



Agenda

Council Meeting | Thursday, September 17, 2026 | 9:00 AM | Council Chambers

Page

A. CALL TO ORDER

B. ADOPTION OF AGENDA

C. ADOPTION OF MINUTES

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1. **County Council Meeting Minutes**
[Council Meeting - 03 Sep 2026 - Minutes](#)

D. DEPARTMENT REPORTS

D.1. DEVELOPMENT & INFRASTRUCTURE

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- D.1.1. **Bylaw 26-021 – Amendment to the Land Use Bylaw to Redesignate a Portion of NW-35-9-22-W4M from Rural Agriculture (RA) to Rural General Industrial (RGI) – First Reading**
[Bylaw 26-021 – Amendment to the Land Use Bylaw to Redesignate a Portion of NW-35-9-22-W4M from Rural Agriculture \(RA\) to Rural General Industrial \(RGI\)](#)

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- D.1.2. **Capital Projects Update**
[Capital Projects Update](#)

D.2. GROWTH & ENGAGEMENT

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- D.2.1. **Canada's Premier Food Corridor: 2023-2026 Outcomes**
[Canada's Premier Food Corridor: 2023-2026 Outcomes](#)

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- D.2.2. **Intermunicipal Collaboration Framework - Agreement Not to Use Framework (Cardston County)**
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- D.2.3. **Intermunicipal Collaboration Framework - Agreement Not to Use Framework (County of Warner)**
[Intermunicipal Collaboration Framework - Agreement Not to Use Framework \(County of Warner\)](#)

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- D.2.4. **Intermunicipal Collaboration Framework - Agreement**

Not to Use Framework (Municipal District of Willow Creek)

[Intermunicipal Collaboration Framework - Agreement Not to Use Framework \(Municipal District of Willow Creek\)](#)

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D.2.5. Intermunicipal Collaboration Framework - Agreement Not to Use Framework (Municipal District of Taber)

[Intermunicipal Collaboration Framework - Agreement Not to Use Framework \(Municipal District of Taber\)](#)

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D.2.6. Intermunicipal Collaboration Framework - Agreement Not to Use Framework (Vulcan County)

[Intermunicipal Collaboration Framework - Agreement Not to Use Framework \(Vulcan County\)](#)

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D.2.7. Intermunicipal Collaboration Framework Rescission Bylaw No. 26-024

[Intermunicipal Collaboration Framework Rescission Bylaw No. 26-024](#)

D.3. ADMINISTRATION

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D.3.1. Lethbridge County 2026 - 2031 Strategic Plan

[Lethbridge County 2026 - 2031 Strategic Plan](#)

E. NEW BUSINESS

F. CLOSED SESSION

1. Update - ATIA Section 28 - Local public body confidences

G. ADJOURN



Minutes

Council Meeting | Thursday, September 3, 2026 | 9:00 AM | Council Chambers

The Council Meeting of Lethbridge County was called to order on Thursday, September 3, 2026, at 9:00 AM, in the Council Chambers, with the following members present:

PRESENT:

- Reeve Tory Campbell
- Deputy Reeve John Kuerbis
- Councillor Lorne Hickey
- Councillor Mark Sayers
- Councillor Kevin Slomp
- Councillor Eric Van Essen
- Councillor Tony Ankermann
- Chief Administrative Officer Cole Beck
- Manager, Planning and Development Kaylyn Franklin
- Director, Corporate Services Patrick Lyster
- Director, Growth & Engagement Trevor Lewington
- Director, Development & Infrastructure Devon Thiele
- Director, Operations Ryan Thomson
- Regional Manager of Emergency Services Heath Wright
- Coordinator, Payroll & HR Erin Lyster

A. CALL TO ORDER

Reeve Tory Campbell called the meeting to order at 9:01 a.m.

Reeve Tory Campbell read the following land acknowledgement:

In the true spirit of reconciliation, we acknowledge all those who call this land home now and for thousands of years in the past. May we respect each other and find understanding together and recognize the benefits that this land provides to all of us.

B. ADOPTION OF AGENDA

222-2026	Deputy Reeve Kuerbis	MOVED that the September 3, 2026 Lethbridge County Council Meeting Agenda be adopted as presented.	CARRIED
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C. ADOPTION OF MINUTES

C.1. County Council Meeting Minutes

223-2026	Councillor Sayers	MOVED that the August 6, 2026 Lethbridge County Council Minutes be adopted as presented.	CARRIED
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D. **SUBDIVISION APPLICATIONS**

D.1. **Subdivision Application #2026-0-091 – Van Garderen - SW1/4 28-12-21-W4M**

224-2026 Deputy Reeve Kuerbis MOVED that the Country Residential subdivision of SW1/4 28-12-21-W4M (Certificate of Title No. 261 105 012), to subdivide a 15.37-acre (6.22 ha) first subdivision from a title of 160.00 acres (64.7 ha) for county residential use; BE APPROVED subject to the following:

CONDITIONS:

1. That, pursuant to Section 654(1)(d) of the Municipal Government Act, all outstanding property taxes shall be paid to Lethbridge County.
2. That, pursuant to Section 655(1)(b) of the Municipal Government Act, the applicant or owner or both enter into a Development Agreement with Lethbridge County which shall be registered concurrently with a final plan against the title(s) being created, if required.
3. That the applicant provides a final Plan of Survey to illustrate the exact dimensions and parcel size of the proposed parcel as approved by the Subdivision Authority.
4. That the easement(s) as required by ATCO Gas Energy Systems shall be established.

