rimbey.RockyMountainhouse.Sundre@assembly.ab.ca>; SpruceGrove.StonyPlain@assembly.ab.ca <SpruceGrove.StonyPlain@assembly.ab.ca>; Strathcona.Sherwoodpark@assembly.ab.ca <Strathcona.Sherwoodpark@assembly.ab.ca>; Taber.Warner@assembly.ab.ca <Taber.Warner@assembly.ab.ca>; Vermilion.Lloydminster.Wainwright@assembly.ab.ca <Vermilion.Lloydminster.Wainwright@assembly.ab.ca>; West.Yellowhead@assembly.ab.ca <West.Yellowhead@assembly.ab.ca>

**Cc:** Adam Kozakiewicz <cao@townoftwohills.com>; Sally Dary (sdary@thcounty.ab.ca) <sdary@thcounty.ab.ca>; Bob Bezpalko <bobbbezpalko@albertahub.com>; Sarah J. Rimbey

(sarah.rimbey@cme-mec.ca) <sarah.rimbey@cme-mec.ca>; Edward <ehenry@emworkscorp.com>; Elena Haag <ehaag@emworkscorp.com>; David McHattie (dmchattie@tenaris.com) <dmchattie@tenaris.com>; Kusie, Stephanie - Assistant 2 <Stephanie.Kusie.A2@parl.gc.ca>; Stubbs, Shannon - M.P. <Shannon.Stubbs@parl.gc.ca>

**Subject:** Alberta Rural Small-town Investment Program - EMW scaleup expansion.

Dear Alberta

Most Honorable Premier, Ministers and UCP MLA's

EMW has applied again for a IGF Grant through JETI. Our application does NOT conform to the requirements of the present IGF guidelines. The guidelines set do not meet the needs of small town rural Alberta. The present structure of the IGF grant is not financially compatible and flawed when considered against investment barriers, low real estate evaluations and resale. EMW is only one of many small-town rural manufactures that are impacted by rural financing concerns. A dedicated duplicatable rural investment program would resolve investment issues and allow our communities to attract manufacturing.

To all MLA's in this email, political advocacy is required in support of policy for the development of a robust 'diversification' rural manufacturing program that addresses rural investment barriers. Successful investment strategies, will de-risk private rural investment and pay dividends to government long term in taxes, steady long-term employment and stabilize rural jurisdictions.

Investment will have a very positive political and long term spin off that can be built on; retaining conservative rural seats, build on rural seats and garner urban seat win's surprises. It should be noted this government consists of 38 Rural MLA's. This is a call to action, without rural Alberta's great wealth, the prosperity of Alberta would be greatly diminished. Investing into a rural small-town investment strategy, finally we will be integrated into Alberta Prosperity. This added Diversification will bear fruit for years to come across Alberta.

About EMW, we have developed processes, we are mature and profitable, presently exporting 30% all goods produced. Compare us to a 'Ontario Car Plant, but building containers.' Manufacturing spin off has a 10 to 1 ratio. Our manufacturing process is proprietary and we are a global leader in container manufacturing. We have numerous EDO offers to relocate. In 2023 EMW was runner up for most innovative company and best company in Alberta by the Chamber of Commerce. Presently we process 80,000 lbs of steel a day making us one of the largest users of steel in western Canada. With investment EMW will scale up and increase export to 80% globally. Spin off effects will be many, including further enhanced manufacturing clustering. Our jobs are full time high paying and we have numerous offsite independent manufacturers building subassemblies for us. A new facility will create over 50 jobs full time and offsite and a Head Office in Calgary.

Our location, existing products, growth potential and manufacturing expertise positions us as 'Investment ready now.' Our project qualifies as 'Alberta investing in Albertans.' Further the new



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## **Alberta Diversification**

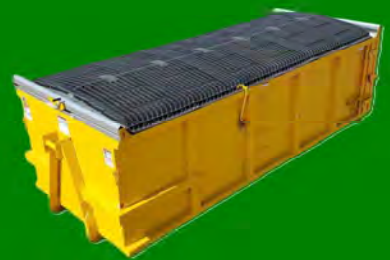
For the full presentation, contact the Honourable  
Minister Joseph Schow of Jobs, Economy, Trade, and  
Immigration at [Cardston.Siksika@assembly.ab.ca](mailto:Cardston.Siksika@assembly.ab.ca), or

403-653-5070

[Facility Tour](#)

[EMW Website](#)

GLOBALLY PATENTED LID



OUR PRODUCTS





Industrial Technology Co. – 1977

## *Proposed Rural Scale-Up Manufacturing Project, 2026*

### **Vision**

EMW - Alberta founded 1977 is a semi-automated manufacturing facility that specialize in building containers. We have mature existing markets that can be expanded upon globally. EMW modeled themselves after the car manufacturing industry of Ontario. Scaling up investment will use existing facility and increase exports from 30% to 80% providing a full-time living wage. By investing in us, you now have a duplicatable framework to help other manufactures scale in Rural Alberta.

### **Project Funding Collaborators**



**Existing EMW Facility 2025 –14 acres full developed with 6 more existing acres investment ready.**

### **About Us**

- Environmental Metal Works (EMW), founded in 1977, is one of North America's largest manufacturers of residential, commercial, industrial, and specialty waste containers.
- It's state-of-the-art facility is located at the intersection of two major North American highways. Thus providing easy access to Continental North America. It is capable of large volume manufacturing with reduced lead-time.
- EMW's patented innovations have resulted in the vertical integration of operations and products. Our unique, in-house process allow us to mass produce containers, similar to a car plant in Ontario.
- EMW is a global technology leader in container manufacturing.
- The Town of Two Hills currently lists EMW on their official website as a significant job producer and strategic economic partner for the area.

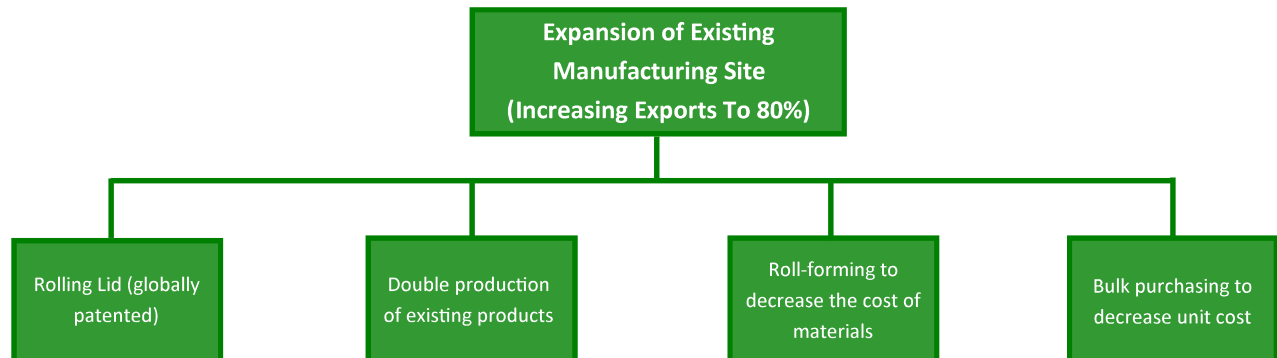
### **Our Impact**

- 30% of EMW's business derives from US exports, and forecasted global exports are anticipated to be 75% - 80% of production with scale-up investment.
- EMW employs 52 full-time and 45 indirect off-site sub-assembly jobs. An expansion is expected to create 25 direct jobs, duplicating off-site, indirect sub-assembly jobs, and 10 additional executive jobs in Calgary.
- EMW has invested \$100 million into developing the business to date.
- EMW invests heavily in our local and surrounding communities.
- An expansion will incubate a cluster of adjacent manufacturing and other relevant businesses.
- EMW's diversification has built resilience into the organization, enabling us able to weather economic downturns. We were classified during COVID-19 by the federal government as an essential business.

**"EMW's market research has been very thorough, our ask is consistent with competing jurisdictions."**

## Our Expansion

EMW will double production over the next two years. Our innovative methods already allow low-cost manufacturing, and continued growth will further reduce costs through economies of scale. We plan to expand operations in Two Hills and replicate our proven processes, strengthening rural industry while serving broader markets more efficiently.



## Our Barriers

The current IGF manufacturing grant program insufficiently meets the challenges of Rural Alberta. Rural manufacturers cannot secure financial investments from traditional lending sources due to the value of the asset in Rural Alberta. Urban manufacturer's buildings and properties are appraised much higher, with a 90% higher resale than Rural buildings and properties. Scaling is therefore more challenging for Rural manufacturers than its Urban counterparts. Alberta needs to develop a specific, rural, manufacturing economic development program.

## Our Asks

1. 75% of all scale costs of building and property must be funded by the government to support Rural manufacturing development.
2. Based on the Quebec structure, up to \$10 million in preferred interest loans used to purchase capital equipment.
3. Project will be facilitated with collaboration from the County and Town of Two Hills, the province, and EMW.

## Industry Partners



## Project Advocacy



## Contact



Mr. Lindsay Haag, CEO

Cell: 780-632-1426

Office: 780-657-2035

Email: [lhaag@emworkscorp.com](mailto:lhaag@emworkscorp.com)



## BOARD MEETING

# HIGHLIGHTS



### Labour Disruption and Calendar Updates

Following the recent labour disruption, January diploma exams have been cancelled. Students who wish to do so will still have the option to write them. The approach to final assessments will be coordinated across the Division, and the last day of Semester 1 classes will be January 23, 2026. Report card timelines may vary across school sites, and schools will continue to communicate with families to keep them informed about student progress.

With the cancellation of diploma exams, school leaders recommended keeping November 28 as a Professional Learning Community (PLC) day. The Board supported this recommendation, and no changes were made to the 2025–26 school calendar.

### Election Feedback

The Board discussed feedback from the recent election and emphasized the importance of coordinating with local municipalities in future elections.

### Career Related Opportunities

A number of opportunities are available for high school students preparing for future careers.

The Division's annual [Post-Secondary Night](#) has been rescheduled to November 25, 2025, from 7:00 - 8:30 p.m.

A [Health Care Skills Day](#) for Grades 9–12 will be held on November 28, 2025, at the St. Therese Health Care Centre in St. Paul. Space is limited and has been reserved for students attending schools in Ashmont, Mallaig, and St. Paul.

The Northeast Alberta Collegiate School is preparing for Semester 2, with new courses being offered in the Health and Education Pathways. A new Trades Pathway will also be introduced, featuring Welding, Electrical, and Heavy Equipment Technician courses, beginning January 29, 2026.

Students interested in participating in any of these opportunities can contact their school's career counsellor for more information.

## Transportation Report

Transportation Coordinator Amy Whalen provided a report on Division transportation services. The Division currently operates 45 bus routes, with 22 Division-operated and 23 contractor-operated. The Division serves 1,486 student riders. All Division-owned and contracted buses are equipped with GPS units, supporting more consistent communication and improved accuracy of bus status updates. As winter conditions arrive, families are encouraged to download the Bus Status App for real-time updates on bus delays and cancellations. Additional information about weather-related procedures is available on the [Transportation page](#) of the Division website.



## Financial Update

The Board will meet with the Division's auditors on November 26 to review the 2024-25 financial statements. Adjustments related to the recent teachers' settlement, including retroactive pay for 2024-25 and the start of 2025-26, are pending confirmation of updated grids. Once received, processing will begin as soon as possible, as this is a complex and detailed task.

## Board Development

The Board approved participation in a Board development workshop to be held in January.



## FNMI Trustee

The Board approved the Saddle Lake Education Authority's nomination of Candace Houle to fill the position of FNMI Trustee for a two-year term and extended a warm welcome as she joins the Board.

## Class Size and Complexity Survey

The Minister of Education has established a Class Size and Complexity Committee to review classroom composition and inclusive education supports. School divisions are required to submit a detailed survey by November 24, which Division leadership will complete in partnership with school leaders.

**For more information,  
contact:**

**Dr. Peter Barron**  
**Superintendent of Schools**  
**barrpete@sperd.ca**



**St. Paul Education**

*Learning Together, Growing Together*

**4313-48 Ave. St. Paul, AB T0A 3A3**

**P: 780-645-3323**

**E:st\_paul@sperd.ca**

**www.stpauleducation.ab.ca**

NOVEMBER  
21, 2025

## AGM

- Tourism Marketing Update and Opportunities
- Providing you Unsurpassed Results for Tourism Growth in 2025 and into 2026!







# CONTENTS...

- About Us
- Importance of Tourism
- Travel Guide Success
- An Amazing Website
- Event Promotions
- Social Media Growth
- Radio Partnerships
- Digital Campaigns
- Parades, Shows, Displays
- Roadtrip Adventure Game
- Tourism Development
- Tips, Trends, Opportunities
- Updates and Upcoming
- Thank you...Contact us



# YOUR REGIONAL TOURISM ORGANIZATION



Over 50 Member  
Communities



RTO/DMO model with Board  
of Directors representing  
Northeast, East and  
Southeast.



Delivering an ROI over 3 to 1  
or More to our Partners!

- **Did you know...** Working with Go East of Edmonton is **Guaranteed to bring people into your community.**
- **We Build Capacity for your Community** by helping you with one on one support throughout the year!



# go east of Edmonton.com

**Your #1 Tourism Marketing Team**



**Kevin D. Kisilevich**  
**Marketing & Development**

Ph: 780-632-6191  
[kevin.goeast@gmail.com](mailto:kevin.goeast@gmail.com)

- NAIT Marketing & Management Diploma
- Economic Developers Alberta - numerous certificates in Community Economic Development Training Program
- Proficiency in Fund Development, Co-op Marketing and Government Grants
- Over 25 years experience in Tourism Marketing & Development



**Jolene Kisilevich**  
**Design & Digital Marketing**

Ph: 780-632-6191  
[jolenek.design@gmail.com](mailto:jolenek.design@gmail.com)

- Graphic Design & Digital (Social Media) Marketing
- Facebook Ads Training
- WordPress Training - Website Design
- Google Ads Training
- Numerous seminars, courses in Social Media, Digital Marketing and Website Design
- Design & layout of the Go East of Edmonton Travel Guide plus Digital Publication
- Over 25 years of graphic experience in Design and Marketing



**Daniell Adair**  
**Marketing & Communications Officer**

Ph: 780-632-6191  
[danielladair.goeast@gmail.com](mailto:danielladair.goeast@gmail.com)

- Joined Go East of Edmonton in April 2024
- Creative Collaborator/ Community Engager/ Social Media Planner
- Digital Marketing Certificate
- Photography, Videography and Consulting
- Certified in Business Management



**Jennifer Filip**  
**Chairperson, Go East RTO**

Ph: 780-608-9240  
[jenniferfilip.goeast@gmail.com](mailto:jenniferfilip.goeast@gmail.com)

- Marketing and Communications
- Organized the 2023 Go East of Edmonton Business & Community Digital Marketing Conference
- Assistance in the Management on the 2023 Go East of Edmonton Roadtrip Adventure Game
- Former Executive Director of Tourism Camrose
- Former Producer of the Growing Rural Tourism Conference.



## Board of Directors

**Board of Directors**  
**Regional Representation**  
from all 3 Areas  
Northeast, East, Southeast

**We have a wealth of knowledge and experience in our Board of Directors who represent:**

- Community Economic Development and Tourism Officers
- Accommodation / Campground Sector
- Ag & Culinary Tourism
- Non-Profit Organizations
- Event Organizers
- Elected Officials - Councillors



### **Part-time Special Projects: Faye Forges**

- Faye has a strong background in content creation, graphic design, photography and video development. She has created content and new community and roadtrip videos among other marketing and development projects.



### **Sara Safa, Bookkeeper**

- Joined Go East of Edmonton in April 2024
- Diploma in Auditing and Accounting
- Baccalaureate Degree in Accounting
- Over 12 years of experience in bookkeeping

### **Student - Kyla Jenson**

- Joined the Go East Team in 2023.
- Communications Assistant - Data Entry, and Administration
- Currently attending UofA

# THE WORK OF A DESTINATION ORGANIZATION

## 1. VISIT

If you built a place where people want to visit, then you have built a place where people want to live.

## 2. LIVE

And if you built a place where people want to live, then you have built a place where people want to work.



## 4. INVEST

And if you built a place where business and residents will invest, then you have built a place where people will want to visit.

## 3. WORK

And if you built a place where people want to work, then you have built a place where business and residents will invest.



# COLLABORATION...

KEEPING IN TOUCH AND ON TOP OF TOURISM  
OPPORTUNITIES TO BENEFIT THE REGION!



**INDIGENOUS  
TOURISM  
ALBERTA**



**EXPLORE  
EDMONTON**



# AB TOURISM IMPACT

## TOURISM ALBERTA'S #1 SERVICE EXPORT

Travel  
Alberta  
Canada

OVER  
**220,000**  
JOBS



**\$10.7B**  
EXPENDITURES  
IN 2022



UP  
**\$600M**  
FROM 2019



## INDIGENOUS

1 in 3 international  
travellers are seeking  
authentic Indigenous  
experiences



Indigenous tourism is  
anticipated to contribute  
**\$166.2M** to Alberta's  
GDP in 2024

## WHERE ARE TRAVELLERS SPENDING THE MOST?

TOURISM SPEND IN 2022



## WHAT ARE ALBERTANS SAYING?

**54%**  
agree a strong tourism  
industry improves their  
quality of life<sup>2</sup>

**82%**  
agree tourism is important  
to economic diversity<sup>3</sup>

OUR GOAL  
**\$25B**  
BY 2035

## 3 NOTEWORTHY TRENDS IN TOURISM



**Wellness tourism**  
Wellness tourists spend 41%  
more than a typical tourist<sup>1</sup>



**Indigenous tourism**  
1 in 2 Albertans are  
interested in Indigenous  
tourism



**Regenerative travel**  
Over 70% of travellers look  
for sustainable services<sup>4</sup>

Sources: <sup>1</sup> Global Wellness Institute, 2023 | <sup>2</sup> Canadian Geographic, 2024 | <sup>3</sup> Stener-Clash, 2023

## 2023 DOMESTIC VISITOR PROFILE

## Alberta Central

Travel  
Alberta  
Canada

TOTAL DOMESTIC  
TOURISM SPEND  
**\$1.4B**

## Domestic Spend



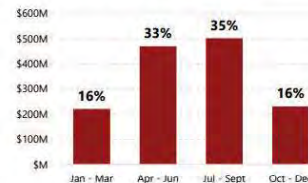
## Trip Purpose

Based on Tourism Spend

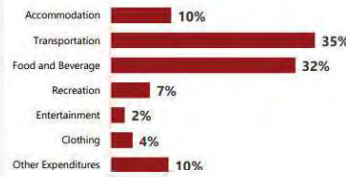


## Seasonality

Based on Tourism Spend

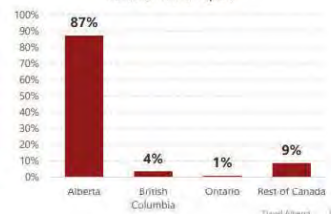


## Spend by Category



## Top Domestic Markets

Based on Tourism Spend

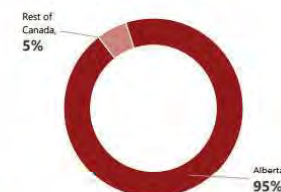


## 2023 DOMESTIC VISITOR PROFILE Alberta Central

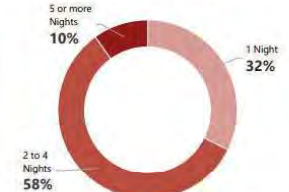
FOR MORE IN-DEPTH TOURISM DATA, VISIT  
[industry.travelalberta.com/research](https://industry.travelalberta.com/research)

TOTAL DOMESTIC  
VISITS  
**9.6M**

## Domestic Visits

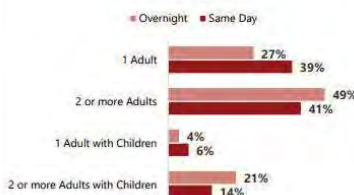


## Length of Stay



VISITS  
SAME DAY  
**6.7M**  
OVERNIGHT  
**2.9M**

## Party Size



## Accommodation Types

**16%** Hotel / motel / short-term rental  
**63%** Home of friends / relatives  
**18%** Campgrounds  
**3%** Multiple accommodation types

## Notes:

- All figures are domestic unless specified otherwise.
- Average Spend calculations for domestic overnight visitors exclude spend at origin/commercial air.
- Tourism spend from international markets at a regional level is estimated by Travel Alberta.
- Availability of international tourism statistics at a regional level is limited. Please see the link to Travel Alberta's Industry Dashboards for air passenger data (domestic and international) into the two major airports of the province: [Air Passengers | Travel Alberta](#).

## Source:

Statistics Canada, National Travel Survey, Visitor Travel Survey 2023; DIO; Travel Alberta.



# GETTING YOU THE BEST RESULTS FOR TOURISM...

## THE #1 MOST TRUSTED BRAND FOR TOURISM IN THE REGION!

Ranked #1 in the region for all Tourism Promotions...

- Travel Guide, Online Travel Guide
- Tourism Website, Events Calendar
- Social Media, E- News
- Digital Marketing
- Roadtrip Videos, Itineraries
- Roadtrip Adventures

Put the **POWER** of  
to Work for **YOU!**



<b>Travel Guide</b> in print & online <i>60,000 copies printed &amp; over 250,000 Readers annually!</i>	<b>Digital Marketing</b> <i>Google &amp; Meta Ads reaching over 2 Million annually!</i>	<b>Roadtrip Videos</b> <i>Over 20 videos created, reaching over 1 Million views!</i>
<b>Tourism Social Media &amp; E-News</b> <i>Over 58,000 Followers!</i>	<b>Tourism Website</b> <i>Over 550,000 Pageviews annually!</i>	 <i>The Game has influenced Roadtrippers to spend over \$1 Million in the region! (2021-2025)</i>

Get **RESULTS**  
with the



**Tourism Marketing**  
in the Region!

### OUR EXPERIENCED TEAM OFFERS:

<b>Tourism Marketing &amp; Development</b>	<b>Digital Marketing</b> <i>Web, Social Media, Videos, Blogs, TV, Radio, Billboards</i>	<b>Most Comprehensive Events Calendar &amp; Tourism Directory</b>
<b>Industry Hub, Training Workshops and Events</b>	<b>Join Our Social Community</b> <i>@GoEastofEdmonton</i> 	<b>Ask about Funding, &amp; Support Programs</b>

**GO EAST of Edmonton Daytrips & Getaways**  
Published by Jolene Kisilevich  
April 24 at 12:09 PM · 129

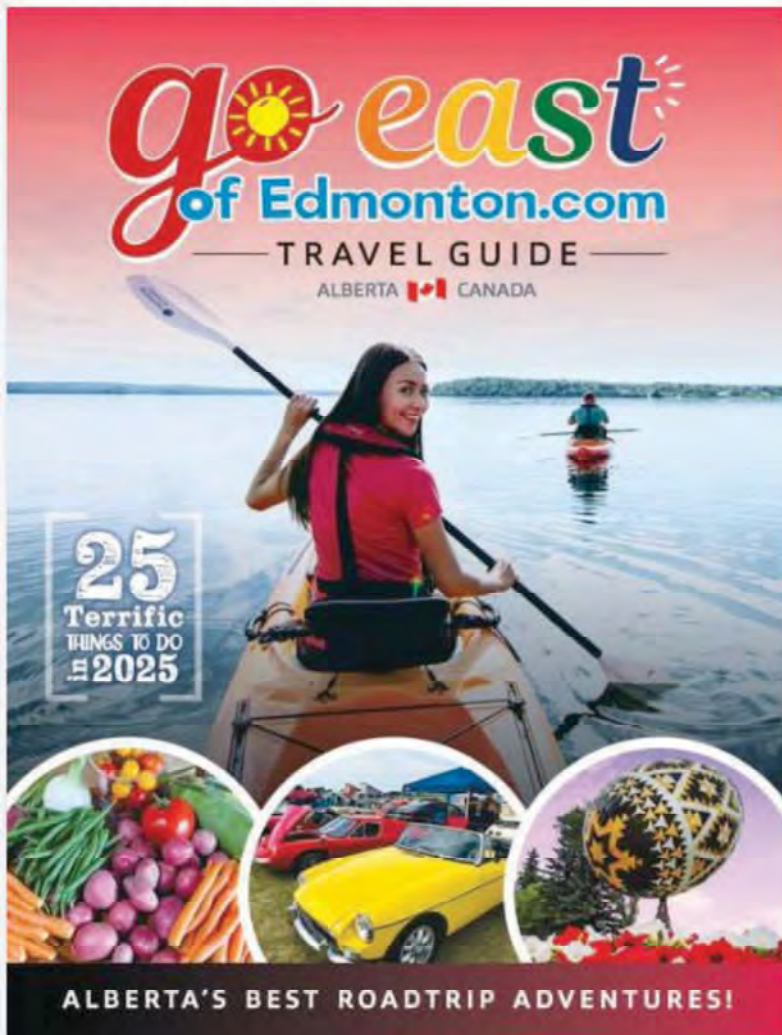
📢 We are so excited to release the 2025 Go East of Edmonton Travel Guide featuring Outdoors, Agritourism, Events and Attractions:

Feature Photos are from: Sir Winston Churchill Provincial Park in the Lac La Biche Region photo by Travel Alberta, plus Maple Park Farm in Beaver County, Reynolds-Alberta Museum and the Town Of Vegreville World's Largest Pysanka! Vegreville & District Chamber of Commerce

Check it out online right off the home page at [www.GoEastofEdmonton.com](http://www.GoEastofEdmonton.com)

👁 Watch for our announcement on where the printed copy will be available this weekend!

#GoEastofEdmonton #AlbertasBestRoadtripAdventures



# 2025 GUIDE LAUNCHED APRIL!

- 57,000 Copies!
- Calls coming in daily asking where to get it.
- Couriers can't even open the box without people taking them!
- **Amazing Social Media Comments...from all over!**
- What A Graphic ! From Ottawa Outdoor Adventure Show.
- Love the new look. Picked up multiple copies for my family and friends.
- **So excited to get it, can't wait to plan my summer.**



READERS SAY...