CARRIED

D.2. **Subdivision Application #2026-0-092 – Handsaeme/Hutchinson - Lots 1 & 2, Block 1, Plan 8911644 within NW1/4 31-9-20-W4M**

225-2026 Councillor Sayers MOVED that the Country Residential subdivision of Lots 1 & 2, Block 1, Plan 8911644 within NW1/4 31-9-20-W4M (Certificate of Title No. 101, 162, 584, 131 241 923), to enable a property line adjustment (reconfiguration) between two properties by subdividing a 0.66-acre (0.268 ha) portion of land from a title comprised of 3.76-acres (1.52 ha) and consolidating it to an adjacent west 1.92-acre (0.778 ha) title, thereby enlarging it to 2.58-acres (1.045 ha) in size for county residential use; BE APPROVED subject to the following:

CONDITIONS:

1. That, pursuant to Section 654 (1)(d) of the Municipal Government Act, all outstanding property taxes shall be paid to Lethbridge County.
2. That, pursuant to Section 655(1)(b) of the Municipal Government Act, the applicant or owner or both enter into and comply with a Development Agreement with Lethbridge County which shall be registered concurrently with the final plan against the title(s) being created, if required.
3. That the titles and 0.66-acre portion of land to be subdivided and consolidated to create the enlarged 2.58-acre yard title be done by a plan prepared by a certified Alberta Land Surveyor in a manner such that the resulting titles cannot be further subdivided without approval of the Subdivision Authority.
4. That any easement(s) as required by utility companies or the municipality shall be established, if deemed required.

CARRIED

**D.3. Subdivision Application #2026-0-101 – Nieboer
- Lot 2, Block 1, Plan 2211650 within SE1/4 4-11-23-W4M**

226-2026 Councillor Hickey MOVED that the Country Residential / Commercial subdivision of Lot 2, Block 1, Plan 2211650 within SE1/4 4-11-23-W4M (Certificate of Title No. 241 199 001), to resubdivide a 7.71-acre (3.12 ha) parcel and create titles 3.40 and 4.31 acres (1.38 & 1.74 ha) in size for county residential and rural commercial use; BE APPROVED subject to the following:

Conditions:

1. That, pursuant to Section 654(1)(d) of the Municipal Government Act, all outstanding property taxes shall be paid to Lethbridge County.
2. That, pursuant to Section 655(1)(b) of the Municipal Government Act, the applicant or owner or both enter into and comply with a Development Agreement with Lethbridge County which shall be registered concurrently with the final plan against the title(s) being created. This agreement may address the terms of any access and road provisions required.
3. That the applicant provides a final Plan of Survey by an Alberta Land Surveyor to illustrate the exact dimensions and size of the parcel as approved.
4. That legal and physical access be provided to the satisfaction of both Lethbridge County and Alberta Transportation.
5. That any conditions of Alberta Transportation shall be met, including any access or service road requirements.
6. That any easement(s) as required by utility companies or the municipality shall be established.

CARRIED

**D.4. Subdivision Application #2026-0-106 – Brilman
- SW1/4 20-11-20-W4M**

227-2026 Councillor Van Essen MOVED that the Agricultural & Country Residential subdivision of SW1/4 20-11-20-W4M (Certificate of Title No. 191 041 272, 211 029 682), to enable a property line adjustment by reconfiguring two adjacent existing titles 63.7 and 96.3 acres (25.7 & 38.81 ha) in size through the subdivision and consolidation of land, by creating reconfigured parcels 33.66 and 126.59 acres (13.62 & 51.23 ha) respectively in size for agricultural use; BE APPROVED subject to the following:

Conditions:

1. That, pursuant to Section 654(1)(d) of the Municipal Government Act, all outstanding property taxes shall be paid to Lethbridge County.
2. That, pursuant to Section 655(1)(b) of the Municipal Government Act, the applicant or owner or both enter into and comply with a Development Agreement with Lethbridge County which shall be registered concurrently with the final plan against the title(s) being created, if required.

3. That the titles and portions of land to be subdivided and consolidated to create the reconfigured titles be done by a plan prepared by a certified Alberta Land Surveyor in a manner such that the resulting titles cannot be further subdivided without approval of the Subdivision Authority.
4. That the applicant submits a final plan as prepared by an Alberta Land Surveyor that certifies the exact location and dimensions of the parcels being subdivided and consolidated.
5. That the easement(s) as required by ATCO Gas Energy Systems or any other utility companies shall be established, if deemed required.

CARRIED

D.5. Subdivision Application #2026-0-110 – Sinke Farms Ltd. – Lots 3-4, Block 1, Plan 0911225 within SW1/4 14-11-22-W4M

228-2026 Deputy Reeve Kuerbis MOVED that the Agricultural & Country Residential subdivision of Lots 3-4, Block 1, Plan 0911225 within SW1/4 14-11-22-W4M (Certificate of Title No. 201 230 411, 201 230 411 +1), to subdivide a 3.00-acre (1.21 ha) a bareland vacant parcel and also consolidate an existing 3.00-acre (1.21 ha) vacant parcel within the same 1/4-section, for country residential use; BE APPROVED subject to the following:

Conditions:

1. That, pursuant to Section 654(1)(d) of the Municipal Government Act, all outstanding property taxes shall be paid to Lethbridge County.
2. That, pursuant to Section 655(1)(b) of the Municipal Government Act, the application or owner or both enter into and comply with a Development Agreement with Lethbridge County, which shall be registered concurrently with the final plan against the title(s) being created, if required.
3. That the titles of land to be subdivided and consolidated to create the new enlarged 3.00-acre yard title be done by a plan prepared by a certified Alberta Land Surveyor in a manner such that the resulting titles cannot be further subdivided without approval of the Subdivision Authority.
4. That the applicant submits a final plan as prepared by an Alberta Land Surveyor that certifies the exact location and dimensions of the new 3.0-acre parcel being subdivided.
5. That a professional soils analysis with a minimum of two test pits be undertaken by a certified individual or agency on the new relocated 3.00-acre lot to determine suitability for a private septic system, with a copy of the soils analysis and report submitted to the Subdivision Authority.
6. That any easement(s) as required by utility companies or the municipality shall be established.