# IT'S THE BEST ROADTRIP AND STAYCATION TRAVEL GUIDE!

**contents...**

**3 EVENTS CALENDAR**

**ATTRACTIONS**  
8 Great Fun Ideas for Kids  
9-13 Major Attractions  
28 Roadside Attractions

**EAT DRINK SHOP**  
14 Shopping Adventures  
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**NEW LOCALLY INSPIRED ROUTES**  
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7 Winter Adventures  
18 Summer Adventures  
18 Boating & Fishing  
19 Trek the Trails  
20 Go Golfing  
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24 Beaches  
27 **GLAMPING**

**ADD MORE FUN TO YOUR ROADTRIP**

**\$10,000 IN PRIZES!!!**  
**ROADTRIP ADVENTURE GAME!**  
Over 250 winners last year!

**Play & Win!**  
144-148 How to Play, Enter & Win  
**GAMEBOARD INSIDE BACK COVER**

**Sign up now for Roadtrip Rewards!** GoEastofEdmonton.com

Northern Lights over Athabasca Lake at Elk Island National Park by Karen Smith

- Launched Late April.
- **57,000+ copies printed! 150+ pages!**
- **Over 10,000 copies distributed every week for its first month!**
- Over 350 locations Edmonton area!
- Over 500 locations Go East region!
- Over 100 locations other AB & SK!
- At Best Vic's in Alberta.
- Total of over 1000 locations.
- Learn more and see all the Testimonials at..
- [goeastofedmonton.com/travel-guide/](http://goeastofedmonton.com/travel-guide/)

# TRAVEL GUIDE – GREAT RESULTS

## GETTING MORE POPULAR EVERY YEAR!

- #1 section on the Go East of Edmonton Website!
- #1 Way people found out about Roadtrip Adventures from recent Surveys!
- The only Comprehensive Regional Travel Guide at Visitor Centres all over the region!
- Magazine given out across Edmonton! Up to 2000+ copies per week were being picked up.
- Over 1000 locations in AB and over 300 in Edmonton area.



- Endless Testimonials keep coming in...
- “Best Roadtrip Guide Ever!” by many people
- Go East of Edmonton Magazine is #1 Advertising seen by people who came to Pysanka Park in the 2024 Vegreville Visitor Centre Survey.
- “This book has changed our lives...within 4 days of visiting the area, our house was for sale in Airdrie and now live in Vegreville. Thank you so much, this is amazing to know there is so much in this area to do...”



# PRINT MAGAZINE REVIVAL

## ADS IN TOP MAGAZINES LIKE GO EAST LEAD TO RESULTS & SALES!

Readers are not only more likely to make purchases based on what they read in magazines, they're also more likely to remember the ads they see in print compared to those on websites or social media.

### Brand Power Resurgence

#### Trust premium

Strong brands cut through AI noise

#### Traditional channels revival

Offline marketing regains importance

#### Direct connection strategy

Events and experiences differentiate

#### Human authenticity

Real voices stand out against AI



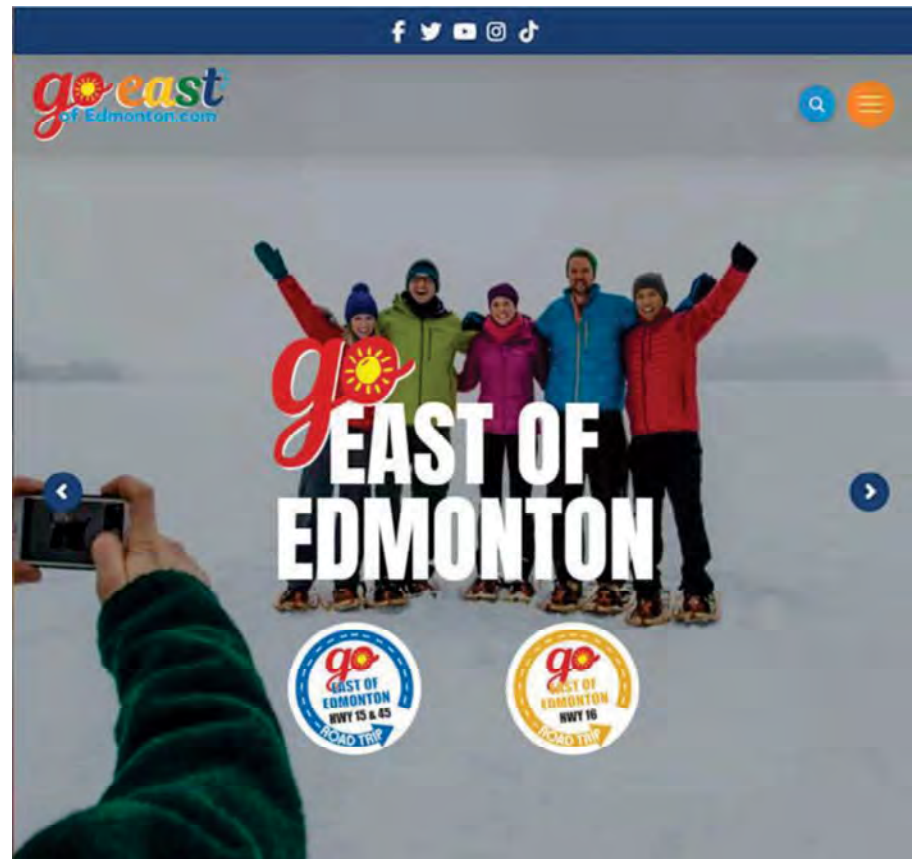
# AN AMAZING WEBSITE!

*WORLDWIDE PEOPLE FROM OVER 500 COMMUNITIES*

*VISIT THE WEBSITE!!*

*77% MOBILE, 23% DESKTOP.*

- **Annually 11 Million Google Searches** and nearly **200,000 clicks** into the Website !!
- Over **2000 pages** indexed with Google!
- Some **Communities searched over 100,000x** and some **businesses over 50,000** searches from Go East Website!
- **Incredible Traffic Drives Results**
- Total users is 250,000+, sessions/visits is over 330,000, and pageviews is **over 550,000 annually!**





# ROADTRIP STRATEGY...A BIG SUCCESS!





# ROADTRIPS BY REGION...

ORGANIZED > REGION > HIGHWAY > COMMUNITY

## Go East of Edmonton

Go East of Edmonton and see Where Culture Meets Adventure! Highways 15-45 and Highway 16 are your main routes for a scenic ride to explore the Birthplace of Ukrainian Settlement, the Beaver Hills Biosphere, Elk Island National Park, the Vermilion River Region & more.



### Highway 15, 45 Tour

This route will take you through the city of Fort Saskatchewan, Lamont County, as well as many towns and villages, including Bruderheim, Chipman, Two Hills and more.

HWY 15, 45



### Highway 16

This route takes you East of Edmonton from Sherwood Park, the newly established Beaver Hills Biosphere through Vegreville, Vermilion to Lloydminster at the Saskatchewan Border. Enjoy lots of awesome attractions and shops all along the way.

HWY 16



## ROADTRIPS BY REGION

60+

...communities and regions to explore!

450+

... attractions, campgrounds & accommodations in our directory!

GO NORTHEAST

GO EAST

GO SOUTHEAST

# Town of Vegreville

EXPERIENCE. RELAX. ENJOY.

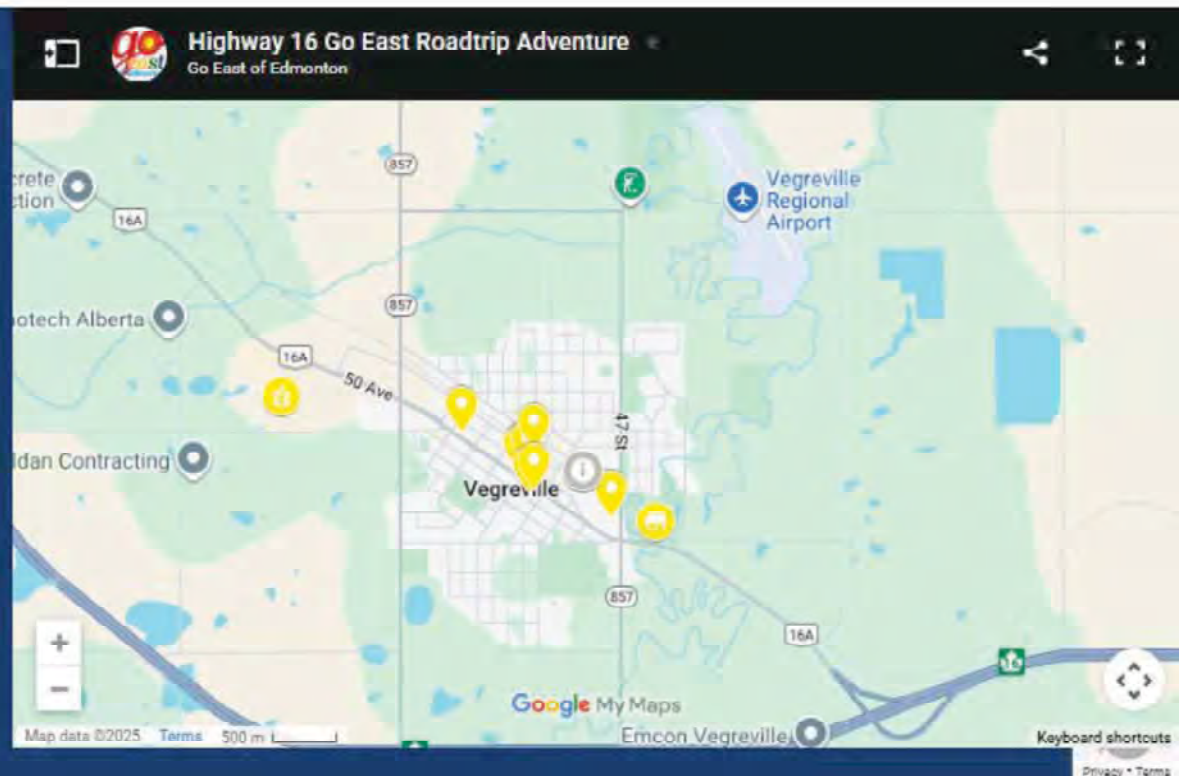
Vegreville has a rich history with many new shops and services which makes this growing community of over 6,100 residents a welcoming stop to come make some memories and have some fun! Only an hour's drive from Edmonton on Highway 16, It's a great place for daytripping, a getaway, or a planned vacation.

## ROADTRIP ADVENTURES

View our interactive map and get started on your trip along Highway 16!

- See the Roadtrip Game
- Sticker Stations
- Events along this Route
- Deals & Offers
- Recommended Businesses

LEARN MORE ABOUT THE ROADTRIP ADVENTURE GAME







## ACCOMMODATIONS

### Stay at Vegreville Suites

Regional Map

Hwy 16 Road Trip Video

## VISITOR INFORMATION

Located by the Pysanka, off Hwy 16A  
Free Borrow-A-Bike program, plus  
Paddle Boats and Mini Golf.

Open May to September

780-632-6800 or 780-632-3100

# VEGREVILLE ATTRACTIONS

Take a road trip to see the **World's Largest Pysanka** (Ukrainian Easter Egg) at the **Pysanka Park** just off Hwy 16A in Vegreville at the east end of town. This amazing, giant **Ukrainian Easter Egg** was built in 1974 as a monument to honor the RCMP and its long history of bringing peace and security to the area. Strike a pose like you are picking up the Pysanka and share it using #PickUpThePysanka. Beyond being a fantastic spot for selfies, there are numerous family-friendly activities such as camping, biking, fishing, or enjoying an afternoon picnic. Don't forget to visit the **Visitor Information Centre**, for souvenirs and gifts, open from May to late August. Play a round of mini golf at the **Pysanka Putt-Putt**, a 9-hole course! Or, rent the paddle boats at the Elks Pond for only \$5 per boat. Kids can have a blast at the playground and trails, fishing in the pond and cool off with delicious hard ice cream from the Concession. Explore the area using a complimentary bike from the Visitor Centre for FREE. Camp next to the Pysanka Park, the **Vegreville Municipal Campground** offers 65 sites, featuring both powered options for RVs and non-powered sites suitable for tenting.

Build a Vegreville tour of significant stops and visit the internationally recognized **Rotary Peace Park**. It features a Peace Grove of 12 trees, where you can relax and enjoy the park

created through the dedication of tireless volunteers and community builders. It offers serenity and a large picnic area and shelter with a fireplace. You can book this beautiful and serene park for your next family function.

Nearby, is another one of its kind Canadian attraction; the **Our Lady of the Highway Shrine** along Highway 16. Our Lady is beautifully sculpted from Italian white marble. Behind the monument are exquisitely marked stones displaying the Stations of the Cross in a tranquil park setting. The Knights of Columbus maintain this area for your enjoyment and reflection.

The **Vegreville Aquatic and Fitness Centre** offers something for everyone: swimming pool, a twister waterslide, aqua rock climbing wall, whirlpool, sauna, fitness room, racquetball court, indoor ice arena, and a dance studio. Within walking distance, you will find the **Lions Club Community Spray Park & Playground**, a tennis court, and the Vegreville Agricultural Society Grounds. For some added fun, take the kids to the **Vegreville Rotary Skateboard Park**, located north of the Composite High School, accessible from Highway 16A.

## Shop at the Park!

Pysanka Park Market runs Thursdays  
4:30 pm - 7:30 pm June to August  
Baking, Veggies, crafts and more!



## Discover Downtown!

Stroll through historic downtown shopping district. Find a selection of unique gifts, souvenirs, fashions, food and more!



## VEGREVILLE EVENTS

Don't miss out on the **Dash to Summer** event! Enjoy thrilling activities like Chariot and Chuckwagon races, an Open Horse Show, Beer Gardens, entertaining Chicken Races, The Chicken Costume Dash for Beer, and a competitive Bean Bag Tournament. With a variety of delicious food trucks and convenient on-site camping, this event is packed with fun for everyone!

Enjoy the exciting **Father's Day Event** with a huge Show 'n Shine, awesome demolition derby, and much more!

Join the Canada Day festivities for a **Party in The Park & Colour Run** at the Pysanka.

Celebrate Ukrainian Culture at **Vegreville's Ukrainian Pysanka Festival**. Enjoy three days of cultural immersion at the Vegreville Exhibition Grounds. Free Main Gate Admission! There will be four amazing grandstand shows, dance competitions, Pioneer Village demonstrations, Cultural showcase stage, Authentic Ukrainian cuisine, shop at the Yarmarok Market for Ukrainian souvenirs, and dance the night away at the evening Zabavas. Camping is available.

Travel back in time at the **Medieval Faires & Artisan Markets** at the Vegreville Fair Grounds.

The annual **Vegreville Country Fair** is a highly anticipated event for young and old alike. It kicks off with a spectacular parade Wednesday morning. Highlights include a fantastic midway, grandstand performances, and the ever popular Canadian Chuckwagon Finals. Check out the horse show, bandshell and children's activities, petting zoo, tractor pulls, kids mini tractor pulls, strong person competition, beer gardens, trade show, mouthwatering food, and don't forget the fireworks on Saturday night.

Experience the excitement of high-speed action at the **Drag Racing** events held at the Vegreville Speedway, located at the Airport.

Get ready to break a world record! Join the excitement in Vegreville at the **World's Largest Egg on Spoon Race**, where thousands will gather at Pysanka Park to honor Alberta Day and the 50th anniversary of the legendary Pysanka. It's your chance to be part of a Guinness World Record attempt, balancing eggs, racing with friends, and celebrating the town's famous "big egg" in the most egg-citing way possible.

The **Vegreville Corn Maze** is a blast for all ages! Featuring wagon rides, a farmers market, live music, yard games, a corn-eating contest, and plenty of other fun activities.

Get into the holiday spirit at **A Very Vegreville Christmas** with a festive Parade and Light Up!

Location:



Location



A Very Vegreville Christmas



www.vegreville.ca



Vegreville Legion Breakfast Buffet





## OUTDOORS

Explore your surroundings at the **Vegreville Municipal Campground and Pysanka Park**. Cast your rod in the picturesque trout pond. Walk or bike around Vegreville and be sure to check out the path near the winding Vermilion River, which is part of the Community Linked Trail System. Let the kids burn off some energy at the playground, skateboard park or at the outdoor fitness park. Make sure to stop by the Travel Alberta Accredited Visitor Information Centre (VIC) on Pysanka Avenue, to meet the friendly knowledgeable staff and check out the great Ukrainian souvenirs.

Enjoy many species of birds while fishing at the **Rainbow Park Reservoir** located just south of town. This scenic parcel of land boasts a man-made lake that is stocked with trout by Alberta Fish and Wildlife. It's a very popular fishing hole.

Tee off at the **Vegreville Kinsmen Golf Course**, which features fantastic greens, challenging fairways, and lots of water that comes into play on five of the nine holes. Are you ready for the challenge?

The story of Vegreville's historic downtown is told through plaques that line the sidewalks leading past unique boutiques and gift shops in buildings that date back to the early 1900s. Enjoy the beautiful **Rotary Rendezvous Park** at the corner of 50th Street and 50th Avenue, and to the south you will see the Canada 150 Anniversary Mural Mosaic Art Piece.



## EAT SHOP STAY

For eats and sweets, Vegreville is the place to be! Don't miss the Pysanka Park Market under the open skies every Thursday evening from mid-June through early fall, off Hwy 16A. On Main Street is **Prime Cuts Meat & Deli**, home to Vegreville Garlic Sausage. They also carry a great selection of specialty Ukrainian items including perogies and cabbage rolls. **Boston Pizza** or **Vito's Steak and Pizza House** have you covered for a nice relaxing meal out, offering eat in or take out services.

Shop downtown Vegreville: Visit **Veggie Engraving Ltd.** for unique gifts, souvenirs, jewelry, and so much more. Next door you can visit **Vegreville Natural Health Centre** featuring genuine herbs, grains, and supplements to help you live a natural and healthy lifestyle. Authentic handmade Ukrainian ceramics, tablecloths, wooden ornaments, and icons are available at the **Ceramic Cottage**. For a large selection of gifts, souvenirs, and travel needs shop at **Vegreville Drug Mart**. Savor a hearty lunch and a specialty coffee at **The Nest**, then head next door and enjoy boutique shopping at **Envy Boutique** for stylish women's clothing and accessories, and **Sole Train** for high-quality, comfortable shoes for men, women, and kids. Get yourself looking and feeling your best!

On the east side of town, stock up or replenish your groceries and supplies for your road trip at **Adam's No Frills**. They have you covered with value pricing that's simply hard to beat.

On the west side of town, you can stay at the **Vegreville Suites** located within walking distance of shops and restaurants. For a complete list of businesses, clubs and services visit **VegrevilleDirectory.ca**.



## SERVICES

Planning a celebration in Vegreville? Make it unforgettable at the beautifully restored **Vegreville Train Station**, a vintage 1930s gem available for rent, complete with modern amenities and timeless charm.

For a more intimate and inspired gathering, connect with **Awaken Events**, offering private bookings that blend wellness, creativity, and soulful experiences tailored to your vision.

If you're looking for a lively community vibe, the **Royal Canadian Legion** hosts weekly events like Bingo, Poker, and Darts, plus full-service catering and bar options for birthdays, retirements, and more!

When it comes to vehicles, **Grant Miller Motors** is Vegreville's trusted source for Chevrolet, Buick, and GMC, offering top-notch service and a wide selection of new and certified pre-owned models.

Stay connected with local happenings by tuning in to the award-winning **The Ranch 106.5** radio station—your source for local news, sports, weather, and more. Tune in every Friday morning at 8:15 am for the "Go East of Edmonton Regional Events Rundown."

Be sure to follow the **Vegreville Directory** Facebook page to stay up-to-date with what's happening in and around the Vegreville community.

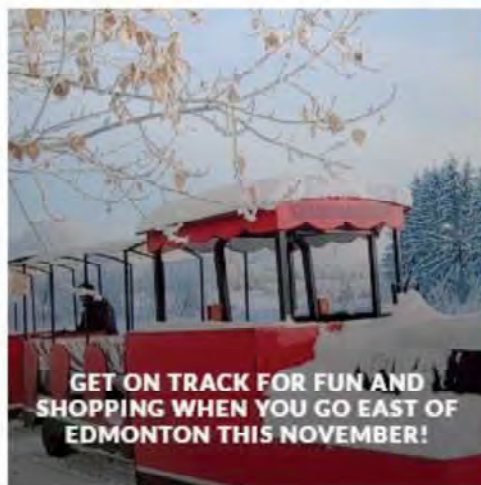






## TRAVEL IDEAS & ITINERARIES

In and Nearby Along HWY 16



[Load More](#)







## Website

ANNUAL REACH

500,000+ Pageviews

300,000+ Sessions/Visits

200,000+ Online Travel Guide Pageviews

30,000+ Leads to Partners

### Regional Tourism Directory

100,000+ Pageviews

1000+ Featured Webpages

1000+ Views on each Box Ad



### From Kicks To Kids Maternity & Children's Boutique Featured Box Ad

Mom + Baby + Kids Why Go? Kicks to Kids shines as a vibrant boutique that caters to moms, babies, and kids with an array of clothing and so much more. It's the go-to place whether you're gearing up for the arrival of a new little one, navigating the

[Read more...](#)

## You Get a Webpage which is a fully Featured Mini Website that includes:

- Links to your website and social media with map & contact info
- Pictures and/or Videos
- Why Go?, What's Unique?, Description of your business
- Add a Special Offer and get more results
- Box Ads and other links throughout the website drive traffic to your business page

### From Kicks To Kids Maternity & Children's Boutique



[Details](#) [Photos](#)

#### Mom + Baby + Kids

##### Why Go?

Kicks to Kids shines as a vibrant boutique that caters to moms, babies, and kids with an array of clothing and so much more. It's the go-to place whether you're gearing up for the arrival of a new little one, navigating the adventures of motherhood, or in search of the ideal gift for a loved one. They have a passion for offering unique, high-quality products. Located in the heart of downtown Camrose, Alberta.

Interested in staying up to date? Visit their [Facebook](#) and [Instagram](#) and remember to check back often as they continue to add amazing products and incredible deals!

##### What's Unique?

From Kicks to Kids offers more than just apparel! Explore their "Play" section for the latest and most exciting toys and books.

To save your Trip Lists, register on this site. Learn more about [trip planning](#) and [how to register here](#).

Category: [Camrose](#), [Camrose County](#), [Drink](#), [Eat & Shop](#), [Fashions](#), [Gifts](#), [Highway 13](#), [Shopping](#), and [Southeast of Edmonton](#)

Address: 4929 - 50 Street  
Camrose  
Alberta  
Canada

Phone: (587) 844-2811

[Website](#)

[Facebook](#)

[Instagram](#)

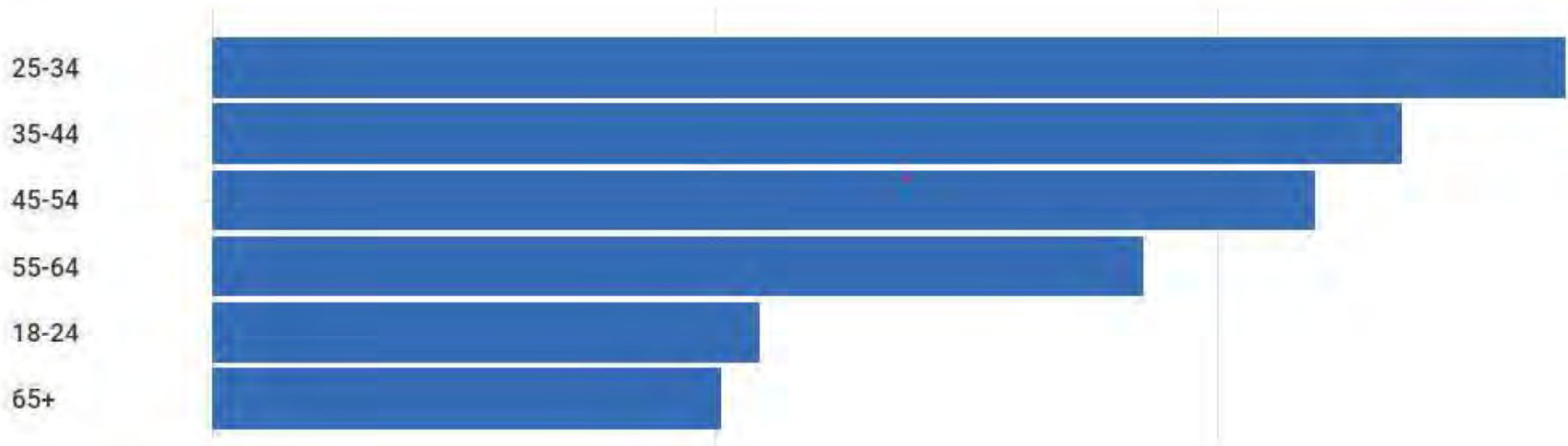
Open now: 10:00 am - 5:30 pm

Special Offers:  
Flat Rate \$10 Shipping + Free In store  
Pick-up

Go East is the  
#1 highest traffic  
Regional Tourism  
Business Directory  
(Eat, Drink, Shop, Stay, Do)

# AUDIENCE DEMOGRAPHICS OF WEBSITE AND ONLINE TRAVEL GUIDE

- All Age Groups use Go East of Edmonton. See chart below.  
57.5% Females, 42.5% males as per Google Analytics
- Top Interests of Visitors – Google Analytics
- Food and Dining, Shopping, Entertainment, Outdoors, Travel, Accommodations, Wellness, Home and Garden.