CARRIED

E. DEPARTMENT REPORTS

A. CORPORATE SERVICES

A.1. Tax Penalty Waiver Request – Roll #28270000

229-2026	Deputy Reeve Kuerbis	MOVED that Council deny the request for a tax penalty waiver in the amount of \$888.62 as requested for tax roll #28270000.	CARRIED
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B. DEVELOPMENT & INFRASTRUCTURE

B.1. Bylaw No. 26-022 – Lethbridge County Subdivision Authority Bylaw

230-2026	Deputy Reeve Kuerbis	MOVED that Bylaw 26-022, being the Subdivision Authority Bylaw be read a first time	CARRIED
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231-2026	Councillor Sayers	MOVED that Bylaw 26-022, being the Subdivision Authority Bylaw be read a second time.	CARRIED
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232-2026	Councillor Ankermann	MOVED that Bylaw 26-022, being the Subdivision Authority Bylaw be considered for third reading.	CARRIED
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233-2026	Councillor Hickey	MOVED that Bylaw 26-022, being the Subdivision Authority Bylaw be read a third time.	CARRIED
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B.2. Bylaw 26-014 Road Closure, Consolidation and Sale Township Road 94 - Dan Indenbosch

234-2026	Councillor Van Essen	MOVED that Bylaw 26-014, being the Road Closure, Consolidation and Sale Township Road 94 be read a first time.	DEFEATED
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Ayes: Hickey and Slomp

Nays: Campbell, Kuerbis, Sayers, Van Essen, and Ankermann

B.3. Hamlet of Kipp - Removal of Hamlet Designation

235-2026	Deputy Reeve Kuerbis	MOVED that County Council approve removing the Hamlet designation from the area known as Kipp and direct County Administration to proceed with re-designating the lands in the Kipp area from Direct Control to Rural Agriculture.	CARRIED
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Reeve Campbell recessed the meeting at 10:00 a.m.

Reeve Campbell reconvened the meeting at 10:15 a.m.

C. GROWTH & ENGAGEMENT

C.1. Milk River Regional Public Rest Facility - Letter of Support

236-2026	Deputy Reeve Kuerbis	MOVED that Council authorize the Reeve to sign a general letter of support, substantially in the form attached, for the Town of Milk River and SouthGrow Regional Initiative's proposed Milk River Regional Public Rest Facility design phase, for use in the Community Facility Enhancement Program and other applicable funding applications, with no financial commitment by Lethbridge County.	CARRIED
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C.2. In Motion 2026 - Presenting Sponsorship

237-2026 Councillor Hickey MOVED that Council approve Lethbridge County as the exclusive Presenting Sponsor of In Motion 2026 in the amount of \$1,750, subject to the sponsorship opportunity remaining available, with funds to be drawn from the Council Discretionary Donation Reserve.

CARRIED

C.3. Destination Marketing Organization (DMO) Recognition - Letter of Support

238-2026 Councillor Sayers MOVED that Council authorize the Reeve to provide a letter of support for Tourism Lethbridge's application to be designated under the Traveller Protection and Destination Development Act as the destination marketing organization for a geographic area that includes Lethbridge County, subject to Administration confirming that the final regulations do not materially alter the basis for support, and that the letter:

- a) confirm that Council's support creates no financial commitment by Lethbridge County;
- b) state that the support is based on the Act and public information available at the date of the letter; and
- c) communicate Council's expectation of meaningful participation by County tourism businesses and attractions, transparent regional work planning and reporting, and measurable benefits to the Lethbridge County visitor economy.

CARRIED

D. OPERATIONS

D.1. Deep Base Stabilization Trial – Township Road 9-2 Update

Council receive the *Deep Base Stabilization Trial – Township Road 9-2 Update* for information.

F. CORRESPONDENCE

F.1. VisitLethbridge.com Arena

Council reviewed correspondence from VisitLethbridge.com Arena regarding Sponsorship opportunities for the 40th Anniversary season Kickoff Party on September 12, 2026.

F.2. Chinook Arch Library System

Council reviewed letter from Chinook Arch Library Board regarding the 2027 population numbers and the municipal levy for 2027.

F.3. Oldman Watershed Council

Council reviewed letter from the Oldman Watershed Council requesting a letter of support.

239-2026 Deputy Reeve Kuerbis MOVED that Council provide a letter of support to Oldman Watershed Council request to the provincial government for continued funding for 2027.

CARRIED

F.4. South Region ASB Conference - County of Forty Mile

Council was presented the information and RSVP deadline to determine who would like to attend. Mark and Kevin both indicated they would like to attend. Erin will coordinate with Gary regarding who will attend.

F.5. **Lethbridge Chamber of Commerce - Annual General Meeting**

Council reviewed invitation from Lethbridge Chamber of Commerce to attend their AGM.

F.6. **Lethbridge Chamber of Commerce - 2026 Lethbridge Business Awards**

Council reviewed invitation from Lethbridge Chamber of Commerce to attend Lethbridge's 2026 Business Award Ceremony.

G. **COUNTY COUNCIL AND COMMITTEE UPDATES**

G.1. **Lethbridge County Council Attendance Update - July 2026**

Division 1

Councillor Lorne Hickey

July 6 - BMO Farm Family Awards, Calgary Stampede

July 7 - IDPrep Meeting

July 9 - County/City of Lethbridge IDP Meeting

July 14 - Piyami Lodge Groundbreaking Ceremony, Picture Butte

July 14-16 - ASB Summer Tour

July 19-21 - PNWER Summit

July 22 - Green Acres Executive Committee

Division 2

Reeve Tory Campbell

July 4 - Barons Parade

July 4 - IDPrep Meeting

July 8 - Calgary Stampede Government Relations Trip

July 9 - County/City of Lethbridge IDP Meeting

July 14 - Piyami Lodge Groundbreaking Ceremony, Picture Butte

July 16 - Lethbridge County Council Meeting

July 18 - Lethbridge Region Pancake Breakfast, 10 Years of the Legion

July 24 - ILWG Rural Roads Working Committee Meeting, Virtual

July 25 - Miner's Days Parade, Coalhurst

Division 3

Councillor Mark Sayers

July 7 - IDPrep Meeting

July 9 - County/City of Lethbridge IDP Meeting

July 14-15 - ASB Summer Tour

July 16 - Lethbridge County Council Meeting

July 25 - Miner's Days Parade, Coalhurst

Division 4

Deputy Reeve John Kuerbis

July 7 - Weekly meeting with Community Futures Executive Director

July 14-16 - ASB Summer Tour

July 18 - Nobleford Parade

July 19-23 - PNWER Summit

July 22 - Virtual Meeting with Prairies Can

July 28 - Weekly meeting with Community Futures Executive Director

Division 5

Councillor Kevin Slomp
July 4 - Barons Parade
July 18 - Nobleford Parade

Division 6

Councillor Eric Van Essen
July 4 - Barons Parade
July 16 - Lethbridge County Council Meeting
July 18 - Nobleford Parade
July 20-23 - PNWER Summit

Division 7

Councillor Tony Ankermann
July 4 - Barons Parade
July 16 - Lethbridge County Council Meeting
July 18 - United Conservatives Taber Warner Summer Family BBQ
July 25 - Miners Days Parade - Coalhurst

240-2026 Councillor MOVED that the Lethbridge County Council Meeting move into Closed
Sayers Session, pursuant to Section 19, 20, 28 and 29 of the Municipal
Government Act, the time being 11:02 a.m.

CARRIED

H. CLOSED SESSION

H.1. CAO Report - C.Beck (ATIA Sections 19, 20, 28 and 29)

241-2026 Councillor MOVED that the Lethbridge County Council Meeting move out of the
Van Essen closed session at 12:47 p.m.

CARRIED

I. ADJOURN

242-2026 Councillor MOVED that the Lethbridge County Council Meeting adjourn at 12:48
Sayers p.m.

CARRIED

Reeve

CAO

AGENDA ITEM REPORT



Title: Bylaw 26-021 – Amendment to the Land Use Bylaw to Redesignate a Portion of NW-35-9-22-W4M from Rural Agriculture (RA) to Rural General Industrial (RGI) – First Reading

Meeting: Council Meeting - 17 Sep 2026

Department: Development & Infrastructure

Report Author: Kaylyn Franklin

APPROVAL(S):

Kaylyn Franklin, Manager, Planning and Development
Devon Thiele, Director, Development & Infrastructure
Cole Beck, Chief Administrative Officer

Approved - 09 Sep 2026
Approved - 14 Sep 2026
Approved - 14 Sep 2026

STRATEGIC ALIGNMENT:



Governance



Relationships



Region



Prosperity

EXECUTIVE SUMMARY:

An application has been received to redesignate approximately 17.3 acres of NW-35-9-22-W4M (221061 Township Road 10-0) from Rural Agriculture (RA) to Rural General Industrial (RGI). The redesignation area is intended to accommodate the future subdivision of the parcel into three titles – one approximately 9.3-acre lot and two approximately 4-acre lots – fronting onto Range Road 22-2 and Township Road 10-0. The remaining approximately 62 acres of the quarter section will remain designated Rural Agriculture.

The redesignation is intended to facilitate the relocation of the applicants' existing Agricultural Services business (H-Bar Rock Co. Ltd.), currently operating out of a non-compliant agricultural building on the same title, to a new, compliant shop on the proposed 9.3-acre lot. The two remaining 4-acre lots would be made available for similar businesses to co-locate.

RECOMMENDATION:

That Bylaw 26-021, be read a first time.

REASON(S) FOR RECOMMENDATION(S):

The proposed redesignation aligns with the MDP policy direction to support industrial/commercial that are agriculturally related and support the agricultural community and supports an existing business with bringing their commercial use into compliance.

First reading will allow the County to proceed with the required public hearing and notification process.

PREVIOUS COUNCIL DIRECTION / POLICY:

- Municipal Development Plan (MDP) Policy 1.1 and 1.2 – conversion of agricultural land may be supported through strategic and sound planning to meet economic growth objectives, directing non-agricultural uses to the minimum area required.
- MDP Policy 10.15 – the creation of three adjacent parcels for industrial or commercial use requires redesignation to Rural General Industrial, supported by a Conceptual Design Scheme or Area Structure Plan.
- MDP Policy 14.8 – the Land Use Bylaw shall allow for a wide range of commercial and industrial uses and economic development opportunities.

BACKGROUND INFORMATION:

The property is currently designated Rural Agriculture (RA) and contains an existing residence and the yard and shop operations of H-Bar Rock Co. Ltd., an Agricultural Services business currently operating out of a non-compliant agricultural building.

The redesignation application is intended to support the subdivision of three parcels – one approximately 9.3-acre lot to accommodate the relocated business and a new shop, and two approximately 4-acre lots to be made available for similar businesses to co-locate.

The applicants submitted a Conceptual Design Scheme, addresses the following:

- Access – the parcel fronts Range Road 22-2 (paved) to the west and Township Road 10-0 (gravel) to the north, with existing approaches on each road.
- Servicing – potable water would be hauled to a cistern; the existing residence retains its water unit from the Lethbridge North County Potable Water Co-op. A private sewage mound system or holding tank is proposed.
- Stormwater – an engineered grading and storm water management plan is under review.
- Municipal Reserve – MR would be provided across the proposed 9.3-acre lot and two 4-acre lots at the time of subdivision.

Circulation

The application was circulated to internal and external agencies, no concerns were received. Alberta Transportation and Economic Corridors advised no objection to the proposed redesignation, subject to a Highways Development and Protection Act permit being obtained prior to development. The application was also circulated to nearby landowners and no comments or questions were received.