# TOP PAGES & USERS

## WWW.GOEASTOFEDMONTON.COM

### Top Content

- Travel Guide-Online Guide (200K+)
- Events calendar and Major events (200K+)
- Outdoor Adventures, golfing, lakes/fishing, parks, camping- (100K+)
- Roadtrip Adventure Game, Roadtrips, communities, attractions (100k+)
- Businesses, eat, drink, shop, stay (100k+)
- **Over 13,000 pageviews annually for** #1 Blog...12 Great Lakes & Beaches near Edmonton



### Where are they from?

- **Alberta 205,000 USERS**
- BC 18k+, Ontario 5.8k+, Sask 4.5k+, USA 9.1K+
- Vancouver 6.6K+
- **Alberta Users...**
- Edmonton + area 100k+, Calgary + area 45k+
- Sherwood Park 9.6k+, St Albert 4k+, Fort Sask 3.9k+
- Camrose 4k+, Lloydminster 3.8k+, Veg 2.7k+
- Red Deer, Lacombe, Stettler 7.7k+
- Medicine Hat, Lethbridge 5.7k+
- Edson, Hinton 5.4k+
- Canmore, Banff 3.6k+, Drumheller 2.5k+
- Cold Lake, Bonnyville, Wainwright, Provost, Tofield, Wetaskiwin, St Paul, Vermilion, Lac La Biche, Fort McMurray. All 1000+/- users.





### Chipman Coyote Country Christmas

Celebrate Christmas on November 22 at the Chipman National Hall. Featuring crafts, wagon rides, turkey dinner, and more!

Kids Christmas Crafts (2 pm to 4 pm)

Wagon Rides (1 pm to 4 pm)

Christmas Craft Sale (12 pm to 4 pm)

Christmas Tree Light Up (4:45 pm)

Turkey Dinner (5 pm)

Concession (12 pm to 8 pm)

Chipman Ag Society | Facebook

**DATE**  
Nov 22 2025

**TIME**  
12:00 pm

**LOCATION**  
Chipman  
Chipman

**CATEGORY**  
Children's Activities  
Christmas  
Culinary  
East of Edmonton  
Highway 15  
Miscellaneous

**ORGANIZER**  
CHIPMAN AGRICULTURAL SOCIETY

**SHARE THIS EVENT**

f x in e

2025 Go East of Edmonton Travel Guide



# GET YOUR EVENTS IN THE CALENDARS!

- Submit Every Month or as they are announced !



- Major Events Traffic!!

MAY	
1-3 Cherry Lane Cinco de Mayo Theme Week	11 Myrnam Mother's Day Brunch
2-4 Sedgewick Town-Wide Garage Sale	11 Vilna Mother's Day Market
3 Basil's Show 'n Shine	11 TWO HILLS WAYSIDE MEMORIAL BLESSING OF THE BIKES See ad page 77.
3 Bonnyville SPAC Heartstrings & Honky Tonks	11 Egremont Mother's Day Brunch
3 Egremont Garage Sale	15-18 Sherwood Park YEGPin Pinball/Arcade Expo
3 Vegreville Spring Home & Makers Market	17 Sir Winston Churchill Park Music in the Forest
3 LAMONT BULLARAMA SUPREME	17 BATTLE RIVER SIP N' RIDE TRAIN EXCURSION Forestburg See ad page 135.
3 Mundare Town-Wide Garage Sale	18 Boyle Shoreline Market
	19 UKRAINIAN CULTURAL HERITAGE
	24-25 Tofield Community-Wide Garage Sales
	25 Josephburg Classic Gymkhana
	25 Camrose Fly-In Breakfast
	25 Tofield Obsidian Circle of Love Bridal Fair
	26 Round Hill Spring Market
	29 Fort Saskatchewan Eagles Tribute
	30 Vegreville Legion Steak Fry
	30-01 VEGREVILLE DASH TO SUMMER & OPEN HORSE SHOW See ad page 93.
	31-01 Cadogan Stampede
	31 Elk Point Show 'n Shine
	31 Leduc Town-Wide Garage Sale



# SOCIAL MEDIA GROWS TO OVER 58,850 FOLLOWERS!

100,000- 500,000 PEOPLE REACHED MONTHLY.

- 10-20% more followers annually year after year!
- In summer Meta reach at over 500,000 per month
- Nearly 9 Million Views annually
- Over 2 Million people
- Each **E-News** promotion sent to **over 10,000** people.
- From Insights we can help you **sell more product**, reach **2x to 10x more people**.



Reaching over  
**2 Million** Annually

**39,500+** Followers

@GoEastofEdmonton

#GoEastofEdmonton

(as of Nov '25)

What we do...

**Featured posts include:**

- Mark Your Calendar Monday!
- Tasty Tuesday
- Wild Wednesday
- Where to Stay Wednesday?
- Thrifty Thursday
- Recommended Roadtrip Stop
- What's on this Weekend?

**Tag Us @GoEastofEdmonton**

**Use #GoEastofEdmonton**

**Instagram & TikTok**

Ask us about

• Highlights

• Stories

• Reels and more!



GO EAST of Edmonton Daytrips & Getaways

Published by Jorane Galloway

July 18

Tasty Tuesday Feature

Big Willy's Bar at The Heister Hotel - *Serving incredible, homemade dishes!*

**Why Go?** Big Willy's Bar is a family-friendly and sports-themed pub located inside the Heister Hotel.

**What's Unique?** Cool off with delicious Foothills Ice C... See more

**#TastyTuesday**





Lloydminster Christmas Craft Fair & Chamber Expo #GoEastOfEdmonton #lloydminster  
Lloydminster Chamber Lloydminster Exhibition Association



GO EAST of Edmonton Daytrips & Getaways  
Published by Jolene Kisilevich • October 30 at 9:49 AM •

It's a magical place this time of year!!!

**BUCKSKINS EMPORIUM - Christmas Gala**  
Your Christmas Shopping Destination!  
Saturday Nov. 1st 10:00 am - 8:00 pm  
Sunday Nov. 2nd 10:00 am - 8:00 pm  
Located only 6 miles northeast of Camrose! 19453 Tiwp Rd 474

If you can't make it out this weekend...  
November & December Store Hours:  
Monday to Saturday 10 am - 5 pm  
Special Group Shopping Bookings Available  
[https://goeastofedmonton.com/\\_/camr.../buckskins-emporium/](https://goeastofedmonton.com/_/camr.../buckskins-emporium/)  
Buckskins Emporium | Tourism Camrose | Camrose County  
#GoEastOfEdmonton #AlbertasBestRoadtripAdventures



See insights and ads

Boost post

You, Tourism Camrose, Nopie Park Farm and 21 others

2 comments • 11 shares

# EVENTS & BUSINESS POSTS, REELS, STORIES DRIVE TRAFFIC!

GO EAST of Edmonton Daytrips & Getaways  
Posted by Jolene Kisilevich  
10h •

**Step back in time on this #TastyTuesday!**

Have you been searching for a fabulous eatery where you will find old fashioned quality and service in a well done retro atmosphere and with a mouth-watering menu? Your search is finally over! **Jennie's Diner & Bakery** in Bonnyville is a must-stop when road-tripping northeast of Edmonton!

**TIP!** You can purchase Gift Cards - perfect for Christmas Stocking stuffers! 🎄🍰

#GoEastofEdmonton Town of Bonnyville



[goeastofedmonton.com](https://goeastofedmonton.com)

**Jennie's Diner & Bakery | Go East of Edmonton**

Posts About Photos Videos More

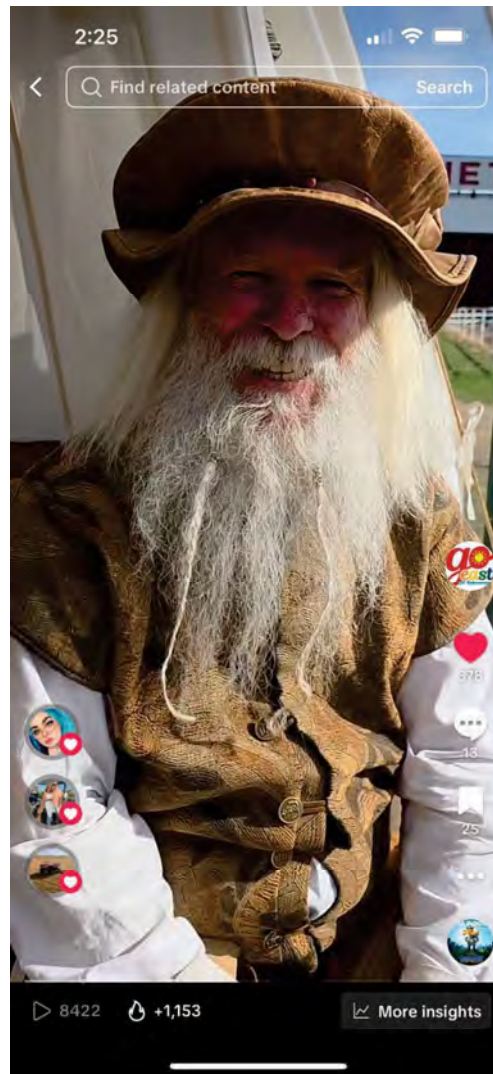
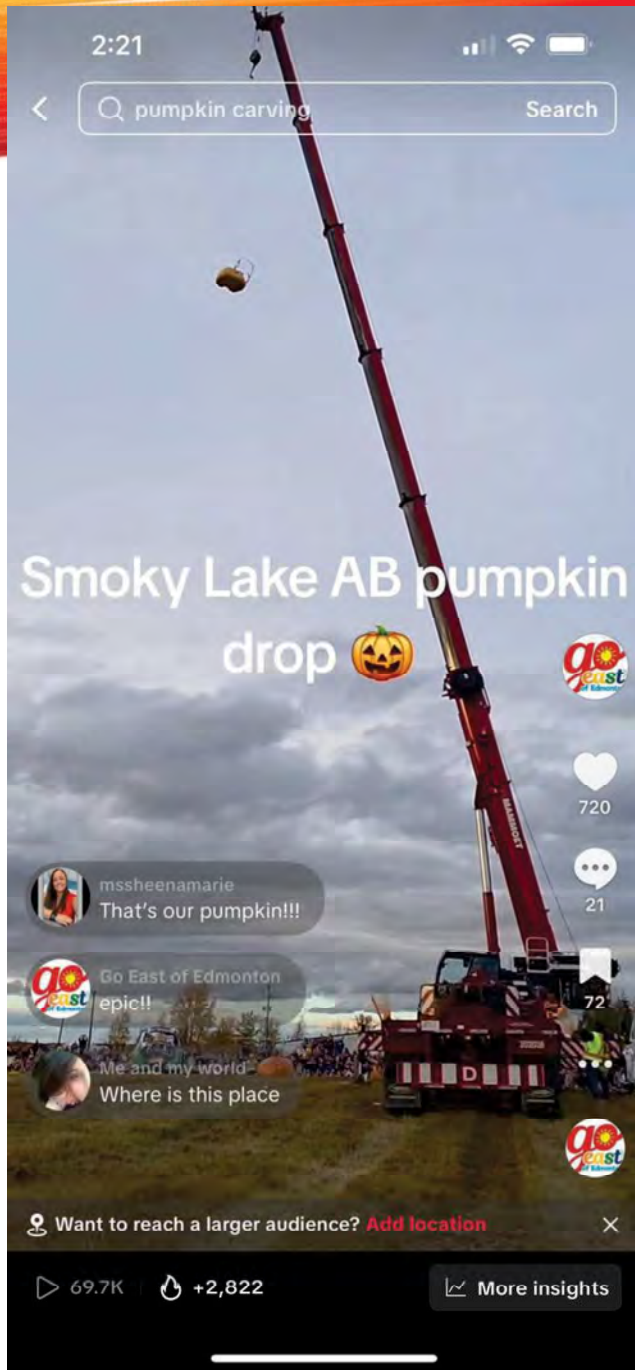
GO EAST of Edmonton Daytrips & Getaways  
Stories • 21h •



realspiritwomensboutique



# UNIQUE IS BEST ON TIK TOK AND KEY SOCIALS





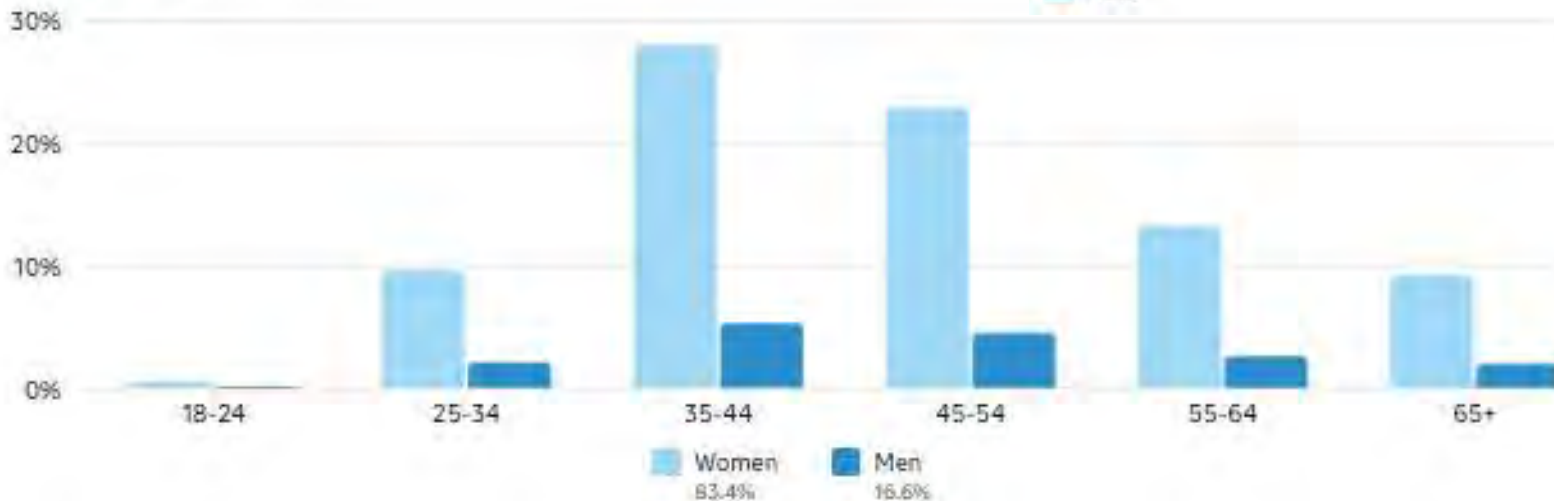
# FACEBOOK AUDIENCE OVER 2 MILLION META REACH ANNUALLY

## Followers ⓘ

Lifetime

39,547

## Age & gender ⓘ



## Top cities

Edmonton, AB, Canada

38.8%

Sherwood Park, AB, Canada

4.7%

Saint Albert, AB, Canada

2.6%

Spruce Grove, AB, Canada

2%

Fort Saskatchewan, AB, Canada

1.9%

Camrose, AB, Canada

1.8%

Leduc, AB, Canada

1.8%

Lloydminster, SK, Canada

1.8%

Calgary, AB, Canada

1.7%

Vegreville, AB, Canada

1.6%



GO EAST of Edmonton Daytrips & Getaways

Published by Jolene Klotz

April 17 at 9:33 AM

UPDATE: April 21 and Gas is still at \$101.9 in Vegreville - AND we've got more exciting news!!! We have officially launched the new 2025 Go East of Edmonton Travel Guide! From awesome Roadtrips, Exciting Events, Amazing Attractions and so much more --- you don't want to miss out! Check it out online at [www.GoEastofEdmonton.com](http://www.GoEastofEdmonton.com)

April 21 update: Gas price is \$101.9

April 20 update: Gas price is \$101.9

April 19 update: Gas price is \$101.9

April 18 update: Gas price is \$103.9

Check out yesterday's gas price in the Town Of Vegreville at Pysanka Plaza only \$105.9!!! Take a roadtrip this weekend to visit the **World's Largest Easter Egg** and fill up in town!

#GoEastofEdmonton #AlbertasBestRoadtripAdventures

Vegreville Directory



See insights and ads

Boost post

425

88 comments 88 shares

# SOCIAL MEDIA UNBELIEVABLE RESULTS!

- Best gas price in Alberta is Vegreville...in April.
- At one time the price was .99 cents/litre!
- **We promoted It – It went Everywhere!**  
Comments on it from Across Canada!
- **Over 278,874 post views on one post.**  
**209,400 people reached**
- **Best April ever on Social Media!**
- **628,645 views, 274,486 reach**
- 3271 Content Interactions, 258 follows



10:38



## < Insights



Your Facebook views increased by **55.1%** in the last 28 days

### Views

2.2M ↑ 55.1%

### Content interactions

13.1K ↑ 24.5%

### Messaging contacts

9 ↓ 10%

### Follows

488 ↑ 7.5%

## Top content by views

[See all](#)


## Recent ads

[See all](#)


Active · Finishes in 5 days

Post: "ALBERTA OPEN FARM DAYS - August 16 & 17, 2025"

Ad - Aug 8, 2025

## Content overview

Breakdown: Organic/ads ▾

All Reels Live Posts Stories

### Views

6.6M ↑ 292.7%

### Reach

821.6K ↑ 103.3%

### 3-second views

81.8K ↑ 2.1K%

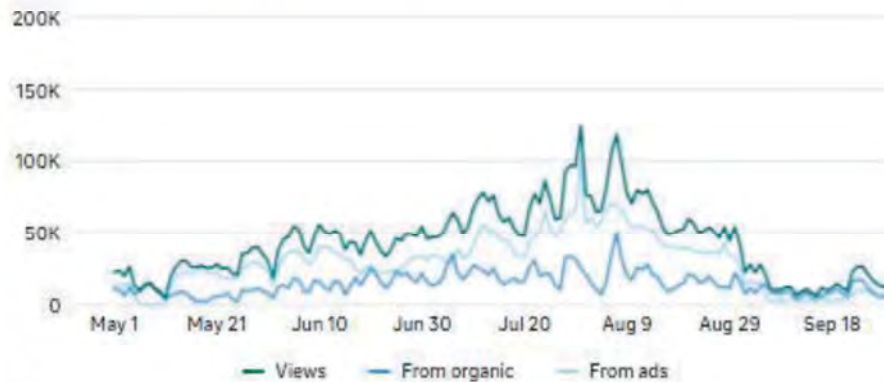
### 1-minute views

893 ↑ 8.0K%

### Content interactions

38.5K ↑ 310.1%

W



### Views breakdown

May 1 - Sep 30

Total  
6,616,364 ↑ 292.7%

From organic  
2,175,612 ↑ 76.9%

From ads  
4,440,752 ↑ 876.2%

## Top content by views

[Boost content](#)
[See all content](#)


# HELP US TO HELP YOU!

## Event Promotions!



Email us your Events for the Calendar!



DIY- Submit your events on our Website.



Send us your photos and event posters!



Events are promoted weekly on Web & Social, and Campaigns



**RADIO PROMOTIONS** every week promote events and businesses!

## Social Media Promo!

- Email us monthly- yearround with your sales, events, promotions!
- Contact us to discuss any special promotions
- Get more shares if you Tag Us @goeastofedmonton
- **Every day we do what other media doesn't – we promote our partners sales, and events from across the region!**
- **TOURISM DIRECTORY** needs your updated photos and content!



# RADIO PARTNERSHIPS... YEAR-ROUND TALK SHOW PROMOTIONS

2025 Stingray Sponsorship from CFCW



Started in April 2023... **Country 99**

Lakeland area Radio Talk show- once monthly



**Weekly Radio Talk Show Friday 8:15 am**

[www.Country106.ca](http://www.Country106.ca)

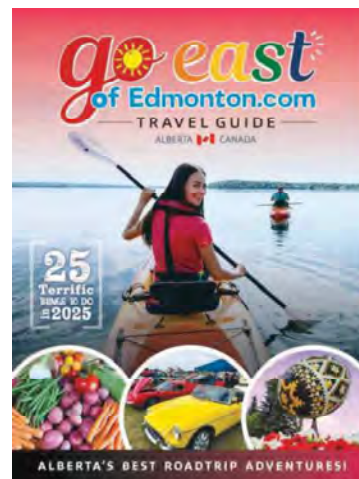
- **Milestone Reached Over #450 Shows in January 2025!**  
(Since April 2016)
- 10+ Minutes of Regional Tourism Talk and Promotion.
- Promotes Events, Attractions and Businesses Weekly.





# ANNUAL TRAVEL AB GRANTS SUPPORT DIGITAL MARKETING **GO EAST SUMMER CAMPAIGN**

- Take advantage of the Go East year-round Digital Campaigns!
- Meta and Google Ads reach Millions!
- Plus Billboards, Radio, Tv and More!
- **Millions Reached!**





# OVER 200 BLOG ARTICLES -GROW TOURISM

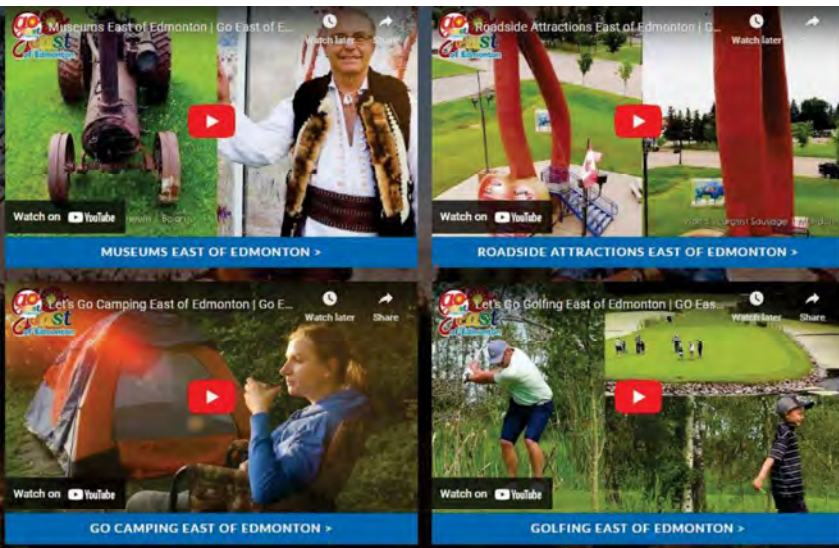
- **Over 200 blog Articles have been written and posted** on the Website- and promoted by digital advertising.
- Each Region has been promoted in over 100+ Blog Stories.
- **North + Northeast of Edmonton- Lakeland Region**
- **East of Edmonton**
- **Southeast of Edmonton- Battle River Region**
- Every community in the region benefited from this ongoing effort to bring in new content and new visitors.
- Includes Influencer Articles
- <https://goeastofedmonton.com/trip-ideas-stories/>



## Hot Tips and Top Things to do in September...

AUGUST 26, 2025 /  
EAST OF EDMONTON, EVENTS, HIGHWAY 13, HIGHWAY 14, HIGHWAY 15, HIGHWAY 16, HIGHWAY 2, HIGHWAY 23,  
HIGHWAY 29, HIGHWAY 43, HIGHWAY 55, NORTHEAST OF EDMONTON, OUTDOOR ADVENTURES, PHOTO CONTEST,  
ROADTRIP ADVENTURE GAME, SHOPPING, SOUTHEAST OF EDMONTON, SUMMER ADVENTURES

- **Amazing E- News Results**
- Over 10,000 followers
- 15+ Campaigns annually
- Over 50% Opens
- Hundreds of Clicks per issue
- Reaches **Over 300,000 Pageviews!**

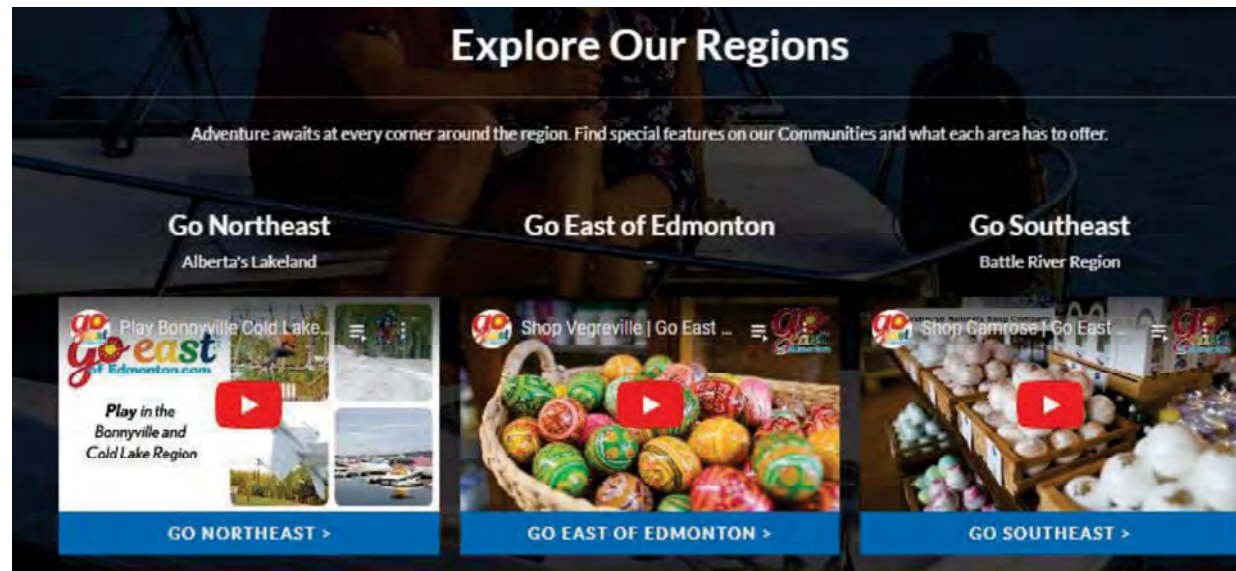
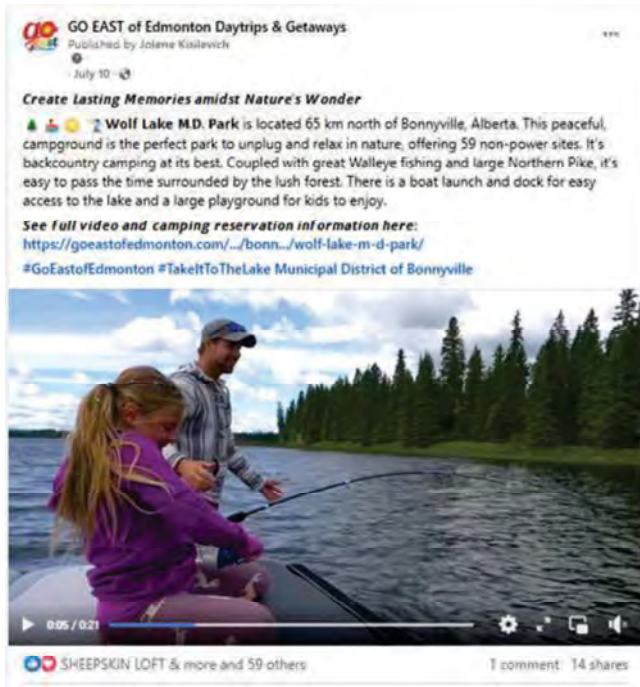


# OVER 1 MILLION VIEWS!

## OVER 30 VIDEOS CREATED PLUS FEATURED VIDEOS PROMOTED

**Eat-Drink-Shop, Roadtrips, Attractions, Adventures, Top Communities...**

Includes tourism operator, roadtrip compilation videos.