ALTERNATIVES / PROS / CONS:

1. To table Bylaw 26-021 for further information or discussion.

Pros: Allows Council to request additional information prior to considering first reading.

Cons: Delays the public hearing process and the applicant's ability to bring the existing operation into compliance.

FINANCIAL IMPACT:

There are no immediate financial implications associated with the redesignation. If the parcels are subdivided and developed, the County will benefit from the increased non-residential assessment and associated tax revenue.

LEVEL OF PUBLIC PARTICIPATION:



Inform



Consult



Involve



Collaborate



Empower

ATTACHMENTS:

[Bylaw 26-021 - Amendment to LUB Reading Page](#)

[Bylaw 26-021 LUB Amendment Map](#)

[Bylaw 26-021 Application Redacted](#)

[Bylaw 26-021 Conceptual Design Scheme](#)

**LETHBRIDGE COUNTY
IN THE PROVINCE OF ALBERTA**

BYLAW NO. 26-021

Bylaw 26-010 of Lethbridge County being a bylaw for the purpose of amending Land Use Bylaw 24-007, in accordance with Sections 230, 606 and 692 of the Municipal Government Act, R.S.A. 2000, Chapter M-26 as amended.

WHEREAS the purpose of Bylaw 26-010 is to redesignate a portion of a title legally described as NW-35-9-22-W4M containing approximately 7 hectares (17.3 acres) more or less, from Rural Agriculture (RA) to Rural General Industrial (RGI) as shown below;



AND WHEREAS the redesignation of the lands is for the purpose of development for land uses as prescribed in the Rural General Industrial (RGI) District;

AND WHEREAS the municipality must prepare an amending bylaw and provide for its notification and consideration at a public hearing;

NOW THEREFORE, under the authority of the Municipal Government Act, R.S.A. 2000, C-26, as amended, the Council of Lethbridge County in the Province of Alberta duly assembled does hereby enact the following, with the bylaw only coming into effect upon three successful reading thereof;

1. To redesignate a portion of a title legally described as a portion of a title legally described as NW-35-9-22-W4M containing approximately 7 hectares (17.3 acres) more or less, from Rural Agriculture (RA) to Rural General Industrial (RGI) as shown on the map;
2. Bylaw No. 24-007, being the municipal Land Use Bylaw, is hereby amended.
3. The land use district map shall be amended to reflect this change.

GIVEN first reading this 17th day of September 2026.

Reeve

Chief Administrative Officer

GIVEN second reading this _____ day of _____, 2026.

Reeve

Chief Administrative Officer

GIVEN third reading this _____ day of _____, 2026.

Reeve

Chief Administrative Officer



0 65 130 260 Meters

Lethbridge County, Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community



Bylaw 26-021: RA to RGI
Located in Lethbridge County
Approx. 17.3 acres of NW-35-9-22-W4M (221061 TWP Rd.100)



Lethbridge County
#100, 905 - 4th Ave S
Lethbridge, AB T1J 4E4
403-328-5525

FORM C: APPLICATION FOR A LAND USE BYLAW AMENDMENT

Pursuant to Land Use Bylaw No. 24-007

OFFICE USE		
Date of Application: July 28, 2026	Assigned Bylaw	No. 26-021
Date Deemed Complete: July 29, 2026	Application & Processing Fee:	\$ 1500.00
☒ Redesignation ☐ Text Amendment	Certificate of Title Submitted:	☒ Yes ☐ No

A refusal is **not** appealable and a subsequent application for amendment involving the same lot and/or the same or similar use may not be made for at least 18 months after the date of refusal. [Refer to Part 1, Sections 54 to 56 of bylaw.]

IMPORTANT NOTE: Although the Development Officer is in a position to advise on the principle or details of any proposals, such advice must not be taken in any way as official consent.

APPLICANT INFORMATION

Name of Applicant: Con and Erwin Vanee

Mailing Address:

Phone:

Phone (alternate):

Fax:

Postal Code:

Is the applicant the owner of the property?

☒ Yes

☐ No

IF "NO" please complete box below

Name of Owner:	Phone:
Mailing Address:	Applicant's interest in the property:
	☐ Agent
	☐ Contractor
	☐ Tenant
Postal Code:	☐ Other

PROPERTY INFORMATION

Municipal Address: 221061 Township Rd 100

Legal Description:

Lot(s) _____ Block _____ Plan _____
OR Quarter NW Section 35 Township 9 Range 22

FORM C: APPLICATION FOR A LAND USE BYLAW AMENDMENT

Pursuant to Land Use Bylaw No. 24-007

AMENDMENT INFORMATION

What is the proposed amendment?

☐ Text Amendment

☒ Land Use Redesignation

IF TEXT AMENDMENT:

For text amendments, attach a description including:

- The section to be amended;
- The change(s) to the text; and
- Reasons for the change(s).

IF LAND USE REDESIGNATION:

Current Land Use Designation (zoning):

Agricultural. RA

Proposed Land Use Designation (zoning) (if applicable):

Commercial. RGI

SITE DESCRIPTION:

Describe the **lot/parcel dimensions** _____ and **lot area/parcel acreage** 80 acres.
Indicate the information on a scaled PLOT or SITE PLAN: (0-4 acres at 1" = 20'; 5-9 acres at 1" = 100'; 10 acres or more at 1" = 200')

☒ Site or Plot Plan Attached

☒ Conceptual Design Scheme or Area Structure Plan Attached

OTHER INFORMATION:

Section 55 of the *Land Use Bylaw* regulates the information required to accompany an application for redesignation. Please **attach a descriptive narrative** detailing:

- The existing and proposed future land use(s) (i.e. details of the proposed development);
- If and how the proposed redesignation is consistent with applicable statutory plans;
- The compatibility of the proposal with surrounding uses and zoning;
- The development suitability or potential of the site, including identification of any constraints and/or hazard areas (e.g. easements, soil conditions, topography, drainage, etc.);
- Availability of facilities and services (sewage disposal, domestic water, gas, electricity, fire protection, schools, etc.) to serve the subject property while maintaining adequate levels of service to existing development; and
- Access and egress from the parcel and any potential impacts on public roads.