# SUMMER DIGITAL GLOBAL TV CAMPAIGN

- Morning News Ads
- Edmonton TV Campaign, June to July.
- June 17 Live Interview on Morning News
- Kevin's 10<sup>th</sup> time on Global live
- [www.goeastofedmonton.com/videos](http://www.goeastofedmonton.com/videos)



Image 1



Image 2



Image 3



# SPORTSNET ADVERTISING DURING THE NHL FINALS...

- **Game 4- 64,000 Impressions of a Video Ad.**
- The focus of this was promoting the Travel Guide, Top Attractions and Adventures plus the Roadtrip Adventure Game.
- **Taylor Swift was a Bonus!**







# ANNUAL PHOTO CONTEST SHOWS OFF THE REGION!

Amazing photos from local photographers and  
travellers...

Winners to be announced soon.

<https://goeastofedmonton.com/photo-contest/>





# WOW! OVER 40 EVENTS ATTENDED IN 2025!

SUPPORTING AND PROMOTING COMMUNITIES AND EVENTS ALL OVER THE REGION!



- **Go East Car Parades**- around the region.
- **Car Shows**- Just Kruzin, Reynolds Museum Ultimate Car Show, Bruce Hotel & More!
- **Major Travel Trade Shows**- Edm Rv show, Calgary Adventure Show
- **Roadtrip Game Events & Displays**- Fort Sask Legacy Park, Camrose Jaywalkers & more!
- **Industry Events & Conferences**- Strathcona Tourism, Explore Edmonton, Power Up, Lac La Biche Tourism, Two Hills Spring Conference...



# 2025 ROADTRIP ADVENTURE GAME — AN ANNUAL SUCCESS!

- Guaranteed to bring New and Repeat Travellers to your Community!
- Up to 40 % increase for the past 3 years.
- ROI and spending generated from the Roadtrip Adventure Game is over \$250,000 in 2025!
- Over \$1 Million spent in the region by Go East Game Roadtrippers since 2020!





GO EAST of Edmonton Daytrips & Getaways is with Beaver County and MCSnet  
Published by Daniell M Adair · June 30 ·

**YOUR STICKERS & SCAN TO WIN & COLLECT** in Beaver County on your Highway 14 section of the 2025 Roadtrip Adventure Game! 🎉

This summer, make tracks to two beautif... See more



GO EAST of Edmonton Daytrips & Getaways is with UFO Landing Pad St. Paul and 3 others.  
Published by Daniell M Adair · June 17 ·

**SCAN TO WIN & COLLECT YOUR STICKER** on the Roadtrip Adventure Game in the Town of St. Paul, Alberta located on Highway 28, Northeast on your game board.

Visit UFO ... See more



GO EAST of Edmonton Daytrips & Getaways  
Tourist Information Center

Learn more

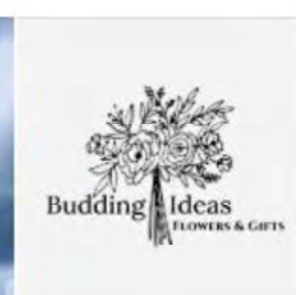
J.J. McColm, CAROL and JET and 96 others · 1 comment · 12 shares

# OVER 13,000 STICKERS COLLECTED INCLUDING NEW BONUS STICKER LOCATIONS

GO EAST of Edmonton Daytrips & Getaways is with Vilna Historic Pool Hall and Barbershop and 3 others.  
Published by Daniell M Adair · August 15 ·

**3 BONUS STICKER STOPS ALERT!**

From August 15-31, get r... See more



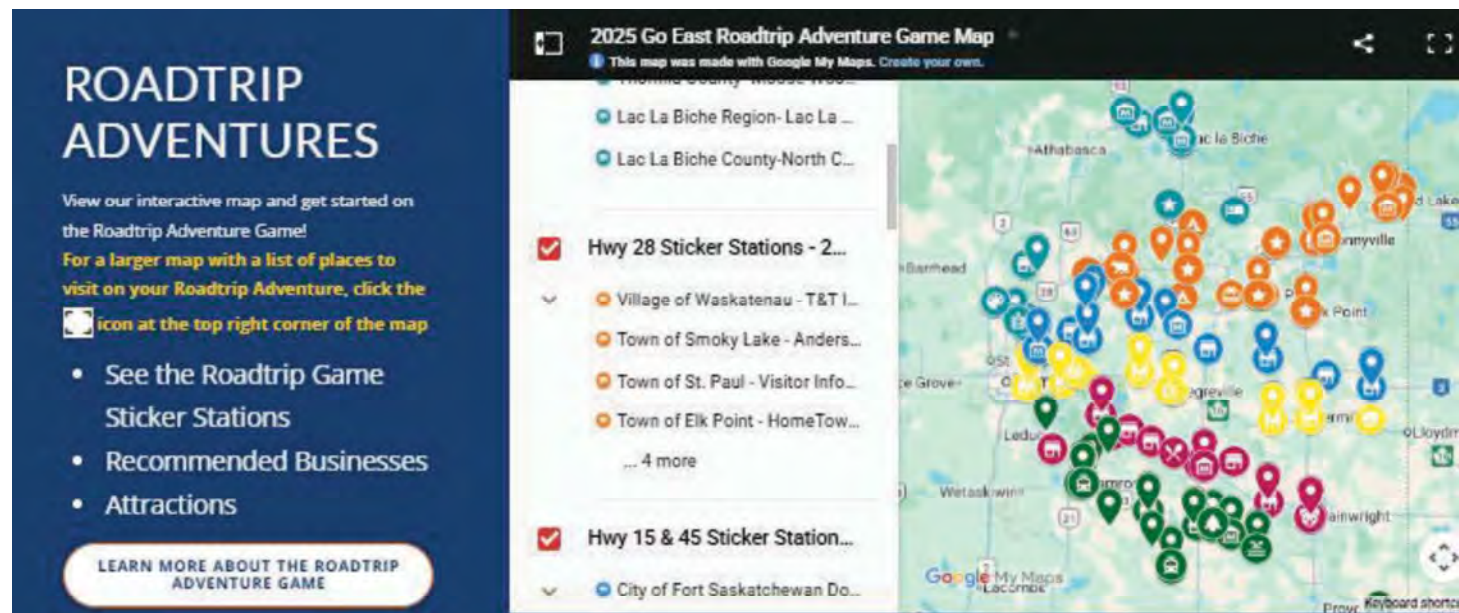




**OVER 3300  
SCANS...**  
**OVER 40% INCREASE!**

- Roadtrip Total Interactive Map views over 192,000 over 2x more than last year!

- Amazing Visitor Testimonials!
- Love it!
- It's the Best, Most Fun Roadtrip Ever!





# TESTIMONIALS, FEEDBACK...

## - We asked Sticker Station Managers and staff for **Feedback**, and received these Great Comments...

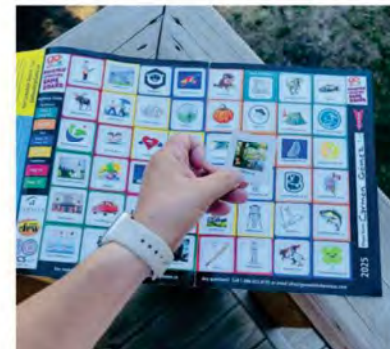
- More people came through this year.
- Many large families or groups this year.
- Everyone seems to be having a lot of fun.
- Most stations (where applicable) said that travellers made purchases at the station and around the town. Some came specifically to make purchases. As much as 25% to 50%, 75% or more made purchases at a station!

- **JD'S Sweet Treats, Lamont** - The game has truly brought new faces into downtown Lamont, many visiting for the very first time. People are genuinely excited to play the Roadtrip Adventure, and it's added so much energy and connection to our community. It's more than collecting stickers... It's a full adventure.
- **Strathcona County Museum, Sherwood Park** - the museum created their own scavenger hunt with their own stickers and other treats - it went really well, parents were pleasantly surprised and happy that they had an activity to do with the kids at the museum. More than 60% walked through the museum. Some said they will be coming back to explore more when they have time. 40-50% did give a donation for the museum as an admission. It was a great year.
- **JJ's Snack Shack, Glendon** - This was our very first year participating as a sticker station, and as a food truck, we were truly blown away by the response. So many people travelled specifically to collect their sticker - and for many of them, it was their first time discovering our community. About 25% of visitors grabbed something to eat or drink while they were here, which gave our little food truck a fantastic boost. One of my favourite parts was watching people pick up their sticker and then wander over to Pyrogy Park, turning their stop into a full experience. I would absolutely be part of the game again next year!"
- Many Many First time Visitors to the region!



# AMAZING TESTIMONIALS - REPEATEDLY FROM EVERYONE!

- Loved it. We had such a great time!
- I never knew this was here or wow this is a cool town!
- It was a great way to spend the summer!
- Told many people about it. There is just soooo much to see & do here!
- We will absolutely be playing next year.
- Many people said they would not have come here if not for the Go East Roadtrip Game!



# STICKER STATION



**GoEastofEdmonton.com**

## 2025 ROADTRIP GAME A GROWTH YEAR!

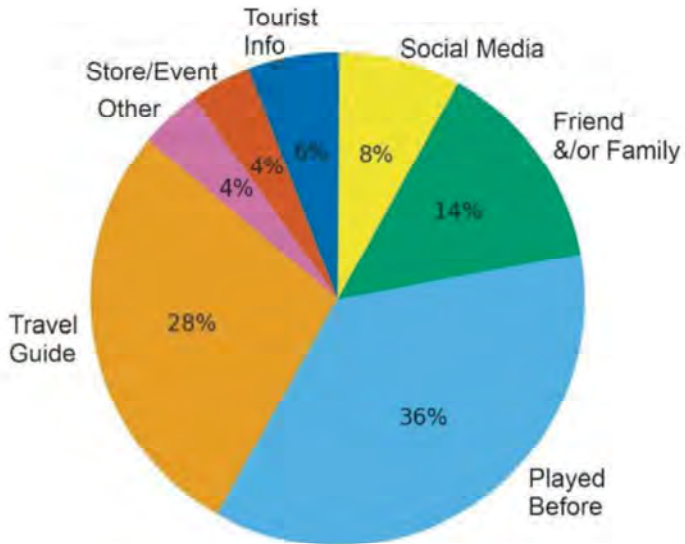
- We have some **great success to share...**

- **Over 4500 people** to date have signed up for the Roadtrip Adventure Game on the website.
- **Hundreds of Families** played the game and spent money across the region. We track over **500 different people annually** who entered the game and/or scanned to win.
- Stations and survey results estimate 3 or more people per sticker pickup so **Estimating over 1500 people roadtripping!**
- **All Age Groups** played the Game from kids with Parents to Millennials, Boomers and Seniors! People from 45 different communities played the game!
- **Over 27,000 pageviews** on Roadtrip game pages.
- **Prizes contributed** from the partners and sponsors actually topped over **\$10,000.00**
- A total of **over 250 prizes** will be given away once all prizing is completed!

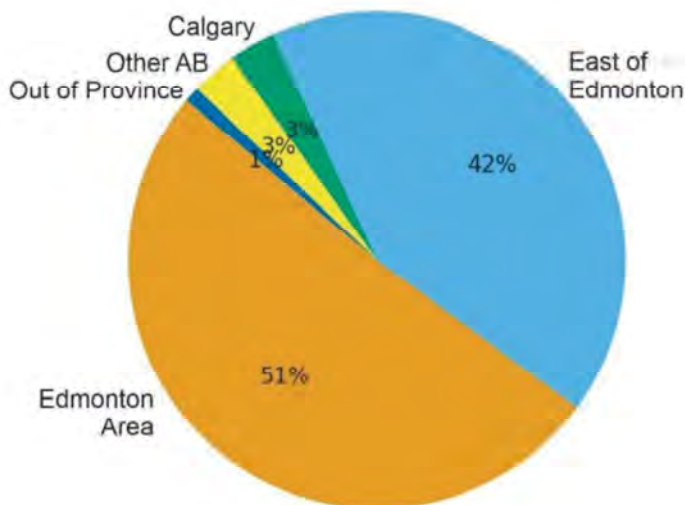
- **Over 40% Increase in our Top Prize entries from Travellers and over 20% More Stickers Given away in 2025!** (And it is a large increase 3 years in a row!!)
- The vast majority of sticker stations reported more stickers given away in 2025 as compared to 2024. Some with **Significant Increases.**
- **Nearly 1200 entries submitted from all prize categories.** Entries in most prize categories increased between 10% to over 40% this year.
- **Nearly 100 families tripped to all 46 Communities**
- **Over 200 families tripped to over 16 Communities and receive a Bonus Prize!**
- **annually 100 families will travel each of Northeast, East or Southeast regions.**
- **Repeat players are 1/3 of all entries.**
- **An Amazing ROI for Municipal Partners of up to 10 -1 !!! (projected for 2025)**
- **If only 250 families spent an AVG of \$25 per community = \$287,500 for the whole region!**



## How did participants hear about the Roadtrip Game?



## Where did participants come from?



# OVER \$1 MILLION SPENT IN THE REGION BY GO EAST GAME ROADTRIPPERS SINCE 2020!

WE ARE ESTIMATING ONCE AGAIN THAT THE ROI AND SPENDING GENERATED FROM THE ROADTRIP ADVENTURE GAME IS OVER \$250,000 IN 2025.

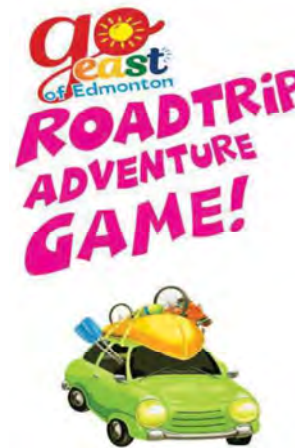
- **Success Year after Year...our last survey results from Game Roadtrippers**
- **Over 400 Room nights** booked of Hotels, Camping and B&B-Unique Accommodations.
- **Over 80%** stated they **ate and shopped locally** and 75% visited attractions.
- Some Roadtrippers **spent over \$2000 on their roadtrip**, while approx. 75% spent under \$1000, and approx. 25% spent over 1000.
- **75% said they will come back to take another roadtrip in our region.**

# WALL OF FAME

## SHOWCASES WINNERS

[WWW.GOROADTRIPGAME.CA](http://WWW.GOROADTRIPGAME.CA)

- **Ultimate Prize winner** - Erin Schmidt, Chauvin
- **Blackjack Prize Winner** - Wanda Leowen, Edmonton
- **Hwy 2-55 Prize Winner** - Jason Kydd, Camrose
- **Hwy 28 Prize Winner** - Ryan Kutcher, Sherwood Park
- **Hwy 15/45 Prize Winner** - Brad Bykewich, Edmonton
- **Hwy 16 Prize Winner** - Lacy Fidler, Edmonton
- **Hwy 14 Prize Winner** - Jon Shalapay, Edmonton
- **Hwy 13 Prize Winner** - Fred Collins, Sherwood Park
- **Kids Prize #1** - Andi Orfino, Edmonton
- **Northeast Prize Winner** - Sophia Friesen, Bonnyville
- **East Prize Winner** - Rose Woycheshyn, Vegreville
- **Southeast Prize Winner** - Tammy Bereska, Edmonton
- **Lucky 7 Prizes** - Rebecca Piquette, Edmonton, Diego Guzman, St Albert, Deanna Goodwin, St Paul
- **Repeat Gamer Prize Winners** - Ansel Sorchenski, Edmonton, and Jeff Baker, Sherwood Park.
- **Plus over 200 other Bonus Prize winners!**



A top-down view of various travel items on a light-colored surface. In the top left is a portion of a brown straw hat. Below it are a pair of dark-rimmed sunglasses. To the right of the sunglasses is a round, vintage-style compass with a black face and white markings. Further right is a folded map or document with some text and a small red pin. In the bottom right corner is a black and silver vintage SLR camera. A light-colored, textured bag or pouch is partially visible in the top right.

- **Tourism Development**

- **Tips, Ideas**

- **Go East of Edmonton...creating Economic impact in every community across the region!**



# DEVELOPMENT GRANTS



- **NRED final year in 2026. Industry Hub and Operator Support** Develop an **Industry Hub** on the website that highlights our services and resources and increase communications with stakeholders. **Support Hundreds of local tourism businesses** from communities all over the region using the upgraded Go East of Edmonton Regional Tourism Directory, including adding businesses, features, packages, and more.
- **Digital Training Programs** still available..
- **Tourism Development** work focused on enhancing Roadtrip development, Attractions, Agritourism **to build capacity** in the region.
- Go East of Edmonton in partnership with AFFPA and Explore Edmonton have collaborated to apply to the **Tourism Sprint Program**.
- Common goal of developing new and enhanced regenerative Agritourism, Indigenous and rural experiences in the regions all around Edmonton in 2026.



# DEVELOPMENT SUPPORT

## • Retail Development

- **Antique Week Testimonials...** "Thank you Go East team !!
- "Yes, most definitely saw an increase in traffic and increased sales. Best part was meeting new people and were here because they saw the ads in the Go East."

**ANTIQUE WEEK July 12-19**

Tour these Antique Shops for all things Vintage & Collectable!  
Find fantastic deals and fun surprises along the way during this annual event!

**1 DEN OF ANTIQUITY**  
1000-1010-1010  
www.denofantiquity.ca

**2 Loree's Antiques & Collectibles**  
1000-1010-1010  
www.loreesantiques.ca

**3 Treasures of Yesterday**  
Over 4000 sq ft of Treasures!  
Open daily 10am-5pm  
780-812-1204  
44210 Tap Rd S25, Anderson

**4 Elk Island Thrift Store**  
Antiques, collectibles, vintage items, housewares, books, furniture, clothing & lots more!  
1000-1010-1010  
www.elkislandthriftstore.ca

**5 Best Finds**  
Vintage & Collectibles  
1000-1010-1010  
www.bestfinds.ca

**6 LIKE IT NEVER WAS**  
Antiques & More  
1000-1010-1010  
www.likeitneverwas.ca

#GoEastofEdmonton #ShopEastofEdmonton  
GoEastofEdmonton.com/Events/Antique-Week/

## • Local Museums Cluster

- **Various Testimonials...** Go East brought visitors to our Museum
- More Visitors than last year. More people came playing the Game this year.

Discover Roots & Community with the **Central Rural East Alberta Museums**

local history exhibits, heritage demonstrations, archives & local art  
historic buildings, community history books, classic farm machinery

**1 Chavira & District Museum**  
4810 - 1 Ave  
Open Aug 5-Sept 4  
Mon - Tue  
Thu - Fri 9am - 1pm  
Sat 10am - 1pm  
Sun 10am - 1pm  
www.chaviramuseum.ca

**2 Edgerton Museum**  
201 corner of Edgerton  
780-842-4646/780-806-4435/780-806-3190  
Victoria Day-Labour Day  
Mon-Fri 1-4 pm  
Sat-Sun 2-4 pm  
www.edgerton.ca

**3 Holden Historical Society Museum**  
4829-55 Ave  
780-842-3583/780-720-5659  
Mid-May to mid-Sept  
Fri-Sun 12-4 pm  
www.holden.ab.ca

**4 Inverness People Bank of Commerce Museum**  
3203-50 Ave (mainstreet)  
780-502-3496 or  
780-502-2116  
Victoria Day-Labour Day  
Tue-Sun 10-2 pm

**5 Irma Museum**  
780-754-2281  
780-506-6027  
Victoria Day-Labour Day  
Sun 2-4 pm  
www.irma.ca

**6 Loughhead Iron Creek Museum**  
east side of Loughhead  
780-398-2317/780-790-780-888-5123  
www.villageofloughhead.com

**7 Paradise Valley Climbs Trench Museum**  
780-745-2150/2412  
June-Aug  
Mon-Sun 10-5 pm daily

**8 Provost & District Museum**  
3300 - 46 Ave, 780-733-0607  
May 18 - Sept 14  
E: provostmuse@provincet.ca  
www.provincetmusem.com

**9 Ryley Museum**  
5102-49 St  
780-842-2144  
780-863-3633  
July-Aug Wed, Fri, Sat  
1-5 pm  
www.ryley.ca

**10 The Legion of Frontiersmen**  
20510 Hwy 14  
780-991-9079  
780-399-1925  
Victoria Day-Labour Day  
Sat 1-3 pm

**11 Tofteld Museum**  
5020-49 Ave, service road off Hwy 14  
780-662-3269  
June-Aug  
Tue-Sat 10-5 pm  
www.tofteldmusem.ca

**12 Vermilion Heritage Museum**  
5310-50 Ave  
780-853-6211  
Victoria Day-Labour Day

**13 Viking Museum**  
north end of mainstreet  
780-335-3066 or  
780-385-0810  
Victoria Day-Labour Day  
10-5 pm 7 days a week

**14 Weemington Museum**  
1001-1 Ave  
780-842-3115  
May 2-Aug 31  
Tue-Sat 10-4pm

**CreamMuseums.ca** **goeast**

\*Call for summer or winter hours & visits by appointment.



# AGRITOURISM CLUSTER DEVELOPMENT

ALBERTA  
OPEN  
FARM DAYS

Alberta  
**Farm Fresh**  
Producers Association

- Current Potential Areas- Lamont, Beaver, Vermilion, Lac La Biche Counties, MD of Bonnyville

**EXPLORE EDMONTON**  
**go east**  
of Edmonton.com

**GAME-CHANGER AGRITOURISM MINI CONFERENCE & TOUR**

LOCATION:  
PRAIRIE GARDENS  
56311 LILY LAKE RD  
780-909-6601

**Register TODAY**  
GOEASTOFEDMONTON.COM

COME MEET & LEARN WITH LIKE-MINDED ENTREPRENEURS OFFERING FARM, WINE, ART, NATURE BERRY, GREENHOUSE, ATTRACTIONS & AGRI TOURISM EXPERIENCES

**FRI. JANUARY 31**  
**8AM - 8PM**

9AM MORNING TOUR TO POTTERY BY HEATHER REVERESQUE WINERY PRAIRIE GARDENS  
12 PM TOURISM EXPERTS FARMER'S LUNCH  
STRONG COFFEE MARKETING 2 PM WORKSHOP  
5 PM FARM -TO-TABLE DINNER

MADE IN ALBERTA  
BREAKFAST 8AM

**GO LOCAL**  
with **AGRITOURISM**

Savor the delights of appetizing agritourism! Enjoy fresh produce while supporting local artisans throughout the region. From talented makers and bakers to dedicated growers, everything you need is right here!

**RECOMMENDED Roadtrip go!**

1. Farms Art Scenic Drive pg 32-33
2. Flavours of the Lakeland pg 60
3. Strathcona County Agritourism pg 86-87
4. Love Local in Leduc County pg 124-125
5. Camrose County Food Artisans pg 127-128
6. Flagstaff Crafted Artisans pg 138 & 142



# FOCUS ON ATTRACTIONS



**go east of Edmonton** **8 GREAT**

## FUN Ideas For Kids

- VISIT A MAJOR ATTRACTION** For Children's Activities: Jurassic Forest, Prairie Gardens, Ukrainian Cultural Heritage Village, Métis Crossing, Kinosoo Ridge Resort
- GET A SUGAR RUSH** at The Sour Moose in Tofield, JD's Sweets & Treats in Lamont, The Sweeterie in Camrose, Mainstreet Scoops in Kitscoty, Chilly Willy's Ice Cream in Heister
- SPLASH AT SPRAY PARKS** read about them throughout this Guide or visit: [goeastofedmonton.com/roadtrip-adventures/the-ultimate-guide-to-spray-parks-east-of-edmonton](http://goeastofedmonton.com/roadtrip-adventures/the-ultimate-guide-to-spray-parks-east-of-edmonton)
- SEE ANIMALS** up close at Prairie Gardens Adventure Farm, Métis Crossing, and Maizeex Corn Maze. Best spots to see wildlife include: Elk Island National Park, Beaver Hills Biosphere Area, Lac La Biche region amongst many Alberta Parks and natural areas all over the region: watch for bald eagles, bison, moose, elk, deer, bears and more!
- SOAK UP THE SUN** at numerous Beaches! Learn more on pg 24 and throughout our camping section pgs 22-27.
- PLAY MINI GOLF** at Andrew Mini Golf, Vegreville Pysanka Putt Putt, Wainwright Riverdale Mini Park, Rocky Meadows Country Get-away, Ardmore Mini Golf, Vermilion Provincial Park, Gibbons - Jurassic Forest (pictured above).
- COLLECT FUN STICKERS WITH THE ROADTRIP ADVENTURE GAME!** Win Kid's Prizes! Play from May 31-Aug 31. See Gameboard inside back of this Travel Guide.
- GET LOST IN A CORN MAZE OR A BALE MAZE** at Prairie Gardens Adventure Farm (pictured above), Keato Meadow Corn Maze, Maizeex Corn Maze & Bale Maze, & Charlotte Lake Farms Bale Maze

**TAG US**  
@GoEastofEdmonton  
#GoEastofEdmonton2025  
#GoRoadtrips2025

GoEastofEdmonton.com/Things-To-Do

## go east of Edmonton.com Terrific things to do TOP 25 in 2025

Enjoy our Summer Top Picks for Major Attractions and Adventures across the Region!  
They are listed in alphabetical order.

### 1 Aerial Adventure Park

Reach to the skies in the M.D. of Bonnyville, at Kinosoo Ridge Resort Aerial Adventure Park and experience the amazing lake view of Cold Lake from 60 feet above ground. The aerial park creates a safe and interactive atmosphere that features four stories and over 40 challenges.



### 2 Appetizing Agritourism

Step into the countryside to go local and discover farm fresh food, flower farms, beautiful greenhouses, marvelous markets, craft breweries & distilleries, amazing corn mazes, pumpkin patches, adorable animals, plus delicious farm-to-table dinners at Bar OA Farms, Prairie Gardens and so much more!



3

### Beaver Hills River Train Excursions

Ride the rails on seven delightful themed trips. Located southeast of Camrose in Flagstaff County.



4



### Beaver Hills Biosphere and Elk Island National Park

Be sure to explore the internationally recognized UNESCO Biosphere Reserve, which includes Elk Island National Park, numerous local and Provincial Parks, and encompasses most of Southcona County. Elk Island National Park is a year-round oasis of outdoor activities and a paradise for free-roaming wildlife viewing.

### Mountain Bike Parks & Trails

Explore the thrill of mountain biking at various bike parks in the area including: Cooking Lake-Blackfoot PRA, Vermilion Provincial Park, parks in the M.D. of Bonnyville and Cold Lake regions. Don't miss the chance to pedal through the scenic trails at the new Mountain Bike Adventure Park in Lac La Biche this summer. For more great trails and camping options throughout the region, be sure to visit AlbertaParks.ca.





# INDIGENOUS TOURISM



**Go East of Edmonton Indigenous Experiences...** is the most comprehensive guide to our regions Indigenous Tourism. - <https://goeastofedmonton.com/things-to-do/indigenous-experiences/>

## Testimonial from Metis Crossing:

We are getting referrals from Go East and we sincerely appreciate the work your doing for us Monthly!

**Indigenous Tourism Alberta –**  
**Operator and Attraction Development, Marketing and Partnering opportunities**  
**+ Explore Edmonton Indigenous Support**







**Power Up North!**  
**2025+**

**EVENT ADVERTISING THAT WORKS: PART 1**  
LATE LUNCH & LEARN WEBINAR



**KEVIN KISILEVICH**  
MANAGING DIRECTOR OF MARKETING AND DEVELOPMENT  
*go-east* of Edmonton.com

**DECEMBER 9TH TUESDAY**  
1:30 PM - 2:30 PM

**LIVE WEBINAR**

**Community Futures** St Paul-Smoky Lake Region

UNDERSTANDING THE TOOLS, TRENDS, AND TECHNIQUES DRIVING A SUCCESSFUL EVENT PROMOTION. DISCOVER THE STRATEGIES THAT TURN GOOD EVENTS INTO WELL-ATTENDED ONES.

# DIGITAL TRAINING & TOURISM FORUMS UPCOMING



- **Strong Coffee Marketing** with Go East of Edmonton Digital Training in 2025-2026 TBA.
- Dec 9 **Event Advertising Webinar**
- Late January **Agritourism Game Changer Prairie Gardens**
- March 26 **BRAED Tourism Forum**
- Late April/Early May – **2<sup>nd</sup> Annual Two Hills –Go East Regional Tourism Conference**

**Explore Two Hills**  
Tourism Conference & Tradeshow



**Two Hills Recreation Center**  
April 30, 2025.  
Tourism Conference & Tradeshow featuring the offerings of local events and businesses as well






- **Submit Christmas Events!!**
- **Submit 2026 events now!**
- **Update Winter Adventures and Festivals to us!**



## NOW AND UPCOMING...

- **Promoting you at Trade Shows in 2026!**
- **February- 5-8 Edmonton RV Show-** Promoting all areas for Camping, and Adventures.



- **March 20-22 Calgary Adventure Show-** Promoting all areas for Camping, Adventures, Roadtrps and Activities.
- **Dozens More** Shows, Displays TBA



# THANK YOU FOR JOINING US AT THE AGM!

- **We are pleased to be your Partner for Regional Tourism...**
- Contact Us: Phone: 780-632-6191, 1-888-632-8755
- Email: [Info@goeastofedmonton.com](mailto:Info@goeastofedmonton.com)
- Website: [www.goeastofedmonton.com](http://www.goeastofedmonton.com)
- Subscribe at <https://goeastofedmonton.com/e-news/>
- **Follow us on Social media...**
- [@goeastofedmonton](#) on Facebook, Instagram, LinkedIn
- Kevin Kisilevich, Marketing Manager- Managing Director
- Go East of Edmonton Regional Tourism.



TOWN OF TWO HILLS  
COUNCIL MEETING  
AGENDA ITEM



Meeting Date: December 9, 2025	Confidential:	Yes	<input checked="" type="checkbox"/>	No	
Topic: STARS – Letter of Support – 4 Year Pledge					
Originated By: A. Kozakiewicz			Title:	CAO	
<b>BACKGROUND:</b>					
<p>STARS – Provides rapid helicopter response and virtual critical care consultations to the Two Hills area with about 10 missions completed last year alone. This service is integral to our community and enhances our emergency response, especially in critical care cases.</p>					
<b>DOCUMENTATION ATTACHED:</b>					
<p>Letter requesting continued.</p> <ol style="list-style-type: none"> <li>1. Voluntary annual contribution (based on \$1-\$2 per capita) OR</li> <li>2. Fixed rate of support (based on minimum \$2 per capita annually) and recognized as a Regional Leader</li> <li>3. 4-Year Pledge of support – 2026, 2027, 2028, 2029 (in conjunction with present council term)</li> </ol>					
<b>DISCUSSION:</b>					
<b>COMMUNICATION PLAN/COMMUNITY INVOLVEMENT:</b>					
<b>RECOMMENDED ACTION(S):</b>					
<p>If council so wishes:</p>   <p>_____ moves to continue to Support STARS by the Town of Two Hills and provide funding as outlined above and pledge to continue annual support with STARS fees included in the Town of Two Hills annual budget for a 4 (four) year term.</p>					
<b>DISTRIBUTION:</b>		Council: X			





November 27, 2025

Mayor Michael Tarkowski and Council  
Town of Two Hills

Attn: Adam Kozakiewicz, CAO

Sent via email: [cao@townoftwohills.com](mailto:cao@townoftwohills.com)

Dear Mayor Michael Tarkowski and Council,

Every second counts. The first moments in a time-critical situation can be the difference between life and death, permanent damage or full recovery.

STARS is a registered not-for-profit organization dedicated to saving lives. We celebrate 40 years of serving Albertans, more than 65,000 missions flown and maintain a charitable model with no cost to the patient. Your residents have access to STARS wherever they may travel, work and play across Western Canada. Today, STARS operates six bases located in Calgary, Edmonton, Grande Prairie, Saskatoon, Regina and Winnipeg, and averages 10 missions per day. Last fiscal year, STARS flew a total of 3,694 missions.

In Alberta, it costs \$12.2 million per base, with three bases, totalling \$36.6 million in direct operating costs annually. We are grateful to the Alberta provincial government that provides \$15M of these operational costs annually, while we rely on donations and our Alberta Lottery to cover the remaining 59% of costs through fundraising.

STARS is a respected innovative leader as the first civilian organization in Canada (2003) to fly at night, with 50% of call volumes occurring at night. STARS was the first in North America (2013) to carry life-saving universal blood onboard. Our new Massive Hemorrhage Protocol is another Canadian first, to enhance critical care for patients that are at high-risk of bleeding out. STARS continues to strive for leading-edge advancement in our delivery of providing critical care, anywhere.

We are here today because of the unwavering generosity of longstanding partners. Municipalities are a significant part of STARS history with 95% of Alberta's rural sector providing annual support for STARS through a fixed rate or per capita amount included in annual budgets. These municipalities view STARS as an essential service for rural residents. Over 75% of rural and urban municipalities are **Regional Leaders**, contributing a minimum \$2 per capita per year. Many municipalities, round up to a fixed rate of support annually, to provide ease of process for administration and ensure sustainability for STARS.

#### OUR REQUEST

- Voluntary annual contribution (based on \$1-\$2 per capita) OR
- Fixed rate of support (based on minimum \$2 per capita annually) and recognized as a Regional Leader
- 4-Year Pledge of support – 2026, 2027, 2028, 2029 (in conjunction with present council term)

Thank you for your kind consideration to join Alberta's leaders. Together, we safeguard rural healthcare for all.

Sincerely,

**Mackenzie Wood**  
Development Coordinator  
(403) 516 4823  
STARS Foundation

**Glenda Farnden**  
Sr. Municipal Relations Liaison,  
Alberta and British Columbia




403-295-1811



1441 Aviation Park NE, Box 570  
Calgary, AB T2E 8M7



[info@stars.ca](mailto:info@stars.ca) | [stars.ca](http://stars.ca)

<b>TOWN OF TWO HILLS COUNCIL MEETING AGENDA ITEM</b>							
Meeting Date: Dec 9, 2025			Confidential:		Yes	x	No
Topic: FMC Green Management Fund Feasibility Study							
Originated By: A. Kozakiewicz				Title:		CAO	
BACKGROUND:		Federation of Canadian Municipalities Green Municipal Fund					
<p>The CAO submitted a pre-application for qualification for FCM's (Federation of Canadian Municipalities) study to identify buildings in our town that may or may not align with a Green House Gas reduction plan. Two Hills pre-application has met GMF (Green Municipal Fund) criteria, and we can proceed to the full GMF Application.</p>							
DOCUMENTATION ATTACHED:							
<ul style="list-style-type: none"> <li>Email – Case File # CBR-25-0684 – Pre-application meets eligibility criteria</li> <li>GMF Feasibility Study Guide</li> </ul>							
DISCUSSION:							
<p>Does the Town of Two Hills wish to undertake the process to complete a GMF Feasibility Study on town buildings to map out short term and long-term improvement plans to reduce GHG (green house gas) and reliance on fossil fuels usage.</p> <p>Support from Alberta Ecotrust may be available to offset some or all of the 20% fees that would be the responsibility of the Town of Two Hills.</p>							
COMMUNICATION PLAN/COMMUNITY INVOLVEMENT:							
None needed							
RECOMMENDED ACTION(S):							
<p>_____ moved to go forward with the Green Municipal Fund (GMF) Green House Gas (GHG) Reduction Pathway Feasibility Study on 8 municipally owned facilities, including the Arena, Centennial Hall, Library, Lift Station, Recreation Centre, Town Office/FCSS, Water Treatment Plant and Firehall. Council agrees to commit to 20% of the contribution of total eligible expenses up to \$23,369.00.</p>							
DISTRIBUTION: Council: X							

**From:** Mathieu Leblanc <mleblanc@fcm.ca>

**Sent:** Tuesday, December 2, 2025 7:56:18 AM

**To:** Adam Kozakiewicz <cao@townoftwohills.com>

**Subject:** CBR-25-0684 - Result of GMF Pre-Application review of proposed initiative

**Title of the initiative : Two Hills GHG Reduction Pathway Feasibility Studies**

**Case File Number : CBR-25-0684**

Adam Kozakiewicz,

Having completed the review of your pre-application, your project meets GMF eligibility criteria and is ready to proceed to the full GMF application stage.

Note that being eligible does not guarantee funding. In addition to the environmental benefits, GMF Council considers a combination of factors prior to recommending approval for funding projects.

Please proceed to the full application section for your initiative in the [FCM Funding portal](#). Be sure to attach all appropriate and required supporting documents, including the attached project workbook.

**Once submitted, it will not be possible to change or edit your application.** Here are a few tips for preparing a complete application:

- Read all provided instructions and attach all required documentation.
- Fully complete all tabs in the project workbook (attached)
- Provide a detailed/itemized budget, following the eligible/ineligible cost rules.

Please note that costs incurred to write the full application up to 90 days prior to the full application submission date and up to \$5000 are eligible. All other costs incurred prior to the full application receipt date are ineligible. Please review budget line items and indicate if any costs were incurred prior to submitting your full application.

The following resources might help to strengthen your full application:

- [Application Guide](#)
- [Guidance Document](#)



Finally, please make the following adjustments in your application:

- Remove Sustainable Projects Group as a partner unless this is truly a partnership project.
- The EUI target for office like buildings should be 111.9 KWh/m<sup>2</sup> (0.0074x5120(HDD)+74)

Do not hesitate to contact me if you have any questions or need assistance with the form or project workbook.

Regards,  
Mathieu

*If you are experiencing problems with this email, please contact us at [gmfinfo@fcm.ca](mailto:gmfinfo@fcm.ca)*

**Mathieu Ménard Leblanc**

Advisor, Programs Outreach, Buildings | Green Municipal Fund

Conseiller, Sensibilisation au programme, Bâtiments | Fonds municipal vert

T. 1-613-907-6340



As we move forward with our commitment to reconciliation, FCM acknowledges that our head offices are located on the unceded, unsurrendered territory of the Anishinaabe Algonquin Nation whose presence here reaches back to time immemorial. We recognize and honour the historic and ongoing contributions of Indigenous peoples across the country. [Full Statement](#)

Dans le cadre de son engagement pour favoriser la réconciliation, la FCM tient à reconnaître que ses sièges sociaux sont situés sur le territoire non cédé de la Nation anichinabée algonquine, présente en ces lieux depuis des temps immémoriaux. Nous reconnaissons également les contributions passées et présentes des peuples autochtones au pays. [Déclaration complète](#)



# Green Buildings Pathway Guidance Document

## Community Buildings Retrofit Sustainable Municipal Buildings

Updated: March 2025

A program of/  
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# INTRODUCTION

## Program definition

The Federation of Canadian Municipalities (FCM) Community Buildings Retrofit (CBR) and Sustainable Municipal Buildings (SMB) initiatives provide funding to optimize the energy performance and reduce the greenhouse gas (GHG) emissions of existing municipal and community buildings. Both offers are administered through FCM's Green Municipal Fund (GMF).

Grants for Green Buildings Pathway Feasibility Studies help municipalities to integrate reductions in emissions and energy use into longer-term plans for managing municipal buildings. These studies enable municipalities to identify a sequence of GHG and energy reduction measures—the “pathway”—to reduce GHG emissions and energy consumption from municipal buildings by:

- Reducing GHG emissions by at least 50 percent within 10 years or less, at minimum and;
- Meeting the [\*Best practice energy targets\*](#), as defined on pages 7-8 of this document, within 20 years or less, at minimum.

For a full list of eligibility requirements for Green Buildings Pathway Feasibility Studies, please review this document and the applicable offer's [\*GMF Funding Application Guide\*](#):

- [\*Community Buildings Retrofit\*](#)
- [\*Sustainable Municipal Buildings\*](#)

**Applicable to the Sustainable Municipal Buildings (SMB) initiative only:** Capital project applications without a Green Buildings Pathway Feasibility Study may be accepted for funding. However, such applications must achieve 50 percent GHG savings and 25 percent energy consumption savings as part of a single capital project, rather than through multiple retrofit phases. The feasibility study—which does not need to have been funded by GMF—must meet, at minimum, the standards of an *American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE) Level 2* study.

Other important requirements are mandatory. For more information, please contact us at [gmfinfo@fcm.ca](mailto:gmfinfo@fcm.ca) or 1-877-417-0550.

## About this document

This document provides guidance on the preparation of a Green Buildings Pathway Feasibility Study for GMF's Sustainable Municipal Buildings (SMB) and Community Buildings Retrofit (CBR) initiatives. The information provided in this document is intended to be read by energy modelling professionals who will communicate necessary requirements to their clients.

The document is organized as follows:

**Part 1: Study purpose and outcomes** summarizes the overall purpose of the Green Buildings Pathway Feasibility Study.

**Part 2: Study process and requirements** outlines process and delivery details, and requirements for quality of work.

**Part 3: Definitions and references** includes a glossary of important terms and technical references.

## Requirements versus recommendations

Part 1 and Part 2 include GMF's requirements as well as recommendations and/or best practices. Typically, for a feasibility study, there are fewer requirements than recommendations/best practices, and the requirements are often qualitative in nature. The recommendations/best practices go into more detail on industry norms for similar work and offer useful starting points for analysis.

# PART 1: STUDY PURPOSE AND OUTCOMES

The purpose of the Green Buildings Pathway Feasibility Study (“study”) is to support municipal and not-for-profit decision-makers in making early, informed decisions on capital planning for their assets that align with their GHG and energy reduction goals and other organizational goals (e.g., financial, sustainability, operational, etc.). The study should enable these project proponents<sup>1</sup> to explore GHG and energy reduction measures and capital investment timing to meet their goals.

The study should consider the following:

- The status of the site that is to be developed or redeveloped (e.g., the selected site may involve infill redevelopment, brownfield remediation, etc.)
- The uniqueness of the site and any organizational and jurisdictional constraints and/or opportunities the project proponent faces
- A wide variety of GHG and energy reduction measures that might be suitable
- The systemic nature of deep GHG and energy retrofit projects (looking beyond isolated retrofits of single systems and considering interactions and interrelations of building systems as a whole)
- The projected lifecycle cost implications, considering upfront capital requirements, facility operations and equipment maintenance
- How critical the facility is to the project proponent’s operations (i.e., operational constraints for implementation of each measure)

Given the complexities of deep retrofits—especially their implementation in existing operating facilities with fixed capital and maintenance budgets—the study should also look at capital planning.

## Required outcome of the study

The study **must articulate at least two** Green Buildings Pathway (“pathway”) scenarios. The required scenarios are listed in [Table 2](#). By including multiple scenarios, the study provides building proponents with several options to consider when selecting the most suitable pathway. Please note that a scenario describes a set of

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<sup>1</sup> “Project proponent” refers to the entity that is undertaking the study (e.g., municipal or not-for-profit facility owners).

GHG and energy reduction measures (“package”) which reduce GHG emissions by at least 50 percent within 10 years (or less) and achieve the specified [Best practice energy targets](#) within 20 years (or less) at minimum.

The study must also identify opportunities for potable water consumption reduction. All plumbing fixtures in the building must meet the flow rates for fixtures and fittings outlined by the [United States Green Building Council LEED v4 Indoor Water Use Reduction Credit](#).

## A note on climate zones

To select your EUI targets, you will need to determine your climate zone. The [National Energy Code of Canada for Buildings \(NECB\) 2020](#) defines six climate zones based on the number of heating degree-days experienced in a calendar year ([see Table 1](#)). To determine the number of degree-days in your zone, refer to *Table C-1 in the NECB*.

Table 1: Climate zones in Canada

Climate zone	Heating degree-days by building location (Celsius degree-days below 18 °C)
4	<3,000
5	3,000–3,999
6	4,000–4,999
7A	5,000–5,999
7B	6,000–6,999
8	7,000+

## Green Buildings Pathway scenarios

A Green Buildings Pathway Feasibility Study **must include** a “minimum performance” scenario as well as either the “short-term deep retrofit” scenario or the “aggressive decarbonization” scenario. The study **may also include** a “like-for-like” (business-as-usual) scenario, which could be useful for comparison purposes but does not count toward the minimum **two** scenarios required as part of the study.

The requirements for the “minimum performance,” “short-term deep retrofit” and “aggressive decarbonization” scenarios are described in [Table 2](#).



Table 2: Scenarios and their requirements

Scenario type	Requirements
<b>Minimum performance</b>	Requirements for this scenario are a 10-year plan that achieves a minimum of 50 percent reduction in annual GHG emissions versus current performance, and a 20-year plan that meets the <a href="#">Best practice energy targets</a> .
<b>Short-term deep retrofit</b>	Requirements for this scenario include the same GHG and <a href="#">Best practice energy targets</a> as the “minimum performance” scenario but with all measures being implemented in the first five years (possibly through the inclusion of additional funding and financing options).
<b>Aggressive decarbonization</b>	<p>This scenario is designed to maximize cumulative GHG savings over 20 years, where measures with higher annual GHG reductions are scheduled for implementation sooner than in the “minimum performance” scenario.</p> <p>Compared to the “minimum performance” scenario, 20-year cumulative GHG savings must be higher. GHG savings of 50 percent must be met within 10 years, but should be met sooner to align with the goal of aggressively targeting cumulative GHG savings. All <a href="#">Best practice energy targets</a> must be met.</p> <p>Example: A measure that saves 50 tonnes of GHG per year that is implemented in year 18 would save 100 cumulative tonnes of GHG in the 20-year pathway (50 tonnes/year x 2 years). But if that same measure is implemented in year zero of the “aggressive decarbonization” scenario, it would save 1,000 cumulative tonnes of GHG (50 tonnes/year x 20 years).</p>
<b>Like-for-like (business-as-usual)</b>	Although not required, a “like-for-like” scenario can be included for comparison purposes. <sup>2</sup> This scenario is based on planned or required maintenance and equipment replacement (as determined by a site assessment) in combination with traditional energy audit recommendations from previous studies of the facility.

2 Because a “like-for-like” or “business-as-usual” scenario is unlikely to meet all the [Best practice energy targets](#), it does not count towards the minimum two scenarios required for inclusion in the study.

# Best practice energy targets

The study must address these mandatory requirements:

## 1. Energy Use Intensity (EUI)

- For office and office-like buildings including (but not limited to) town halls and libraries, an EUI target requirement for building energy consumed per year, per unit floor area, must be met and measured in kWh/m<sup>2</sup>/y. The EUI targets for office and office-like buildings, shown in [Table 3](#) below, are based on the “Flexible Approach – Path 2” from the Canada Green Building Council’s [Zero Carbon Building Design Standard v4](#). These targets must be met without accounting for renewable energy.
- For non-office-like buildings including (but not limited to) recreation centres, pools, and ice arenas, the building’s EUI must be at least 25 percent better than an [NECB 2020](#) baseline EUI, without accounting for renewable energy. The baseline energy use must be calculated by a building energy modeling professional; each project will have a unique [NECB 2020](#) EUI baseline. These EUI targets are based on the “Flexible Approach – Path 1” from the [Zero Carbon Building Design Standard v4](#).

## 2. Use of renewables

Renewable measures (such as installation of solar panels) are permitted, but the project must meet the EUI targets without factoring in any net energy use reductions from renewable systems. However, GHG reductions from renewable energy installations can be counted toward meeting the 50 percent GHG reduction target over 10 years.

## 3. Thermal Energy Demand Intensity (TEDI) – calculate and report only

Projects are not required to meet a TEDI target for any building type. However, TEDI must be calculated for all projects by an energy modelling professional. TEDI must be modeled and calculated as a baseline, and then modeled and calculated at the post-retrofit state. Both the baseline and post-retrofit TEDI numbers must be included in the study.

In general, a building with a “good” (lower) TEDI has less heat loss through the building’s walls, roof, windows and foundation compared to the same building with a “worse” (higher) TEDI.

Example: A building with a lower TEDI typically has better insulation, more energy-efficient windows, and fewer cold air leaks, and may include ventilation heat recovery.

#### 4. Fossil fuel phase-out requirements

For all building types, the following fossil fuel phase-out rules apply:

- For all building types in climate zones 4 and 5, a complete fossil-fuel phase-out is required. Backup fossil fuel use is not permitted.
- For all building types in climate zones 6 and above, a complete fossil-fuel phase-out is required when outdoor temperatures are -15 C and above. Backup fossil-fuel space heating is allowed only when outdoor temperatures are below -15 C.

#### 5. Managing peak demand

Backup electricity generators that rely on combustion-based technology may be used for emergency backup only and must not be used to mitigate peak electrical loads.

Table 3: EUI targets for office and office-like buildings by climate zone

Climate zone	EUI target (kWh/m <sup>2</sup> /y)
4	95
5	95
6	95
7A	$(0.0074 \times \text{HDD18}) + 74$ *
7B	$(0.0074 \times \text{HDD18}) + 74$ *
8	$(0.0074 \times \text{HDD18}) + 74$ *

\* Sample calculation for municipalities located in Climate zones 7A, 7B, or 8:

Saskatoon is located in Climate Zone 7A and has 5700 heating degree-days below 18C, therefore its EUI target for office and office-like buildings is  $(0.0074 \times 5700) + 74 = 116 \text{ kWh/m}^2$

## Other considerations

The following additional items may be considered as part of the study.

### Alignment with funding opportunities

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It is recommended that the final study document identify prospective national and regional incentives and funding programs for capital projects, including GMF's funding opportunities. Funding opportunities can inform capital planning for the GHG and energy reduction pathway, so any requirements or prerequisites for these incentives and programs that could be integrated into the study's scope of work are worth considering.

### Future work preparation

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The study could include additional activities that would accelerate the next phase of work. Examples include the preparation of a measurement and verification (M&V) plan for the recommended design, an electrical capacity assessment, individual equipment and site testing (e.g., thermal conductivity testing), and/or more detailed schematic design work.

### Broader sustainability and resilience analysis

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It is understood that Green Buildings Pathway scenarios will have other qualitative benefits (e.g., occupant comfort) or non-energy/GHG benefits (e.g., water savings) that may be important to the project proponent and other key stakeholders. Study teams are encouraged to integrate these considerations into a broader decision-making process. The project proponent should also consider aligning the study's outcomes with climate resilience planning (e.g., by applying a Climate Lens<sup>3</sup>). This could include examining future weather and climate impacts (e.g., rising temperatures or flood risks) and assigning qualitative or quantitative values to measures that improve resilience.