In addition to the descriptive narrative, an Area Structure Plan or Conceptual Design Scheme may be required in conjunction with this application where:

- redesignating land to another district;
- multiple parcels of land are involved;
- four or more lots could be created;
- several pieces of fragmented land are adjacent to the proposal;
- new internal public roads would be required;
- municipal services would need to be extended; or
- required by Council, or the Subdivision or Development Authority if applicable.



Lethbridge County
#100, 905 - 4th Ave S
Lethbridge, AB T1J 4E4
403-328-5525

FORM C: APPLICATION FOR A LAND USE BYLAW AMENDMENT

Pursuant to Land Use Bylaw No. 24-007

The applicant may also be required to provide other professional reports, such as a:

- geotechnical report; and/or
- soils analysis; and/or
- evaluation of surface drainage or a detailed storm water management plan;
- and any other information described in Part 1, section 55(2) or as deemed necessary to make an informed evaluation of the suitability of the site in relation to the proposed use;

if deemed necessary.

SITE PLAN

Plans and drawings, in sufficient detail to enable adequate consideration of the application, must be submitted in **duplicate** with this application, together with a plan sufficient to identify the land. It is desirable that the plans and drawings should be on a scale appropriate to the development. However, unless otherwise stipulated, it is not necessary for plans and drawings to be professionally prepared. Council may request additional information.

DECLARATION OF APPLICANT/AGENT

The information given on this form is full and complete and is, to the best of my knowledge, a true statement of the facts in relation to the application. I also consent to an authorized person designated by the municipality to enter upon the subject land and buildings for the purpose of an inspection during the processing of this application. *I/We have read and understand the terms noted below and hereby certify that the registered owner of the land is aware of, and in agreement with this application.*

APPLICANT

REGISTERED OWNER (if not the same as applicant)

DATE

IMPORTANT: The personal information requested on this form is being collected under the authority of Section 4(c) of the Protection of Privacy Act (POPA). The information will be used for the purpose for which it was collected. For further information about the collection and use of this information please contact Lethbridge County by email atippcoordinator@lethcounty.ca or call 403-328-5525.

TERMS

1. Subject to the provisions of the Land Use Bylaw No. 24-007 of Lethbridge County, the term "development" includes any change in the use, or intensity of use, of buildings or land.
2. Pursuant to the Municipal Development Plan, an area structure plan or conceptual design scheme may be required by Council before a decision is made.
3. A refusal is not appealable and a subsequent application for redesignation (reclassification) involving the same or similar lot and/or for the same or similar use may not be made for at least 18 months after the date of a refusal.
4. An approved redesignation (reclassification) shall be finalized by amending the land use bylaw map in accordance with section 692 of the Municipal Government Act, Revised Statutes of Alberta 2000, Chapter M-26.

Note: Information provided or generated in this application may be considered at a public meeting.



Conceptual Design Scheme

Legal Description of Lands Included:

NW 35-9-22-W4

Blue Sign 221061 Township Road 10-0

Lethbridge County

Registered Owner:

Erwin and Cori Vanee

Prepared By:

Charles de Kok

Introduction

The following concept plan and design scheme is to be used in support of an application to rezone a portion of the North 80 acres of NW 35-9-22-W4 or 221061 TWP RD 10-0 currently zoned Rural Agriculture to Rural General Industrial. The Intent is to subdivide +/-18 acres off of this parcel and split it into 3 separate parcels (1- Ten acre Lot and 2- Four Acre lots). This land is all currently owned by Erwin and Cori Vanee. They hope to move their current business (H-Bar Rock Co. Ltd) to the largest of the 3 proposed new lots. The remaining 2 smaller lots would remain farmland for the time being.

Development Concept

The current titled area is +/-80 acres. Existing Utilities Include 3 phase power, Gas and a unit of potable water from Lethbridge Potable Water Co-op. The proposed 3 new lots will be a total of +/- 18 acres. A tentative plan showing a conceptual design for the subdivision can be found attached. The parcel of land will front onto Range Road 22-2 approximately 1 mile North of Hwy 25.

The existing property has an easement with LNID for a pipeline along the east edge of the property running North South Direction. There are no easements or rights-of-way present in the proposed redesignation area.

The existing land use for the parcel is irrigated farmland with a Lateral Move Irrigation System that moves East/West across the South 2/3 of the 80 acre parcel. This irrigation system would still be able to operate without modifying it as the proposed 10 acre parcel would be in line with the existing yard site to the west.

The remnant proposed (+/-62 acres) parcel contains a yard and agricultural operation and will remain designated to its current zoning of Rural Agriculture.

Transportation and Access

Range Rd 22-2 and Twp 10-0 border the proposed parcel to the West and North with an existing approach on each of those roads. Range Road 22-2 is an asphalt road maintained by the county and Twp 10-0 is a gravel road maintained by the county.

Servicing Provisions

Potable Water - At time of development if water is required it would be hauled water into a cistern. The existing residence has a water unit from the Lethbridge North County Potable Water Co-op which would remain with that residence.

Stormwater – Currently the storm water drains into a ditch at the South end of the property and then into a holding pond (see attached illustration).

Sewer – the intent here would be to build a private sewage treatment mound system if possible or utilize a holding tank.

Utilities – A 3 phase powerline runs along the North side of the property as well as a gas line.

Fire Protection

Response to fire emergencies would be dispatched by the City of Lethbridge Emergency dispatch Centre through the 911 system. The site is located within the Coalhurst Rural emergencies service zone of the County and therefore the Coalhurst Fire Department will respond to emergency calls. The storm water holding pond could also be used with a fire hydrant system.