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3 The Climate Lens is an assessment framework developed by Canada's federal government intended to assess infrastructure projects with a focus on GHG mitigation and climate change resilience. For more information, please review the Government of Canada's [Investing in Canada Infrastructure Program Climate Lens – General Guidance](#).



## Education and collaboration

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Given the highly integrated nature of decarbonization planning, many stakeholders are often involved in the study process. This creates a great opportunity to educate stakeholders about the process of decarbonization in general and the unique challenges and opportunities that buildings present. Likewise, there may be opportunities to collaborate or partner with other organizations (equipment manufacturers, non-government organizations, other municipalities, etc.), particularly where innovative technologies or processes being explored are outside normal operating expectations.

## Embodied carbon assessment

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Embodied carbon associated from building construction currently accounts for approximately 10 percent of Canada's carbon emissions. With the building sector moving towards zero-carbon operations, and with projected growth in building floor areas, embodied carbon represents an increasing proportion of overall emissions.

Given the growing importance of embodied carbon, it is recommended to conduct a whole-building, cradle-to-grave lifecycle carbon assessment (LCCA) as part of the study. The goals of this assessment are to encourage project teams to consider materiality and reduce potential embodied carbon throughout the design process. Enhanced reporting on embodied carbon intensities also allows for a more holistic approach to decarbonization over the building's life and will facilitate benchmarking of future construction projects.

## Potable water conservation

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Building retrofits can offer an opportunity to simultaneously complete improvements on systems and fixtures that consume potable water. Replacing existing plumbing fixtures with low-flow models and introducing high-efficiency appliances and other water-saving strategies can reduce operating water requirements. This will reduce utility costs while helping to protect natural water bodies. Reduced demand for water can also yield energy savings from reduced requirements for domestic hot water heating. Potable water conservation is evaluated as part of GMF's SMB Retrofit Capital Project offer.

## Future change considerations

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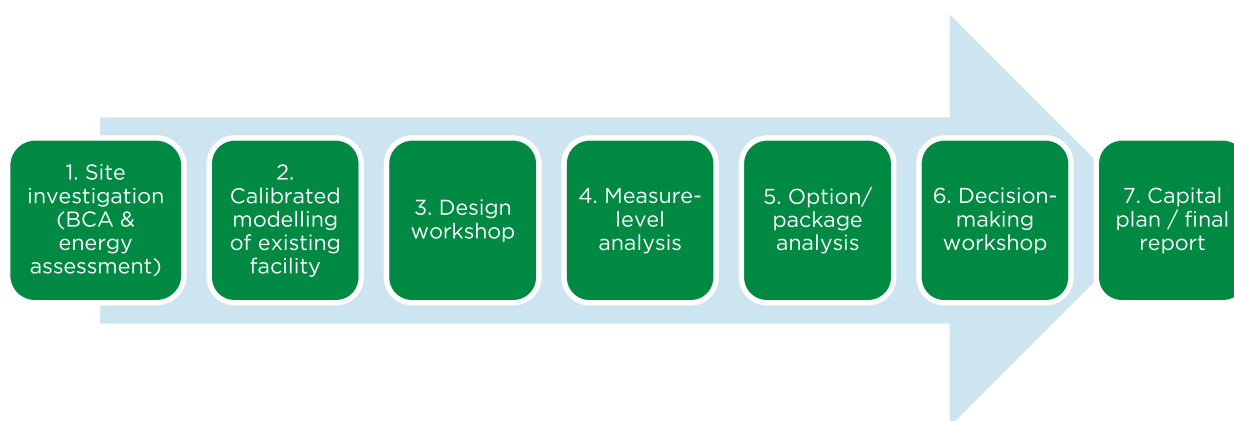
Given the long timeframe considered in the study, the project proponent should be considering future events that would trigger a need to revisit results and calculations in the future. Potential triggers that may impact the study results and motivate an update in the future include:

- New technologies or significant improvements in existing technologies
- Significant changes to emission factors (especially for electricity grids) and the cost of carbon
- New/additional incentives or funding opportunities
- Changes in the cost of capital to procure materials for the retrofit
- Facility-use changes or major renovations

Therefore, it is recommended that the project proponent ensure the required analysis and study components be provided in a form that can be updated relatively easily when required. For example, service providers should provide electronic versions of calibrated energy models and use energy analysis software that is not expected to be obsolete in the short or medium term.

## PART 2: STUDY PROCESS AND REQUIREMENTS

This section covers expected deliverables and other requirements for each step involved in the development of a Green Buildings Pathway Feasibility Study, along with best practice recommendations. References to other standards or guidelines have been highlighted where appropriate, with links to those references included in [Part 3: Definitions and references](#).



*Figure 1: Green Buildings Pathway Feasibility Study workflow*

### Step 1: Site investigation

To begin the study, the “study team” of service providers engaged by the project proponent to deliver the pathway study (e.g., engineers, architects, energy modellers, building scientists, cost consultants, etc.) conducts a review of all available documentation, including but not limited to previous studies completed, and existing drawings. This review is followed by a site walkthrough and operator interviews to gain an understanding of the existing facility and its operations.

Additional site investigation work may also be required to finalize measures and (occasionally) to collect metering data that is needed to better understand and calibrate the facility’s energy model.

Operator interview is an important part of the site investigation. Operators have the greatest insight into the current state of repair and operating conditions of the energy-using equipment in the facility, and they often have significant insight into how to improve these systems and address deficiencies.

## Minimum requirements

The study team should use the site investigation to gather data consistent with, at a minimum, the requirements defined for an *ASHRAE Level 2* energy and water audit—but with enough detail to support a robust data-driven financial analysis and accurate estimates of energy consumption, costs and savings, as well as GHG emissions and emission reductions. The study team does not have to meet all of the [\*ASHRAE 180 and 211 standards\*](#) requirements. The *ASHRAE 211 standard* should be used as a guideline only.

The energy assessment portion of the study must be completed by a qualified professional, i.e., someone with a P.Eng, CEM, BEMP or CEA designation.

The site investigation is required to have, at minimum, the following components:

- A review of available documents, such as drawings, O&M records and manuals, equipment specifications/cutsheets, previous relevant audits/reports/condition assessments, etc.
- Analysis of utility bills or past energy and water usage going back a minimum of 12 months (but preferably 36 months), plus performance benchmarking
- A facility site survey reviewing key building systems, which should fill in any knowledge gaps identified during the documentation review and include interviews with operations and/or property management staff.
- An interview (or other form of engagement) with operational staff, capturing operational implications and opening a meaningful dialogue with these critical team members.

## Best practices/recommendations

A robust site investigation will help the study team identify site-specific opportunities, constraints and barriers in relation to potential measures to be considered in the study.

If a building condition assessment (BCA) has not been conducted in the past three years, if significant changes have occurred since the last BCA, or if the study team feels that a recent BCA does not provide adequate information to inform a 20-year capital plan for the current facility's energy systems, we recommend that the study team conduct a BCA or property condition assessment (PCA) in accordance with ASTM E2018-15, [\*Standard Guide for Property Condition Assessments: Baseline Property Condition Assessment Process\*](#).

For the energy systems investigation, it is recommended that the study team generally follow ASHRAE Level 3. Since the project is considered capital-intensive, and both detailed energy modelling and robust data-driven financial analysis are



expected, the level of site investigation at a systems level will fall somewhere between a Level 2 and Level 3 audit, depending on the depth of system change and the importance of a given measure to the overall decarbonization plan.

Although a formal Level 3 audit would include a higher degree of data collection than is required for this study, it would improve the overall results because higher-quality data would be collected. But note that a Level 3 audit may add to potential study costs.

We generally recommend that studies rely on existing documentation and visual reviews. However, destructive investigation of enclosures, and occasionally HVAC systems, may be valuable where there are gaps in information that could significantly impact the results of the study (e.g., uncertainty surrounding the existing construction and condition of the enclosure or structure). Whether destructive investigation is warranted should be weighed carefully—it may help to identify possible measures, performance impacts and associated costs.

## **Step 2: Calibrated modelling of the existing facility**

Following the completion of the site investigation, a calibrated energy model of the existing building should be prepared. This energy model will be used to determine measure-level and facility-level energy and GHG results, and will inform analyses of lifecycle costs (e.g., energy cost savings).

Acceptable software for calibrated energy modelling includes IES VE, eQuest/CanQuest and EnergyPlus, among others.

### **Minimum requirements**

To ensure best results for what are likely to be more systemic (i.e., complex and interrelated) facility-level GHG and energy reduction measure packages, the model should be calibrated in accordance with the requirements established in the current revision of ASHRAE Guideline 14, and a calibration report should be provided. The energy model calibration portion of the study must be completed by a qualified professional, i.e., either P.Eng, CEM, CEA or BEMP designation.

All facility energy use should be included in the model, including process loads, even when the building studied have significant process loads or include system types not typically handled natively by the hourly modelling tool chosen by the team. Where a process load (or any system) has not been modelled natively in the hourly analysis software, additional documentation and calculations should be provided and the results of external calculations should be combined with natively modelled results. Include any other documentation of overall results.

## **Accounting for significant baseline variation**

Sometimes facilities are anticipated to undergo changes in independent operating parameters, such as peak occupancy, schedule of use, temperature set-points or user-driven equipment usage. In cases where such variation is expected to be significant, the calibrated model should be adjusted to account for these factors before measure-level and facility-level analysis begins.

Where there is substantial variation (e.g., when the facility has an entirely new functional program), a case can be made to ignore the need for a calibrated model of the existing facility and to use the results of a model that better reflects the new facility usage as the baseline. In such a case, however, more work may be required later to understand how to properly capture the GHG savings of implemented measures. These implications should be carefully considered in the study.

## **Best practices/recommendations**

### **Total envelope performance**

A best practice for modelling building enclosures—consistent with the most recent version of the National Energy Code for Buildings (NECB)—includes the holistic analysis of thermal bridging, including point and linear heat loss. This analysis can provide insight into potential existing enclosure issues, especially at system intersections (e.g., wall and window, parapet, etc.) and can more accurately reflect the benefit of best practice approaches for enclosure improvements. This work will typically require more detailed site investigation as well as the input of a facade expert. BC Hydro and the City of Toronto have published guidance and spreadsheet tools to support the work and quantify whole facility and system-specific heat loss. Links to these and other resources are included in [Part 3: Definitions and references](#).

### **Electricity demand impact modelling**

It is recommended that, in cases where fuel-switching to electricity (e.g., air-source heat pumps) is expected to be a critical component of the final decarbonization solution, enough detail be included in the analysis to reflect the impact on the site's electricity demand. Such demand-modelling requires an accurate understanding of : (i) building schedules of use and (ii) the combined part-load and temperature-sensitive performance curves for major equipment. This additional information can take more time to collect during site investigation and measure analysis, but can yield important (critical) insights where there are project feasibility concerns related to electrical service.

## Embodied impact analysis

Embodied emissions are those generated at points in the building's lifecycle other than during operation, such as from the material supply chain (i.e., raw material extraction, materials processing, transportation or manufacturing), from construction, and at a building's end of life (i.e., demolition and disposal). Careful selection of materials/products for potential upgrades may help to significantly reduce lifecycle emissions, or even offer carbon-storing opportunities (e.g., bio-based enclosure materials have a carbon storage benefit). The Canada Green Building Council's [\*Zero Carbon Building Performance Standard v4\*](#) has requirements for embodied carbon, including an embodied carbon reporting template.

## Future weather

Accounting for changes in weather caused by climate change is considered a best practice for long-term studies. Typically, study teams can rely on local conservation authorities and other provincial government sources of climate projections for estimates of weather changes over 25-year and 50-year time horizons.<sup>4</sup> Note that, while future weather impacts should be considered, the typical best practice is to treat the impacts to equipment size pessimistic manner (e.g., ignoring potential benefits to heating equipment sizing, but including increased cooling equipment requirements).

## Step 3: Design workshop

The purpose of holding a design workshop is to confirm the overall direction of the study, identify key study team members, and identify and screen measures for further analysis, both from the site assessment and calibrated energy modelling.

Discussions should address site-specific opportunities, constraints and barriers to the implementation of potential measures, and alignment of measures with the goals of the facility and any broader goals that the project proponent might have.

## Minimum requirements

Conduct and document a workshop with the study team and key project stakeholders.

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4 For more information on future weather trends, see [Climate Data](#), [Climate Atlas of Canada](#).

## Best practices/recommendations

### Important steps in a design workshop include:

- Confirmation of the project proponent's goals for the building, including GHG reduction, EUI reduction, possible TEDI reduction, sustainability outcomes, operational goals, financial assessments, etc., and specific goals for the study (e.g., how the study will be used to inform council decision-making)
- Discussion of available funding, financing and capital-planning constraints.
- Discussion of scheduling, key milestones, potential conflicts/concerns, etc.
- Review of the study process, including roles and responsibilities for the study team and project proponent representatives (i.e., key stakeholders and decision-makers, such as asset managers or capital planners, user groups, operations and maintenance staff, and energy management staff).
- Basic facility decarbonization education, including an explanation of how GHG emissions, EUI, and TEDI are calculated and why results are expected to vary over time as a function of various regulatory factors and grid emission factors
- Review of the building maintenance and equipment replacement requirements uncovered during the site investigation and a discussion of the existing capital plan for the building and/or planned maintenance, repairs, replacements and upgrades
- Brainstorming, describing and qualitatively screening of GHG and energy reduction measures for further analysis
- Identification of non-energy or qualitative benefits (e.g., improved thermal comfort improvements, future-proofing, showcase/educational opportunities, etc.) that should support decision making.
- Promotion of preferred measures and ruling out undesired measures from consideration based on feasibility and compatibility with the site and proponent needs

Although it can be useful for some measure-level analysis to have been completed prior to the first study workshop, it is not required.

## Step 4: Measure-level analysis

The study team will need to determine the GHG and energy reduction potential of each measure identified in the design workshop (or elsewhere) along with its capital cost. This should be done using appropriate energy analysis techniques and quantity surveying procedures. For more on this, refer to [Part 3](#), which provides a list of potential information sources.



Other (qualitative/non-energy) benefits identified in the workshop should also be documented for each measure and used to support decision-making.

## Minimum requirements

At a minimum, the following measures must be analyzed:

- Full facility fuel-switching from fossil fuels (including process loads)
- On-site renewable electricity generation (e.g., solar photovoltaic panels)
- For any facility components requiring replacement during the study period (identified during the site investigation or in the building condition assessment), at least one improved alternate must be studied, where feasible (e.g., if windows will need to be replaced within the study period, at least one window improvement measure must be explored)

The description and documentation of each measure explored (sometimes referred to as Energy Conservation Measures (ECMs)) should discuss the following:

- Scope/high-level design of the measure, including major equipment required and sufficient detail to understand systemic complexity (e.g., schematics or equipment selections)
- Identification of measures or systems that are interrelated or dependent on each other for successful operation
- Assumptions used to analyze the measure
- Annual GHG and energy reduction potential of the measure
- Energy reductions by fuel type (electricity, natural gas, etc.)
- Annual utility cost savings
- Capital cost to implement the measure in year zero of the study (adjusted for inflation)<sup>5,6</sup>
- Implementation strategy (including limitations, if any) for the measure

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5 For measures that are expected to require a construction period greater than one year, the study may use an average yearly cost (i.e., the total cost divided by the number of years in the construction period) as opposed to an exact cost for each year of the construction period, to determine the year zero cost.

6 The accuracy (and associated design detail prepared) of the capital costing in the measure-level analysis should generally be in the range of +/- 20-25 percent, resulting in a CIQS Class C level capital estimate.

- Potential commissioning, measurement and verification, plus any other relevant implementation considerations

Strategies for potable water conservation should also be identified and quantified.

Analysis techniques for measures often require additional tools beyond what is available in hourly analysis software programs. For example, closed-loop geo-exchange systems are not easily analyzed in the most-used modelling tools (e.g., eQUEST, IES, Energy Plus), often necessitating analysis in other tools (e.g., GLD or TRNSYS). Where separate software or analysis tools are determined to be required to achieve the level of accuracy desired from the study, they should be used and appropriately documented.

## Best practices/recommendations

### Studied measures

[Table 4](#) lists the measures that are likely to be explored as part of a robust decarbonization analysis. Note that this is not an exhaustive list, and the study team may identify measures beyond those listed in the table.

Table 4: List of potential measures to be studied	
Building system	Potential measures to be explored
User-driven loads (e.g., lighting)	<ul style="list-style-type: none"> <li>• LED technology: interior and exterior</li> <li>• Daylighting and dimming control</li> <li>• Task lighting and/or addressable lighting for occupant-customized lighting needs</li> <li>• Energy Star® appliances and computer system equipment</li> <li>• Enhanced server room design (e.g., hot aisle/cold aisle)</li> </ul>
Envelope/enclosure	<ul style="list-style-type: none"> <li>• Recladding or overcladding walls (increasing effective insulation level)</li> <li>• Roof insulation upgrades, including options modifying roof/wall intersections (e.g., parapets) so additional insulation can be installed</li> <li>• High-performance glazing and framing systems for doors, windows and skylights, particularly windows with low-emissivity coatings, triple-glazing, noble gas fills, and framing systems with enhanced thermal</li> </ul>

	<p>breaks or that use non-metallic materials (e.g., fibreglass)</p> <ul style="list-style-type: none"> <li>• Air sealing at both the interior and exterior of facades</li> <li>• Below-grade foundation wall insulation upgrades (especially where adjacent landscape will be disturbed anyway)</li> </ul>
<b>HVAC (delivery)</b>	<ul style="list-style-type: none"> <li>• Revised building zoning: space planning, fundamental changes to the HVAC strategy</li> <li>• Natural ventilation, operable windows, atrium/stack effect</li> <li>• Labyrinth or earth tube to pre-condition ventilation make-up air</li> <li>• Demand control ventilation (e.g., CO<sub>2</sub> sensors)</li> <li>• Underfloor/displacement delivery of ventilation</li> <li>• Dedicated outdoor air systems with variable-air volume</li> <li>• Energy recovery using multiple technologies, including heat/enthalpy wheels, reverse-flow systems, energy recovery chillers, waste heat from electrical vault, heat pump energy redistribution, etc.</li> <li>• Near-temperature and low-power heating/cooling delivery approaches (e.g., chilled beams, VRF, “oversized” ECM fan-coils)</li> <li>• Solar thermal pre-heat of ventilation systems (e.g., transpired solar collectors) and thermal system (e.g., solar hot water)</li> </ul>
<b>HVAC (plant)</b>	<ul style="list-style-type: none"> <li>• Advanced air-source heat pumps (e.g., those suitable for cold climate)</li> <li>• Geo-exchange heat pumps (e.g., closed- and open-loop, where applicable)</li> <li>• Electric supplementary boilers</li> </ul>
<b>On-site renewable energy systems</b>	<ul style="list-style-type: none"> <li>• Solar power (i.e., photovoltaic panels) in roof-mounted, parking-awning and building-integrated arrangements</li> <li>• Hydrogen/fuel cell (in traditional or Combined heat-and-power configurations)</li> <li>• Battery energy storage systems (BESS) to take advantage of variation in grid emissions</li> <li>• Wind power and micro-hydro, where appropriate</li> </ul>

<b>Process loads</b>	<ul style="list-style-type: none"> <li>• Ice plant improvements and heat recovery (for rinks)</li> <li>• Customized process heat recovery (for pools)</li> <li>• Drain-water heat recovery (for large, collected domestic hot water loads)</li> <li>• Variable-speed fans and ecology unit heat recovery units (for kitchens)</li> </ul>
<b>Carbon storage/sequestration<sup>7</sup></b>	<ul style="list-style-type: none"> <li>• Bio-based/carbon-storing insulation materials (e.g., cellulose)</li> <li>• FSC-certified wood structural materials and finishes</li> <li>• Large-scale carbon sequestration equipment (e.g., POND technologies)</li> </ul>

A strong study also considers a range of alternatives within each measure (e.g., more than just one approach for low-power HVAC delivery) and increasing levels of performance for the same general measure (e.g., a dedicated outdoor air system with two or three approaches to heat/energy recovery, yielding increasing effectiveness).

## Measure analysis

The best practice for measure analysis is to employ a broadly experienced study team that can inform the proper financial and energy analysis of the identified measure. The team should include experts who understand design constraints and opportunities as well as building science concerns, and can offer appropriate assumptions for modelling and costing work sufficient to achieve the level of accuracy expected for the study.

Energy/GHG metrics studied at the measure level should include:

- Total and percentage emissions and energy reduction compared to baseline year<sup>8</sup>
- Greenhouse gas intensity (GHGI) (tCO<sub>2</sub>e/m<sup>2</sup>)
- Energy use intensity (EUI) (kWh/m<sup>2</sup>)

7 This is not required for the energy model.

8 “Baseline year” is defined as a year with the most recent 12 months of consecutive and reliable data that represents a typical year of facility operations without any significant changes. The first month of the baseline year must be no more than five years prior to the project proponent’s submission date of their full application.



- Thermal energy demand intensity (TEDI) (kWh/m<sup>2</sup>)

Water conservation metrics should include:

- Baseline water consumption of fixtures and fittings (litres per flush or litres per minute)
- Total and percentage water consumption reduction compared to baseline year (m<sup>3</sup> or percent)

Financial metrics at this stage to be used as part of measure analysis should include:

- Capital cost (both absolute and incremental capital cost)
- Operating savings (energy/carbon savings, maintenance savings)
- Simple payback and net present value (NPV), where relevant to the project proponent
- Alternative funding sources for specific measures

Computer-aided optimization and results visualization techniques (e.g., a parallel coordinates plot) are often used to explore and summarize the results of many or all combinations of measures as an interim step toward making full facility-level recommendations. These techniques can be very useful to help study teams identify key parameters and measures required to achieve energy- and GHG-reduction targets. Such techniques, where employed, should be explained clearly to the project proponent, and there should be discussion of their value to the overall process.

## Step 5: Green Buildings Pathway scenarios and package analysis

In this step, the study team will assemble measures into a set, or package, for each pathway scenario and then conduct a technical and financial analysis to determine the effectiveness of each package. The team's analysis should include an incremental capital and lifecycle cost comparison for alternative packages to the “minimum performance” Green Buildings Pathway scenario ([see Part 1](#)).

### Minimum requirements

At a minimum, the scenario and package analysis documentation should include:

- The full list of the measures that make up the packages(s) and the reasoning for including them in the package (include descriptions of measures or systems that are interrelated or dependent on each other for successful operation)

- A comparison and discussion of critical GHG, energy reduction, and financial metrics (see metrics below)
- A summary of the non-energy or qualitative benefits of the package, building on the measure-level analysis
- Results from an analysis of the sensitivity of the scenarios(s) explored to the following factors:
  - **Price of carbon:** The study team should clearly state and justify future carbon pricing assumptions used in the sensitivity analysis. The current information on the projected price of carbon is different in each province.
  - **Projected grid emission factors:** The sensitivity analysis to grid emission factors should look at the target years and assess the impact of grid emissions on achieving the targets.

Given the long timeframe of the study, changes in the provincial electricity grids may have a material impact on prospective emission reductions. It is expected that the study team use projected grid emission factors (at least at a provincial/territory/regional level). The study team should clearly document and provide assumptions for the basis of the projected grid emission factors. See [Part 3](#) for potential sources of information on projected grid emission factors.

In analyzing the performance of different packages that achieve the GHG and energy thresholds outlined above, the study team is required to document the following energy and GHG metrics using an energy model:

- Total and percentage reduction in GHG emissions<sup>9</sup> and energy consumption versus baseline year<sup>10</sup> (including from on-site energy generation)
- Greenhouse gas intensity (GHGI) (tCO<sub>2</sub>e/m<sup>2</sup>)
- Thermal energy demand intensity (TEDI) (kWh/m<sup>2</sup>)<sup>11</sup>
- Energy use intensity (EUI) (kWh/m<sup>2</sup>)

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9 Emission factors should be appropriately referenced (including any assumptions relating to grid emission projections).

10 This should be the same baseline year used in the measure-level analysis.

11 While there is no required TEDI target for a Green Buildings Pathway, applicants are required to have TEDI calculated by an energy modelling professional and included in the study

The study team is required to document the following financial metrics for each package:

- Absolute and incremental capital cost comparisons of the “minimum performance” package with any other recommended packages over a straight 20-year capital planning horizon (with all dollar amounts adjusted back to the baseline year)
- Operating costs (including maintenance, energy and carbon costs)
- Incremental lifecycle cost (ILCC) versus a “minimum performance” package (in dollars) over at least 20 years
- Cost per tonne of carbon abated over the study period (\$ILCC/tCO<sub>2</sub>e)

### **Lifecycle cost analysis process**

The purpose of a lifecycle cost analysis (LCCA) is to determine the cost-effectiveness of the packages presented in the study. As such, the following should be completed when conducting an LCCA for each option:

- The LCCA should start at the anticipated year of completion of the first major project and extend at least 20 years beyond that point
- Lifecycle costing should consider:
  - Capital costs—including hard and soft costs (i.e., design, engineering and construction costs)
  - Operation and maintenance costs (including anticipated repairs and replacement of equipment)
  - Anticipated cost of energy and carbon
  - Available external funding (incentives, grants, etc.)<sup>12</sup>
  - Residual value at the last year of the study period using (at least) a straight-line depreciation
  - Time value-of-money assumptions (e.g., interest, inflation, discount rate), which the project proponent should have reviewed and approved for the purpose of the study

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<sup>12</sup> Confirmed external funding should be separately listed if the project proponent deems it necessary. If desired, prospective funding can be included within a sensitivity analysis.

- The sources and calculation rationale for energy conversions, utility rates, LCCA rates and carbon pricing assumptions should be clearly documented and aligned with industry best practices (see [Part 3](#) for further guidance).

## Best practices/recommendations

The following is a list of additional energy/GHG metrics that can be used to inform decision-making:

- On-site annual zero carbon balance
- Change in peak electricity demand for the facility (kW-peak, summer and winter)
- Embodied carbon impacts of deep retrofit activities (tCO<sub>2</sub>e)
- Upstream GHG impacts of fossil fuel usage (tCO<sub>2</sub>e)

Additionally, the project proponent may benefit from sensitivity analyses of package performance in relation to other factors such as:

- Capital cost
- Cost of energy
- Construction/utility escalation rates
- Variation in time value of money assumptions (e.g., inflation, discount rate)
- 20-year global warming potential (GWP) emission factors

Multi-parameter financial sensitivity methods can be a suitable means of testing the sensitivity of measure packages to variations in financial parameters. The study team should fully explain the conclusions and benefits of such an analysis to the project proponent.

Though unlikely, if there are no recommendable options that achieve a 50 percent GHG reduction over 10 years and [Best practice energy targets](#) over 20 years, an additional narrative can be included in the study report explaining why and outlining the key factors preventing achievement of the minimum target.



## Step 6: Decision-making workshop

The purpose of the decision-making workshop is to review the measure- and facility-level analysis results and reach a consensus on the Green Buildings Pathway to be included in the final report.

Once the pathway, or pathways, is/are agreed upon, the participants in the workshop can discuss how to roll out the package(s) in the short, medium and long term to balance capital considerations with goals for GHG and energy reduction and long-term financial performance.

### Minimum requirements

Conduct and document a decision-making workshop with the study team and key project stakeholders.

### Best practices/recommendations

Important steps in the workshop include:

- Present GHG, energy, and financial analyses for each scenario package along with preliminary options and analyses for bundling measures within each package
- Review non-GHG, non-energy and qualitative benefits of each scenario
- Ensure agreement with the project proponent and study team agree on key assumptions and decision-making metrics
- Reach consensus on the analysis and agree on the pathway(s) to be fully articulated in the final report
- Review potential roll-out scenarios for the package(s) associated with the selected pathway scenarios and discuss feasibility issues and financial constraints that impact timelines for GHG and energy reduction measure implementation

## Step 7: Capital plan or final report

The output of this study should be in the form of a final report. The report should outline the GHG and energy reduction pathway scenarios that allow the facility to achieve the necessary reduction targets within the required timeframe. It should also discuss how alternative measures and facility-level options were explored and

discussed with the broader stakeholders as part of the process that led to the identification of the preferred pathway(s).

## Minimum requirements

At a minimum, the study team should prepare a decarbonized capital plan and comparison matrix made up of a table of cash flows and capital investments and aligned with the study period (e.g., 20-year, 30-year, etc.) and granularity (e.g., annual, five-year, 10-year) desired by the project proponent for each GHG and energy reduction pathway.

As well, the study team should prepare a final summary of each of the study steps above, including design, energy modelling, capital planning and costing results. The report should be organized in a logical manner that addresses each of the requirements listed within the anticipated workflow presented in this document. The final report should include all assumptions and limitations associated with each stage of work and contain an appendix with the following information:

- Site assessment reports (building condition assessment and energy systems investigation)
- Model calibration summary report
- Measure descriptions, including any basis of design information (quantity take-offs, equipment selection information, system diagrams, etc.)
- Energy, GHG and cost analyses at the measure and/or facility scale not suitable for inclusion in the main report body
- Capital cost estimate (cost consultant report)
- Other reference material

## Best practices/recommendations

[Part 3](#) of this guide includes an example table of contents (outline) for a final summary report.

The project proponent should consider using the report as a deliverable for other potential funding streams (i.e. the final report should align with other incentive, grant or other funding programs, such that the project proponent can directly use the study to meet the requirements of those programs).

A final presentation of the results to the broader stakeholders is recommended to brings closure to the process while transitioning to the next phase of work (e.g., funding/financing applications, schematic design, etc.).

## PART 3: DEFINITIONS AND REFERENCES

### Key terms and definitions

Term	Definition	Link/reference
<b>Cumulative GHG reductions</b>	Also known as accumulated emissions, this is the sum of GHG emissions over a particular time period. Cumulative emissions are an important concept, as two reduction scenarios with the same reduction (e.g. an 80 percent reduction within 20 years) can have different cumulative emissions depending on the implementation time frame for specific measures.	
<b>ASHRAE 211</b>	The <i>Standard for Commercial Building Energy Audits</i> addresses Standard 211, which establishes consistent practices for conducting and reporting energy audits for commercial buildings.	<a href="#">ASHRAE Standards 180 and 211</a>

Term	Definition	Link/reference
<b>ASTM E2018-15</b>	The <i>Standard Guide for Property Condition Assessments: Baseline Property Condition Assessment Process</i> is intended for use on a voluntary basis by parties who want to establish baseline property condition assessment of commercial real estate.	<a href="#"><i>Standard Guide for Property Condition Assessments: Baseline Property Condition Assessment Process</i></a>
<b>ASHRAE Guideline 14</b>	The <i>Measurement of Energy, Demand, and Water Savings</i> guideline establishes energy model calibration requirements.	<a href="#"><i>ASHRAE Guideline 14-2023 - Measurement of Energy, Demand and Water Savings</i></a>
<b>National Energy Code for Buildings (NECB)</b>	The Government of Canada's <i>National Energy Code for Buildings</i> sets out technical requirements for the energy-efficient design and construction of new buildings and additions.	<a href="#"><i>National Energy Code of Canada for Buildings 2020</i></a>
<b>BC Hydro</b>	BC Hydro offers guidance and tools on building envelope thermal bridging.	<a href="#"><i>Commercial new construction—BC Hydro</i></a>
<b>City of Toronto</b>	Toronto Green Standard Energy Modelling Guidelines also offers building envelope guidance and tools.	<a href="#"><i>Energy Modelling Guidelines Version 4—City of Toronto</i></a>



Term	Definition	Link/reference
<b>Ice plant improvements</b>	Facilities with ice plants must consider this critical process load. To ensure accurate results, the ice plant and associate improvements should be modelled. See references for guidance on modelling and ice plants.	Guide: <a href="#"><i>Taking your indoor ice rink to net zero</i></a>  This International Building Performance Simulation Association (IBPSA) <a href="#"><i>case study</i></a> on modelling a community centre, including a pool and ice rink, covers all major loads to consider:
<b>Customized process heat recovery</b>	Like ice plants, swimming pools must also be considered when modelling process loads. See the reference for guidance on modelling pools.	<a href="#"><i>Modelling indoor swimming pools—NECB. 5.2.10.2</i></a>
<b>Greenhouse Gas Intensity (GHGI)</b>	The total greenhouse gas emissions associated with energy use on the building site. It is reported in kilograms of CO <sub>2</sub> -equivalent per square metre (kgCO <sub>2</sub> e/m <sup>2</sup> ) and includes onsite emissions sources as well as those associated with provincial electricity generation.	Defined as per the Canada Green Building Council's <a href="#"><i>Making the Case for Building to Zero Carbon</i></a>
<b>Energy use intensity (EUI)</b>	The sum of all site energy (not source energy) consumed on site (e.g. electricity, natural gas, district heat) including all process loads, divided by the floor area of the building.	Defined per the Canada Green Building Council's <a href="#"><i>Zero Carbon Building Performance Standard v2</i></a>

Term	Definition	Link/reference
<b>Thermal energy demand intensity (TEDI)</b>	The annual heat loss from a building's envelope and ventilation after accounting for all passive heat gains and losses, per unit of modelled floor area	Defined per the Canada Green Building Council's <a href="#"><i>Zero Carbon Building Design Standard v4</i></a>
<b>Absolute capital cost</b>	The baseline cost plus the incremental cost of achieving the energy benefit of the measure or package. The baseline cost should be informed by the building condition assessment (BCA).	
<b>Incremental capital cost</b>	The increase or decrease in the cost of construction, relative to the baseline costs outline by the facility BCA.	
<b>Operational carbon</b>	The emissions associated with the energy used to operate the building.	Defined per the Canada Green Building Council's <a href="#"><i>Zero Carbon Building Design Standard v4</i></a>
<b>Incremental lifecycle cost (ILCC)</b>	The net present value (NPV) of the increase or decrease in total costs per square metre for construction, operation and maintenance over the study period, relative to the "minimum performance" package (or other reference package).	Definition adapted from the Canada Green Building Council's <a href="#"><i>Making the Case for Building to Zero Carbon</i></a>

Term	Definition	Link/reference
<b>Cost per tonne of carbon abated (\$ILCC/tCO<sub>2</sub>e)</b>	The net present value (NPV) of the increase or decrease in total costs per tonne of CO <sub>2</sub> -equivalent saved, relative to the “minimum performance” package.	Definition adapted from the Canada Green Building Council’s <a href="#"><i>Making the Case for Building to Zero Carbon</i></a>
<b>On-site annual zero carbon balance</b>	This balance represents the net emissions of the sum of embodied carbon, operational carbon and avoided emissions.	Defined per the Canada Green Building Council’s <a href="#"><i>Zero Carbon Building Design Standard v4</i></a>
<b>Embodied carbon</b>	These are carbon emissions associated with materials and construction processes throughout the whole lifecycle of a building. They are additional to operational carbon emissions.	Defined per the Canada Green Building Council’s <a href="#"><i>Zero Carbon Building Design Standard v4</i></a>
<b>Residual value</b>	The residual value of a system (or component) is its remaining value at the end of the study period, or at the time it is replaced during the study period.	See the section entitled “Residual Values” in this guide on lifecycle cost analysis from Whole Building Design Guide: <a href="#"><i>Life-Cycle Cost Analysis (LCCA)</i></a>

Term	Definition	Link/reference
<b>Upstream GHG impacts</b>	An additional consideration can be made for natural gas consumption in relation to methane leakage from the extraction, processing and distribution of natural gas. Methane, while short-lived, has a higher global warming potential than carbon dioxide. Therefore, the potential impact to upstream GHG emissions could be an important consideration for a holistic analysis (i.e., when calculating lifecycle emissions).	<p>A recent study further outlined potential life cycle emission factors that include consideration for life cycle electricity grid emission factors and upstream natural gas emissions:</p> <p><a href="#">“Lifecycle greenhouse gas emissions from electricity in the province of Ontario at different temporal resolutions,”</a> L. Pereira and D. Posen, <i>Journal of Cleaner Production</i>, October 2020</p>

## Factors and assumptions

Energy and GHG factors	Possible sources/guidelines
<b>Energy conversion factors</b>	<p><a href="#">Canada Energy Regulator Energy conversion tables</a></p> <p>The Canada Energy Regulator provides a comprehensive list of conversion factors.</p>



Energy and GHG factors	Possible sources/guidelines
<b>GHG emission factors</b>	<p>Canada Green Building Council's <a href="#">Zero Carbon Building Workbook (ZCB-Design v4 Workbook)</a></p> <p>The Canada Green Building Council has released an Excel workbook that summarizes current emission factors for provincial grids (including average and marginal factors) as well as common fossil fuels. The calculator primarily draws factors from two sources:</p> <ul style="list-style-type: none"> <li>• <a href="#">Canada's National Inventory Report (2018)</a></li> <li>• <a href="#">Energy Star Portfolio Manager Technical Reference: Greenhouse Gas Emissions</a></li> </ul>
<b>Future grid emissions</b>	<p>Canada Energy Regulator, <a href="#">Canada's Energy Future 2016: Energy Supply and Demand Projections to 2040, data appendices</a></p> <p>The Canada Energy Regulator annually publishes projections for future grid mix nationally and by provincial/territory year over year.</p>
<b>Marginal emission factors</b>	<p>The Canada Green Building Council's <a href="#">Zero Carbon Building Workbook (ZCB-Design v4 Workbook)</a></p> <p>The workbook summarizes current emission factors for provincial grids (including average and marginal factors) as well as common fossil fuels.</p>
<b>Time value of carbon</b>	<p>CPA (Chartered Professional Accountants) Canada's <a href="#">The Time Value of Carbon: Smart Strategies to Accelerate Emission Reductions</a></p> <p>Produced by CPA Canada, this publication examines how to accelerate GHG reductions by addressing near-term climate forcers (NTCFs), the short-lived GHGs that significantly contribute to climate change.</p>

## Utilities

Utility	Possible sources/guidelines
Electricity—consumption	Utility provider or energy authority
Electricity—demand	If provided as separate rate schedule
Natural gas	Utility provider or energy authority
Water	Utility provider or energy authority
Propane	Utility provider or energy authority
Diesel	Utility provider or energy authority

## Lifecycle costing

Lifecycle costing	Possible sources/guidelines
LCCA methodology	<p><a href="#"><i>2019 ASHRAE Handbook—HVAC Applications</i></a>, Chapter 38</p> <p>National Institute of Standards and Technology, NIST Handbook 135, <a href="#"><i>Life Cycle Costing Manual for the Federal Energy Management Program</i></a>, 2020 edition</p> <p>Whole Building Design Guide, <a href="#"><i>Life-Cycle Cost Analysis (LCCA)</i></a></p>

Lifecycle costing	Possible sources/guidelines
<b>Escalation rate—capital</b>	Consistent with project proponent's portfolio rates for capital projects or federal government life cycle cost analyses (Scope of Work for Carbon Neutral Study Services—Life Cycle Costing Analysis)
<b>Escalation rate—utilities</b>	Consistent with project proponent's portfolio rates for capital projects or federal government life cycle cost analyses (Scope of Work for Carbon Neutral Study Services—Life Cycle Costing Analysis)
<b>Inflation/price escalation</b>	Consistent with project proponent's portfolio rates for capital projects or Statistics Canada's <a href="#">Canadian Consumer Price Index</a>
<b>Discount rate</b>	<p>Consistent with project proponent's portfolio rates for capital projects or federal government life cycle cost analyses.</p> <p>It is expected that GHG and energy reduction pathways in applications for pathway capital projects will use a discount rate of their preference— but this discount rate should be no greater than 5 percent (aligned with the federal government's discount rate outlined in its Greening Government Strategy: Real Property Guidance document). Proponents wishing to use a discount rate higher than 5 percent should contact FCM.</p> <p>Treasury Board of Canada Secretariat's (TBS's) <i>Canadian Cost-Benefit Analysis Guide</i> also provides a discount rate for the opportunity cost of capital for the federal government. For additional information see the TBS <a href="#">Canadian Cost-Benefit Analysis Guide</a></p>

## Cost estimates

Cost estimate	Possible sources/guidelines
Capital estimates	Canadian Institute of Quantity Surveyors, <a href="#"><i>Elemental Cost Analysis, Format, Method of Measurement, Pricing: Measurement of Buildings by Area and Volume</i></a>
Maintenance	<p>Supplied by operator</p> <p>“Maintenance Costs,” <a href="#"><i>2019 ASHRAE Handbook—HVAC Applications</i></a>, Chapter 38</p> <p>Building Owners and Managers Association International, <a href="#"><i>Preventative Maintenance Guidebook: Best Practices to Maintain Efficient and Sustainable Buildings</i></a></p>
Residual	<p>Straight line depreciation</p> <p>Canada Revenue Agency, <a href="#"><i>Depreciable Properties and Their Rates</i></a></p>



# APPENDIX A: SAMPLE REPORT OUTLINE

This sample report outline is adapted from ASHRAE Standard 211-2018:

## **Executive summary**

- a. Overall assessment of energy benchmarking and performance
- b. Aggregated savings and costs of recommended measures
- c. Table of recommended measures and options, with savings and costs
- d. Lifecycle cost analysis

## **Introduction**

- a. Study scope

## **Facility description**

- a. Building information
- b. Building envelope
- c. HVAC
- d. Service hot water/domestic hot water
- e. Lighting
- f. Process and plug loads

## **Historical utility data**

- a. Data summary
- b. Utility rate structures
- c. Benchmarking
- d. Target and savings estimate
- e. End-use breakdown

## **Measures and options analysis**

- a. Energy modelling approach
- b. Measure interactions
- c. Measurement and analysis
- d. Lifecycle cost analysis
- e. Schematic diagrams (as applicable)
- f. Workshop summary
- g. Measures considered but not recommended

## **GHG and energy reduction pathway capital plan**

- a. GHG and energy reduction pathway(s) summary and capital plan(s)
- b. Comparison matrix

## **Appendices**

The numbers just came in- I've outlined them in a table below. For pure consulting fees, the total cost is \$116,843, with the 20% the municipality is responsible for being \$23,369.

For all FCM applications, we generally like to add on a 10% contingency – this is for the municipality and is in case there are any changes to scope, you go with a different contractor, etc.

We also can include a line item for staff remuneration – this is to cover staff hours spent coordinating with the consultant, reviewing reports, etc.

The total project cost we submit to the FCM is \$136,527, which is \$109,222 in funding and \$27,305 covered by the municipality. Note that we are going to work with AB Ecotrust to get that 20% covered.

Let me know if you have any questions!

Building	Scope	Cost	FCM Funding (80%)	Municipal Portion (20%)
Arena	GHG Pathway Study	\$15,243	\$12,194.60	\$3,048.65
Centennial Hall	GHG Pathway Study	\$14,706	\$11,764.96	\$2,941.24
Library	GHG Pathway Study	\$14,169	\$11,335.32	\$2,833.83
Lift Station	GHG Pathway Study	\$13,632	\$10,905.68	\$2,726.42
Recreation Centre	GHG Pathway Study	\$15,243	\$12,194.60	\$3,048.65
Town Office/FCSS	GHG Pathway Study	\$15,243	\$12,194.60	\$3,048.65
Water Treatment Plant	GHG Pathway Study	\$13,900	\$11,120.04	\$2,780.01
Firehall	GHG Pathway Study	\$14,706	\$11,764.96	\$2,941.24
	<b>TOTAL</b>	<b>\$116,843</b>	<b>\$93,475</b>	<b>\$23,369</b>

**Municipal Contingency (10%)**

**Municipal Remuneration (100 hrs at \$80/hr)**

**Grand Total**

**Total Funding Request**

**Total Municipal Contribution**




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<b>TOWN OF TWO HILLS COUNCIL MEETING AGENDA ITEM</b>							
Meeting Date: December 9, 2025		Confidential:	Yes		No	X	
Topic: 2026 Interim Operating Budget							
Originated By: Sheila Lupul			Title:	CFO			
BACKGROUND:							
<p>The town must pass an interim operating budget in order to function financially in 2026. This preliminary budget is a snapshot of typical operating costs that are due during the first part of the new year. After the year end work is completed for the town and we have firm grant numbers and assessment values, Council can set the final operating and capital budget for 2026.</p>							
DOCUMENTATION ATTACHED:							
<ul style="list-style-type: none"> <li>2026 Interim Operating Budget</li> </ul>							
DISCUSSION:							
COMMUNICATION PLAN/COMMUNITY INVOLVEMENT:							
RECOMMENDED ACTION(S):							
<p>If council so wishes:</p> <p>_____ moves to adopt the 2026 Interim Operating Budget as presented.</p>							
DISTRIBUTION:							
<p>Council: X</p>							

v	<b>Account</b>	<b>Name</b>	<b>26 Interim</b>
	<b>2010</b>	<b>Council &amp; Other Legislative</b>	
		Department Totals:	\$ 88,383.47
	<b>2020</b>	<b>General Administration</b>	
		Department Totals:	\$ 887,140.78
	<b>2040</b>	<b>Policing</b>	
		Department Totals:	\$ 68,486.40
	<b>2050</b>	<b>Fire Fighting</b>	
		Department Totals:	\$ 66,555.87
	<b>2055</b>	<b>Disaster Services &amp; Emergency</b>	
		Department Totals:	\$ 2,600.00
	<b>2070</b>	<b>Bylaw Services</b>	\$ -
		Department Totals:	\$ 2,263.94
	<b>2080</b>	<b>Roads,Streets,Walks,Lighting</b>	
		Department Totals:	\$ 852,598.08
	<b>2110</b>	<b>Garbage Collection</b>	
		Department Totals:	\$ 82,612.44
	<b>2090</b>	<b>Water Supply &amp; Distribution</b>	
		Department Totals:	\$ 368,355.71
	<b>2100</b>	<b>Sewer Service &amp; Treatment</b>	
		Department Totals:	\$ 34,212.21
	<b>2120</b>	<b>Family &amp; Community Support Services</b>	
		Department Totals:	\$ 81,861.76
	<b>2130</b>	<b>Cemetery</b>	
		Department Totals:	\$ 52.79
	<b>2140</b>	<b>Economic Development</b>	
		Department Totals:	\$ 58,921.10
	<b>2145</b>	<b>Community Services</b>	
		Department Totals:	\$ 33,834.50
	<b>2148</b>	<b>Municipal Building</b>	
		Department Totals:	\$ 12,899.68
	<b>2160</b>	<b>Recreation/Parks Fac &amp; Prog.</b>	
		Department Totals:	
	<b>2161</b>	<b>Hall</b>	
		Department Totals:	\$ 27,215.45
	<b>2162</b>	<b>Arena</b>	
		Department Totals:	\$ 50,079.46
	<b>2163</b>	<b>Curling Rink</b>	
		Department Totals:	\$ 33,082.52
	<b>2166</b>	<b>Parks</b>	
		Department Totals:	\$ 8,724.18
	<b>2200</b>	<b>Library</b>	
		Department Totals:	\$ 19,331.28
	<b>2210</b>	<b>Requisitions</b>	
		Department Totals:	\$ 113,343.59
		<b>TOTAL</b>	\$ 2,892,555.19



**TOWN OF TWO HILLS  
COUNCIL MEETING  
AGENDA ITEM**



Meeting Date: December 9, 2025	Confidential:	Yes		No	X
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Topic: Strategic Plan

Originated By: Sheila Lupul	Title:	CFO
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**BACKGROUND:**

A strategic plan helps the municipality set clear priorities, use resources wisely, and stay accountable to residents. It builds trust through community involvement and shows long-term vision, making the municipality stronger and more attractive for growth.

Previous council set a

**DOCUMENTATION ATTACHED:**

2024 Strategic Plan  
2024-384 MOVED by Councillor A. Romaniuk to accept the Strategic Plan draft as information and for it to be incorporated into the minutes. CARRIED

**DISCUSSION:**

Tentative dates: January 8, 9, & 10, 2026  
Location: Alberta Counsel Office, Edmonton, AB  
Rooms tentatively booked at \$165.00 +taxes

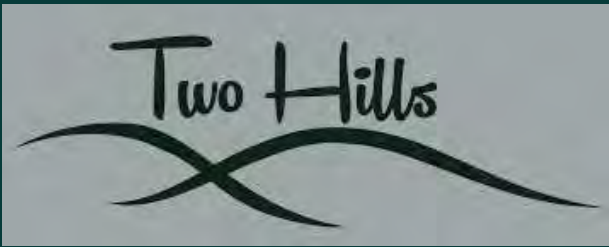
**COMMUNICATION PLAN/COMMUNITY INVOLVEMENT:**

**RECOMMENDED ACTION(S):**

If council so desires:

\_\_\_\_\_ moves that council schedule a Strategic Planning session with Alberta Counsel to review the 2024 Strategic Plan and guide council with any amendments that are required on January 8, 9, & 10, 2026 at the Alberta Counsel Office in Edmonton with Council, CAO & CFO to attend.

DISTRIBUTION:	Council: X
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JANUARY 2025

# Town of Two Hills Strategic Plan

The Perfect Blend of  
Town & Country

Presented To: Town of Two Hills

Presented By: Aileen Burke, Alberta Counsel

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# Executive Summary

## Overview

The Town of Two Hills engaged Alberta Counsel to assist with facilitating and developing a three-to-five-year strategic plan for the Town. The established strategic plan is intended to set the next Town Council up for success and give them a starting point from which to work once elected.

Through a two-day planning session, the Town Council expressed its desire to foster a vibrant, inclusive, and sustainable community through strategic economic growth, collaborative partnerships, enhanced infrastructure, and a strong sense of community engagement. Five priority pillars were established. These will be further defined in the following pages, but a summary can be found below.

## Priority Pillars of Strategic Plan

---

**Economic Development:** Stimulate economic growth, focusing on job creation, business support, and downtown revitalization.

---

**Strategic, Intentional Partnerships:** Build and leverage partnerships with local and regional stakeholders to enhance community resources.

---

**Population Growth - Attraction & Retention:** Increase and retain the population through welcoming initiatives, housing, and access to essential services.

---

**Community Building:** Strengthen community bonds through volunteerism, social services, recreation, and cultural engagement.

---

**Community Infrastructure:** Develop and maintain essential infrastructure to support community growth and well-being.

---



# Guiding Principles

PAGE 4

## Mission/Purpose

Develop strategic partnerships that attract investments in businesses and industries, and attract new families by building on our unique advantages.

## Vision

A prosperous community driven by growing manufacturing and agriculture sectors, and quality family-focused amenities.

## We Believe Statements

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We believe that the community will grow the region.

---

We believe that we must have the facilities to keep and draw the people into the region, as this will increase taxable assessment and growth through the region.

---

We believe we are stronger together.

---

We believe we are responsible for attracting people and business to the region.

---

We believe that growing business and industry will increase population and taxable assessment.

---

We believe that great recreation facilities enhance a healthy and vibrant community.

# Community Profile

PAGE 5

This page provides a high-level profile of the Town of Two Hills.



## Community Overview

Two Hills is a town in central Alberta, located approximately 137 km East of Edmonton at the junction of Highways 45 and 36.

Two Hills considers itself a perfect blend of town and country. It is a smaller but fully serviced community with an approximate population of 1400 people.

## Contextual Factors

Considering upcoming external factors was a crucial component of the strategic planning sessions. In particular, Council was conscious of the following factors while working to identify Town of Two Hills priorities:

- Upcoming American election
- Upcoming federal election
- Upcoming leadership review of the Premier
- Upcoming municipal elections
- Upcoming provincial budget cycle and the possibility of budget cuts
- Upcoming provincial legislative sessions and legislation to be tabled

# SWOT Analysis

PAGE 6

Prior to the strategic planning sessions held on September 23 and 24, 2024, Town Council completed a SWOT Analysis. Below is a summary of what was captured.