Municipal Reserve

The 10% Municipal Reserve (MR) will be provided on the proposed 10 acre +/- lot and 2 – 4 acre +/- lots at the time of subdivision.

Historical Resources

As per the Listing of historic resources page in the Government of Alberta Website, the land is deemed not likely to contain historic resources.

Abandoned Gas Wells

As per the AER Abandoned Gas Wells Map Viewer there are no provincially identified abandoned gas wells on or in proximity to the land that would affect the proposal.

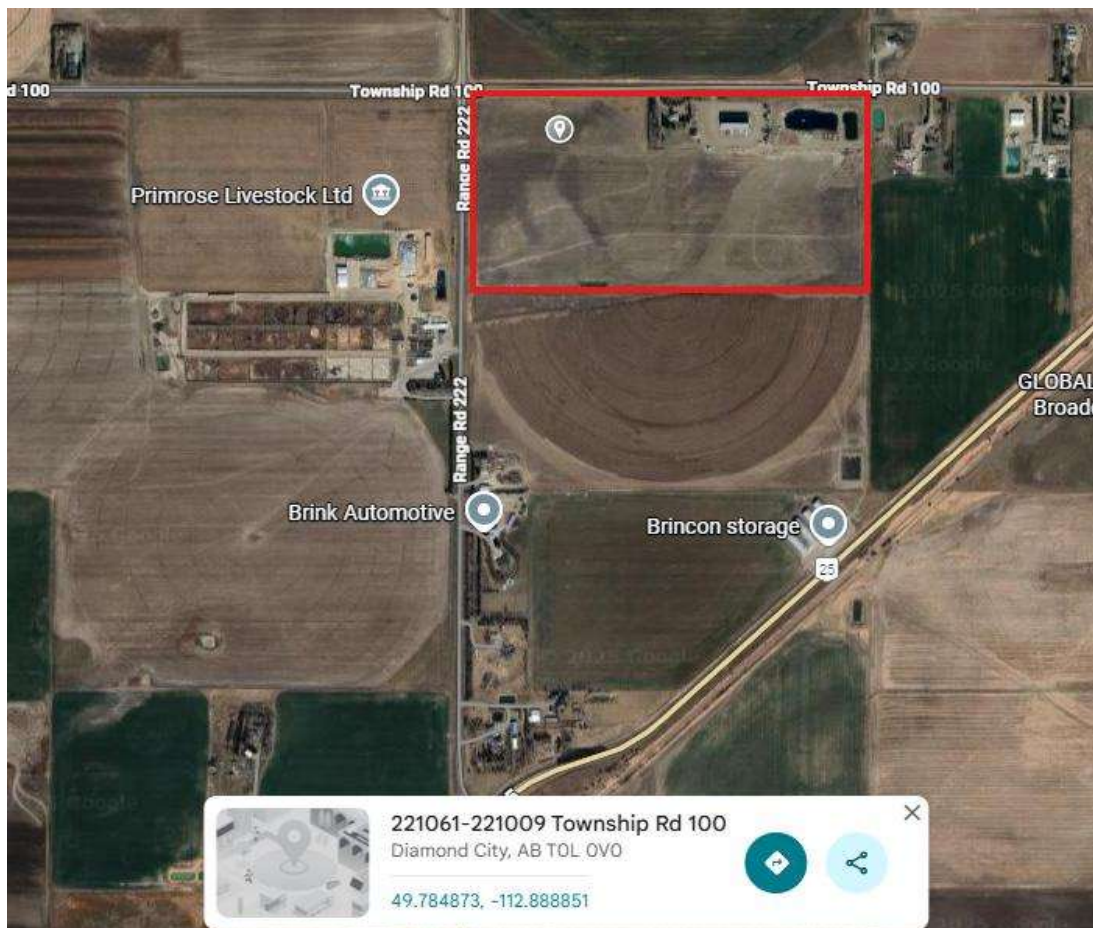
Summary

This proposal is comparable to a recent redesignation and subdivision approx. 1 mile directly south of this property. The proposed parcel subject of the redesignation application is suitable for the Rural General Industrial zoning and subsequent subdivision.