## Strengths

- A workforce with tremendous potential
- Campsite
- Public and Mennonite school systems
- Fibre optic and gig air
- Healthcare - Clinic, pharmacy, senior centre, long-term care, Sage
- Police detachment
- Close river, lake, and the North SK River
- Hwy 36 and 45 traffic
- Young population - 1/3 under the age of 18
- Retail services - Grocery, bakery, vegetable and fruit, restaurants, building store
- Golf course
- Eventide Homes - Low-income housing for 55+
- With a 1 hr daily commute to the city
- Dark sky preserves
- Rec facility
- Land and lots available
- City and well water availability
- Local builders

## Weaknesses

- Age of infrastructure
- Lack of regional collaboration
- Lack of housing/affordable housing
- No dentist
- Age of ice plant
- Mess on Hwy and Town
- Administration over-capacity and inability to keep up with demands
- Website is out of date
- No box stores
- Lack of clothing stores - only a second hand store available
- Wrong side of the river (northern boundary)

# SWOT Analysis, cont.

PAGE 7

## Opportunities

- Saddle Lake
- Affordable housing/green housing/local house builders
- Land for sale and development
- Open for external investors
- Tourism, including Ag tourism and tourism businesses
- First biker-friendly community
- Provincial and federal grants
- Dry cleaner
- Taxi/bus service/Uber
- LRT
- Local ATV/car dealer
- Manufacturing
- Other Indigenous relationships
- Food processing
- UAV/airport
- Country living - calm and quiet community friends
- Brand name stores
- Old railway line for tourism/ATV

## Threats

- Negative connotation of bikers in the community
- St. Paul/Vegreville
- Lack of local health professionals at the hospital
- Travelling nurse/healthcare aide
- Teachers do not live in town
- Box stores





# Pillar One: Economic Development

PAGE 8

Stimulate economic growth with a focus on job creation, business support, and downtown revitalization.

## Economic Development

The term economic development is an umbrella priority that encompasses the following priorities.

### Job Creation

#### Includes:

- Incentivizing Agri-Food Industry (abattoirs, greenhouses, value-added services)
- Traffic Impact Assessment for Highways 45 and 36
- Tax incentive bylaws
- Marketing/advertising
- Accessing grant funding

---

### Small Business Incubators/Chamber of Commerce

#### Includes:

- Removing the Town of Two Hills from the Vegreville umbrella
- Building a strategy for the establishment of the Chamber of Commerce/Small Business Incubator (share service agreement model development, provision of a central location, etc.)
- Launch of services

---

### Strategy Development

#### Includes:

- Two-year Economic Development strategic planning project
- Development of a marketing and communications strategy
- Development of a Chamber of Commerce and Shared Service Agreement strategy

---

### Marketing and Attraction

#### Includes:

- Advertising bylaws for incentives
- Advertising attractions and benefits
- Development of a marketing and communications strategy that includes use of print, radio, social media, and website mediums

# Pillar Two – Strategic, Intentional Partnerships

PAGE 9

Build and leverage partnerships with local and regional stakeholders to enhance community resources.

## Partnerships

This pillar encompasses the following priorities.

### Relationships with Indigenous Stakeholders

#### Includes:

- Building an interim Engagement Strategy that includes:
  - Community involvement strategies
  - Target Nations/Settlements
  - Additional target Indigenous stakeholders
- Building a comprehensive Indigenous economic development strategy through the Ec. Dev. Project

---

### Relationships with the Mennonite Community

#### Includes:

- Building an interim Engagement Strategy that includes:
  - Community involvement strategies
  - Target stakeholders
- Building a comprehensive Mennonite community economic development strategy through the Ec. Dev. Project

---

### Relationships with Church and Faith-Based Stakeholders

#### Includes:

- Building an interim Engagement Strategy that includes:
  - Community involvement strategies
  - Target stakeholders
- Building a comprehensive Church and Faith-Based economic development strategy through the Ec. Dev. Project

---

### Relationships with Industry and Business Stakeholders

#### Includes:

- Building an interim Engagement Strategy that includes:
  - Community involvement strategies
  - Target stakeholders
- Building a comprehensive economic development strategy through the Ec. Dev. Project

---

### Relationships with Regional Stakeholders

#### Includes:

- Development of an MOU and Terms of Reference process that includes Shared Service Agreements for each partner municipality
- Building a comprehensive economic development strategy through the Ec. Dev. Project

# Pillar Three– Population Growth – Attraction and Retention

PAGE 10

Enhance population growth through housing, healthcare access, and community integration.

## Population Growth

This pillar encompasses the following priorities.

### Housing Development

#### Includes:

- Accessing and stacking funding where possible
- Targeting market housing, rentals, affordable, and seniors housing
- Building relationships with developers
- Leveraging tax incentives

---

### Access to Healthcare

#### Includes:

- Maintaining the current healthcare professional incentive
- Maintaining relationships with the hospital

---

### Community Integration for Newcomers

#### Includes:

- Creating opportunities for community integration through events and food, such as through Culture Days
- Determining whether a “Welcome Wagon” type program still exists
- Continuing to support the FCSS Newcome Program

---

### Marketing and Attraction

#### Includes:

- Advertising of tax incentives
- Advertising of community amenities
- Consideration for a targeted advertising campaign

# Pillar Four – Community Building

Strengthen community bonds through volunteerism, social services, recreation, and cultural engagement.

## Community Building

This pillar encompasses the following priorities.

### Volunteerism

**Includes:**

- Development of project/issue-based volunteer opportunities
- Consideration for the development of a Volunteer Committee made up of reps from community stakeholders
- Allocation of a budget to volunteer recruitment and retention

---

### Social Services

**Includes:**

- Look into the possibility of developing regional community resource guides
- Partnering with food security organizations to address access to food challenges in the community
- Funding opportunities

---

### Rec & Culture Services

**Includes:**

- Development of opportunities targeted to ages 12-18 on Wednesdays and Sundays
- Engagement with the SAC to review the contract
- Completion of an inventory assessment
- Pursuit of grant opportunities

---

### Family Services

**Includes:**

- Working with schools, the Library, daycares, and FCSS to ensure service availability
  - Working with the school, FCSS, and the Library to have them provide a list of monthly events
  - A Council Committee review to ensure Council reps are appropriately allocated
-



# Pillar Four– Community Building, cont.

PAGE 12

## Tourism

### Includes:

- Through the Ec. Dev. Project, development of a strategy to service the Geleta campsites
- Marketing and advertising efforts to highlight amenities, including the lake and the golf course
- Have the incoming council consider developing a tourism strategy that considers ideas such as museums, sports tourism, Indigenous partnerships, and an annual signature event
- Establishment of an annual culture days event, funded through grant funding, that includes a vendor market, cultural performances, and cultural information tables, to be hosted the last Saturday of every September

---

## Community Engagement

### Includes:

- Completion of a rec and culture needs assessment
  - Completion of a service needs assessment
  - Completion of a community satisfaction survey
  - Opportunities for budget input
- 



# Pillar Five – Community Infrastructure

Enhance infrastructure to support community growth well-being.

## Community Infrastructure

This pillar encompasses the following priorities.

### Roads

**Includes:**

- With consideration of the asset mapping underway and with input from Public Works, the development of a roadway priority list
- Prioritization of curb and gutter work and work in the existing golf course residential
- Budget allocation for a mobile speed sign
- Access funding where possible

---

### Water & Sewer

**Includes:**

- Development and allocation of a budget to service the 32-acre plot
- Development of a strategic plan for water and sewer pipeline replacement
- Completion of water meter replacement
- Access funding where possible

---

### Ice Plant

**Includes:**

- Continue to work with strategic partners to move the project forward
- Pursuit of grant opportunities

---

### Public Works Shop

**Includes:**

- Access funding where possible
- Continue to work with strategic partners to move the project forward

---

### Building Development, Maintenance, & Security

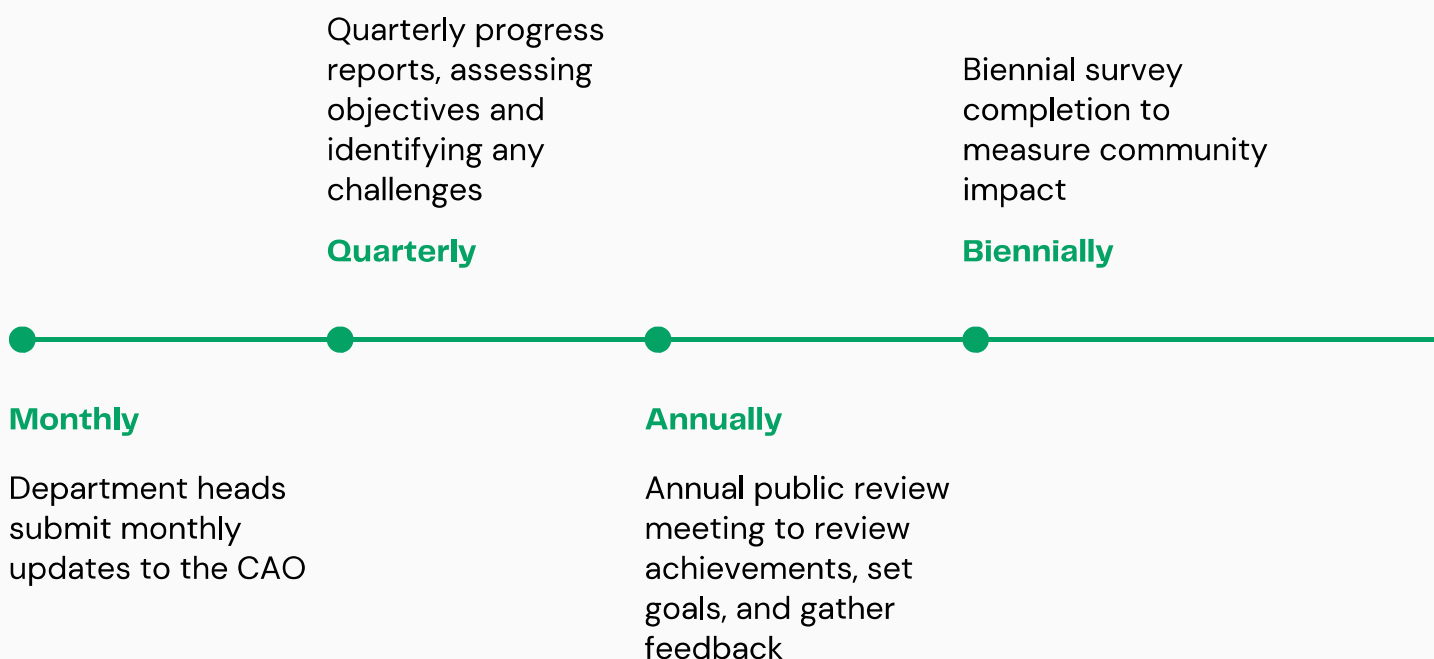
**Includes:**

- Establishing property lines with the golf course
  - Budget for the installation of security cameras in the Town Office and at the campground, at minimum
  - Pursuit of grant opportunities
-

# Performance Monitoring and Review

## Transparency and Accountability

The graph below highlights four key components to ensure that your strategic plan is being delivered. This creates a mechanism for accountability and transparency while also providing ample opportunity for feedback and course correction if needed.





Two Hills



## **3-5 Year Strategic Plan – Supplementary Document**

### **Vision Statement**

To foster a vibrant, inclusive, and sustainable community through strategic economic growth, collaborative partnerships, enhanced infrastructure, and a strong sense of community engagement.

---

### **Key Pillars and Objectives (3-5 Year Goals with Action Steps and Performance Indicators)**

---

#### **1. Economic Development**

- **Goal:** Stimulate economic growth, focusing on job creation, business support, and downtown revitalization.
- **Objectives, Action Steps & Performance Indicators:**
  - **1.1 Job Creation**
    - **Action Steps:**
      1. Partner with regional economic development agencies to identify key industries that align with local resources.
      2. Develop a list of potential incentives (e.g., tax breaks, reduced fees) and create a formal proposal for attracting businesses.
      3. Launch a targeted outreach campaign to engage potential businesses in the agriculture, food, and manufacturing sectors.
      4. Create and publish informational materials highlighting the community's benefits, infrastructure, and workforce capabilities.

- **Performance Indicators:**
  - Increase local job opportunities by 10% within 3 years.
  - Secure at least three new industries or businesses within 5 years.
- **1.2 Small Business Incubator**
  - **Action Steps:**
    1. Identify a suitable location for the incubator and secure necessary funding or partnerships.
    2. Form a collaboration with the Chamber of Commerce to design the incubator program, including mentorship, resources, and workshops.
    3. Host an annual "Small Business Expo" to showcase local entrepreneurs and attract participants.
    4. Develop a system to track incubator graduates and measure success (e.g., businesses launched, jobs created).
  - **Performance Indicators:**
    - Launch and support a small business incubator within 1 year.
    - Achieve a minimum of 5 participating businesses in the incubator program by year 3.
- **1.3 Marketing and Attraction**
  - **Action Steps:**
    1. Hire a marketing consultant to develop a targeted strategy for business attraction and retention.
    2. Launch a social media campaign and targeted online ads highlighting the benefits of relocating businesses to the area.
    3. Establish a website section dedicated to economic opportunities, available properties, and incentives.

4. Organize quarterly webinars for prospective businesses, featuring testimonials from local entrepreneurs.

- **Performance Indicators:**

- Develop a comprehensive marketing strategy by the end of year 1.
- Track and report a 15% increase in business inquiries and investment interest by year 5.

- **1.4 Downtown Revitalization**

- **Action Steps:**

1. Conduct a survey among downtown businesses and residents to identify key improvement needs.
2. Develop a phased improvement plan focusing on signage, lighting, pedestrian areas, and beautification.
3. Apply for state or federal grants for revitalization projects, as available.
4. Organize community events (e.g., street festivals, markets) to increase foot traffic in the downtown area.

- **Performance Indicators:**

- Complete at least two major downtown revitalization projects within 3 years.
  - Increase foot traffic and business occupancy in the downtown area by 25% over 5 years.
-

## 2. Strategic, Intentional Partnerships

- **Goal:** Build and leverage partnerships with local and regional stakeholders to enhance community resources.
- **Objectives, Action Steps & Performance Indicators:**
  - **2.1 Indigenous Relations**
    - **Action Steps:**
      1. Form an advisory group with Indigenous community representatives to guide engagement and project collaboration.
      2. Develop joint economic projects such as tourism, cultural events, or eco-friendly business ventures.
      3. Host bi-annual meetings with Indigenous leaders to discuss community goals and opportunities for partnership.
    - **Performance Indicators:**
      - Establish a formal Indigenous engagement strategy within 2 years.
      - Participate in at least three collaborative projects with Indigenous partners by year 5.
  - **2.2 Mennonite and Church Community**
    - **Action Steps:**
      1. Schedule regular meetings with Mennonite and church leaders to discuss shared community goals.
      2. Partner on service projects such as food drives, community clean-ups, or family support initiatives.
      3. Facilitate joint events focused on culture, education, or youth engagement.



- **Performance Indicators:**
  - Develop formal engagement strategies for religious and cultural communities within 3 years.
  - Partner on at least two community events or initiatives within 5 years.
- **2.3 Regional Relationships**
  - **Action Steps:**
    1. Form a coalition with neighboring municipalities to address shared issues like healthcare and transportation.
    2. Develop a formalized inter-municipal agreement for shared services (e.g., emergency services, waste management).
    3. Schedule annual meetings to review the effectiveness of shared services and explore new collaboration areas.
  - **Performance Indicators:**
    - Establish inter-municipal service agreements within 3 years.
    - Achieve shared resource utilization agreements with at least two neighboring municipalities by year 5.
- **2.4 Industry/Business Partnerships**
  - **Action Steps:**
    1. Identify top industries in the area and reach out to business leaders for partnership opportunities.
    2. Organize a bi-annual business networking event to encourage cross-sector collaboration.
    3. Develop a shared apprenticeship or internship program for local youth with industry partners.

- **Performance Indicators:**

- Formally partner with at least 5 local industries by year 5.
- Facilitate two annual business networking events to strengthen community-industry ties.

---

### 3. Population Growth - Attraction & Retention

- **Goal:** Increase and retain the population through welcoming initiatives, housing, and access to essential services.

- **Objectives, Action Steps & Performance Indicators:**

- **3.1 Housing**

- **Action Steps:**

1. Work with local developers to identify high-priority areas for new housing projects.
2. Apply for housing grants to support affordable and senior housing initiatives.
3. Implement a streamlined process for approving housing developments to reduce delays.

- **Performance Indicators:**

- Develop 100 new housing units, focusing on affordable and senior housing, within 5 years.
- Secure partnerships with at least three developers by year 3.

- **3.2 Access to Healthcare**

- **Action Steps:**

1. Establish a recruitment committee to identify and reach out to healthcare professionals.
2. Offer relocation assistance and other incentives (e.g., housing support, loan repayment) to attract professionals.
3. Conduct a community health needs assessment to identify key healthcare gaps and work with healthcare providers to address them.

- **Performance Indicators:**

- Attract at least 5 healthcare professionals to the region within 5 years.
- Increase healthcare service capacity by 20% over 5 years.

- **3.3 Community Integration for Newcomers**

- **Action Steps:**

1. Create a "Welcome Packet" with essential information on local services, amenities, and events.
2. Launch quarterly newcomer meet-and-greet events to foster connections.
3. Develop a mentorship or "buddy" program pairing new residents with established community members for support.

- **Performance Indicators:**

- Organize quarterly events for community integration starting in year 1.
- Achieve a 90% satisfaction rate among new residents on community integration efforts within 3 years.

- **3.4 Marketing & Advertising**

- **Action Steps:**

1. Partner with local businesses and realtors to distribute promotional materials in neighboring regions.
2. Develop and publish testimonials from current residents and business owners about the benefits of moving to the area.
3. Host community open houses where potential residents can tour local schools, amenities, and housing options.

- **Performance Indicators:**

- Roll out a targeted population growth marketing campaign within 1 year.
- Increase inquiries and relocation interest by 20% within 3 years.

---

## **4. Community Building**

- **Goal:** Strengthen community bonds through volunteerism, social services, recreation, and cultural engagement.

- **Objectives, Action Steps & Performance Indicators:**

- **4.1 Volunteerism**

- **Action Steps:**

1. Develop a central online platform for posting volunteer opportunities and tracking hours.
2. Create an annual volunteer recognition event to celebrate contributions and encourage continued participation.
3. Partner with schools and youth groups to encourage youth volunteerism.



- **Performance Indicators:**
  - Establish an annual volunteer recognition event starting in year 2.
  - Increase volunteer participation by 25% within 3 years.
- **4.2 Social Services**
  - **Action Steps:**
    1. Research and compile a comprehensive list of local social service resources to develop a Regional Community Resource Guide.
    2. Partner with food security organizations and establish monthly food distribution events.
    3. Apply for grants to support food security and emergency assistance programs.
  - **Performance Indicators:**
    - Publish a regional community resource guide within 2 years.
    - Partner with two food security organizations to improve access to food services by year 3.
- **4.3 Recreation & Culture**
  - **Action Steps:**
    1. Work with the local recreation department to develop programs for all age groups, with a focus on youth and seniors.
    2. Plan and host a community cultural event that highlights local traditions and heritage.
    3. Establish partnerships with arts organizations to provide regular cultural programming.

- **Performance Indicators:**

- Expand recreational programming with 3 new age-targeted activities per year.
- Host an annual cultural event by the end of year 2, increasing attendance by 30% over 3 years.

- **4.4 Tourism**

- **Action Steps:**

1. Develop a comprehensive tourism strategy, including a calendar of events and promotional materials.
2. Partner with local museums, golf courses, and natural attractions to create package deals for visitors.
3. Host an annual signature event to increase tourism visibility and attract out-of-town visitors.

- **Performance Indicators:**

- Develop a tourism strategy within 1 year.
  - Increase tourism revenue by 20% within 5 years.
  - Establish an annual signature event by year 3.
-

## 5. Community Infrastructure

- **Goal:** Develop and maintain essential infrastructure to support community growth and well-being.
- **Objectives, Action Steps & Performance Indicators:**
  - **5.1 Roads & Sidewalks**
    - **Action Steps:**
      1. Conduct an asset mapping project to assess and prioritize road and sidewalk improvements.
      2. Apply for infrastructure grants and explore partnerships for funding support.
      3. Implement an annual inspection and maintenance schedule for roadways.
    - **Performance Indicators:**
      - Complete a prioritized road improvement plan within 1 year.
      - Improve 50% of targeted roadways and sidewalks over 5 years.
  - **5.2 Water & Sewer**
    - **Action Steps:**
      1. Develop a 5-year water and sewer upgrade plan and present it to community stakeholders.
      2. Secure funding through grants to offset project costs and prioritize projects based on urgency.
      3. Replace aging meters annually to improve efficiency and reduce water loss.
    - **Performance Indicators:**
      - Develop a strategic water and sewer plan within 1 year.
      - Replace or upgrade 10% of water/sewer infrastructure annually.

- **5.3 Public Works Shop & Ice Plant**

- **Action Steps:**

1. Conduct a needs assessment for the public works shop and ice plant to identify priority upgrades.
2. Apply for grants or partner with local organizations for co-funding opportunities.
3. Implement energy-saving upgrades to reduce long-term operating costs.

- **Performance Indicators:**

- Complete an upgrade plan for the ice plant and public works shop within 2 years.
- Reduce operating costs by 15% within 5 years.


- **5.4 Building Development & Maintenance**

- **Action Steps:**


1. Develop a yearly schedule for property assessments and maintenance needs.
2. Install security cameras and lighting upgrades at public buildings, prioritizing high-traffic areas.
3. Create a budget for unexpected repairs and replacements to ensure smooth operation of facilities.

- **Performance Indicators:**

- Upgrade and maintain at least two public buildings per year.
  - Install security measures in all public facilities, achieving a 100% coverage rate within 3 years.
-

TOWN OF TWO HILLS COUNCIL MEETING AGENDA ITEM						
Meeting Date: December 9, 2025	Confidential:	Yes		No	X	
Topic: Christmas Vouchers						
Originated By: Sheila Lupul			Title:	CFO		
BACKGROUND:						
<p>It has become customary for council to gift staff members a voucher (of the staff members' choice) from a business in town as a show of appreciation for the year's accomplishments. Typically, the vouchers did not include liquor or cannabis stores, and most staff chose the local food stores to aide with Christmas groceries.</p>						
DOCUMENTATION ATTACHED:						
DISCUSSION:						
Should council continue this practice?						
COMMUNICATION PLAN/COMMUNITY INVOLVEMENT:						
RECOMMENDED ACTION(S):						
<p>If council so wishes:</p> <p>_____ moves to approve a \$150.00 certificate to a local business in town, excluding liquor or cannabis stores, as an gift for staff members for Christmas.</p>						
DISTRIBUTION: Council: X						



TOWN OF TWO HILLS COUNCIL MEETING AGENDA ITEM						
Meeting Date: December 9, 2025		Confidential:	Yes		No	X
Topic: Golf Course Development						
Originated By: Michael Tarkowski			Title:	Mayor		
BACKGROUND:						
Mayor Michael Tarkowski asked that the Golf Course Development be brought back for discussion.						
DOCUMENTATION ATTACHED:						
DISCUSSION:						
COMMUNICATION PLAN/COMMUNITY INVOLVEMENT:						
RECOMMENDED ACTION(S):						
DISTRIBUTION: Council: X						



**Town of Two Hills Councillor Report**

**Date: December 4, 2025**

**ACE Water Corporation**

**Meeting held in Lloydminster Nov 27 updating all new members as to the working of ACE.**

**Budget/Bylaw Policy**

**Budget meeting Dec 2 council chambers in camera.**

**Emergency Management**

**HUB-Northeast Alberta Information**

**November 10 Hub meeting via zoom**

**I am the vice chair now as the rep from the county didn't succeed in their re-election bid. There was a quite a change in directors due to municipal elections.**

**NAAGO – NE AB Alliance for Growth & Opportunity**

**Extra Notes/Alternate**

**Attended via zoom ---- Alberta council Media Training session  
Abmunis CAO/ Council Toolkit session**



## Town of Two Hills Councillor Report

**Date: December 9/25**

### Airport Commission


### Budget/Bylaw/Policy

Interim budget meeting was held Dec 2 with closed session items reviewed

### EDC – Lakeland Go East

EDC meeting planned for December 10
Go East Elections were held for board members
Presentation on AI marketing and how it can be used to grow tourism through advertising
RTTH Motorcycle rally will be the flagship program for booking event tickets through go East website

### Emergency Management


### Regional Economic Development Committee (REDC)


### SAC – Sports Activity Council

AGM planned for December 11



## Town of Two Hills Councillor Report

### NSWA – North Saskatchewan Watershed Alliance

### Regional Landfill Committee

Org meeting x2 County Office

### VMHA – Veterans Memorial Highway Committee

Org meeting in Caster, AB Dec 5. 2025

### Budget/Bylaw/Policy

### Emergency Management

### Extra Notes/Alternate

Attended AB MUNI  
Attended RMA



## Town of Two Hills Councillor Report

### **Eagle Hill Foundation**

Org. meeting & discussed budget

### **FCSS – Family & Community Support Services**

Had organizational meeting

### **Space Education Centre**

### **Two Hills Fire Department**

### **Budget/Bylaw/Policy**

### **Emergency Management**

### **Extra Notes/Alternate**

Attended AB Munis in Calgary

Attended RMA's in Edmonton





## Town of Two Hills Councillor Report

### Alice Melnyk Library Board

Attended meeting on 12 Nov 2025. Introduction to board members and Budget and Projection reviewed for 2026.

Financial statement for 2025 reviewed.

### Adult Learning Committee

Attended meeting on 10 Nov 2025.

Introduction to board members.

Dave presented planning model based on sustainability.

Discussed success of Mennonite women workshop organized by ALC.

### Budget/Bylaw/Policy

28 Oct 2025. Reviewed Bylaw in meeting.

### Emergency Management

### NLLS – Northern Lights Library System

### RPAP – Rural Physician Action Plan

### Extra Notes/Alternate