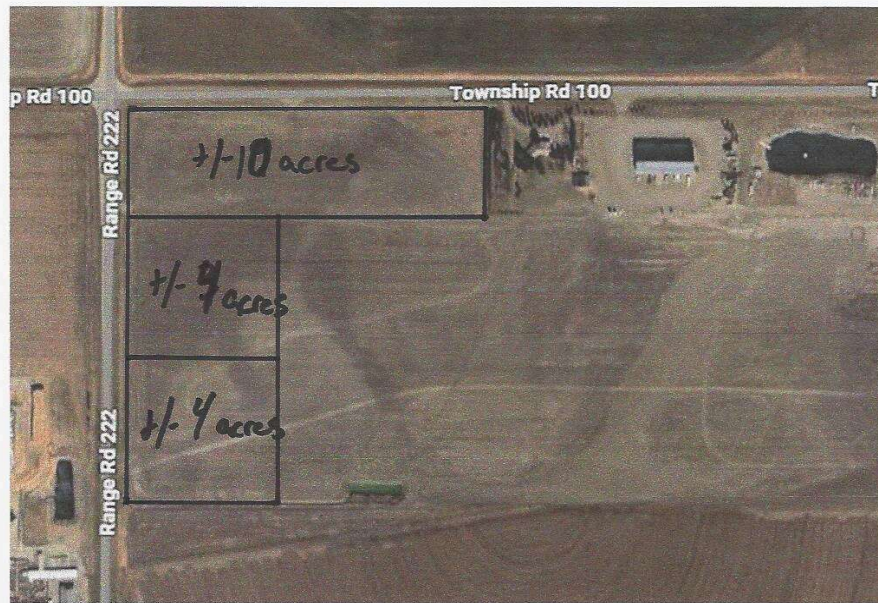
Location

NW 35-9-22-W4

Blue Sign – 221061 Twp Rd 10-0



Re-zoning and Subdivision Plan





LAND TITLE CERTIFICATE

S

LINC SHORT LEGAL
0011 412 087 4;22;9;35;;13,14

TITLE NUMBER
201 051 380

LEGAL DESCRIPTION

LEGAL SUBDIVISIONS THIRTEEN (13) AND FOURTEEN (14)
IN THE NORTH WEST QUARTER OF SECTION THIRTY FIVE (35)
IN TOWNSHIP NINE (9)
RANGE TWENTY TWO (22)
WEST OF THE FOURTH MERIDIAN AS SHOWN ON THE TOWNSHIP PLAN
APPROVED AT OTTAWA 9 OCTOBER 1909, CONTAINING 32.2 HECTARES
(79.5 ACRES) MORE OR LESS
EXCEPTING THEREOUT
PLAN ... NO ... HECTARES ACRES
 MORE OR LESS
THE ROAD WIDENING(LSD 13) 5781JK 0.368 0.91
EXCEPTING THEREOUT ALL MINES AND MINERALS
AND THE RIGHT TO WORK THE SAME

ESTATE: FEE SIMPLE

MUNICIPALITY: LETHBRIDGE COUNTY

REFERENCE NUMBER: 121 302 910

		REGISTERED OWNER(S)		
REGISTRATION	DATE (D/M/Y)	DOCUMENT TYPE	VALUE	CONSIDERATION
201 051 380	12/03/2020	TRANSFER OF LAND	\$1,600,000	\$1,600,000

OWNERS

ERWIN VANEE

AND
CORI-ANN VANEE
BOTH OF:
BOX 399
PICTURE BUTTE
ALBERTA T0K 1V0
AS JOINT TENANTS

(CONTINUED)

ENCUMBRANCES, LIENS & INTERESTS

REGISTRATION NUMBER	DATE (D/M/Y)	PARTICULARS
741 091 031	27/09/1974	IRRIGATION ORDER/NOTICE THIS PROPERTY IS INCLUDED IN THE LETHBRIDGE NORTHERN IRRIGATION DISTRICT
7888DP .	--	RESTRICTIVE COVENANT "SUBJECT TO THE RIGHTS AND RESERVATIONS CONTAINED IN TRANSFER"
1096EN .	13/06/1934	CAVEAT RE : EASEMENT CAVEATOR - THE BOARD OF TRUSTEES OF THE LETHBRIDGE NORTHERN IRRIGATION DISTRICT
901 072 258	19/03/1990	UTILITY RIGHT OF WAY GRANTEE - CANADIAN WESTERN NATURAL GAS COMPANY LIMITED.
101 043 382	11/02/2010	UTILITY RIGHT OF WAY GRANTEE - LETHBRIDGE NORTH COUNTY POTABLE WATER CO- OP LTD.
101 357 543	09/12/2010	CAVEAT RE : UTILITY RIGHT OF WAY CAVEATOR - LETHBRIDGE NORTHERN IRRIGATION DISTRICT. 334-13 ST N LETHBRIDGE ALBERTA T1H 2R8 AGENT - ALAN HARROLD
201 051 381	12/03/2020	MORTGAGE MORTGAGEE - FARM CREDIT CANADA. 2ND FLOOR, 12040-149 STREET NW EDMONTON ALBERTA T5V 1P2 ORIGINAL PRINCIPAL AMOUNT: \$1,500,000
201 180 486	07/10/2020	MORTGAGE MORTGAGEE - FARM CREDIT CANADA. 2ND FLOOR, 12040-149 STREET NW EDMONTON ALBERTA T5V 1P2 ORIGINAL PRINCIPAL AMOUNT: \$155,000

TOTAL INSTRUMENTS: 008

(CONTINUED)

THE REGISTRAR OF TITLES CERTIFIES THIS TO BE AN
ACCURATE REPRODUCTION OF THE CERTIFICATE OF
TITLE REPRESENTED HEREIN THIS 28 DAY OF JULY,
2026 AT 11:00 A.M.

ORDER NUMBER: ARLO260728701179

CUSTOMER FILE NUMBER:



END OF CERTIFICATE

THIS ELECTRONICALLY TRANSMITTED LAND TITLES PRODUCT IS INTENDED
FOR THE SOLE USE OF THE ORIGINAL PURCHASER, AND NONE OTHER,
SUBJECT TO WHAT IS SET OUT IN THE PARAGRAPH BELOW.

THE ABOVE PROVISIONS DO NOT PROHIBIT THE ORIGINAL PURCHASER FROM
INCLUDING THIS UNMODIFIED PRODUCT IN ANY REPORT, OPINION,
APPRAISAL OR OTHER ADVICE PREPARED BY THE ORIGINAL PURCHASER AS
PART OF THE ORIGINAL PURCHASER APPLYING PROFESSIONAL, CONSULTING
OR TECHNICAL EXPERTISE FOR THE BENEFIT OF CLIENT(S).

AGENDA ITEM REPORT



Title: Capital Projects Update
Meeting: Council Meeting - 17 Sep 2026
Department: Development & Infrastructure
Report Author: Devon Thiele

APPROVAL(S):

Cole Beck, Chief Administrative Officer

Approved - 14 Sep 2026

STRATEGIC ALIGNMENT:



Governance



Relationships



Region



Prosperity

EXECUTIVE SUMMARY:

This report provides an update as of the third quarter of 2026 on the ongoing capital projects within the County and regionally, outlining their progress, challenges, and any significant changes. A summary of each project is included in the attached document. The purpose of this update is to ensure council remains informed on the status of these projects.

RECOMMENDATION:

No resolution is required.

REASON(S) FOR RECOMMENDATION(S):

No decision is required of Council.

PREVIOUS COUNCIL DIRECTION / POLICY:

Approved 2026 Capital Budget

BACKGROUND INFORMATION:

The County's capital projects are designed to address key infrastructure needs, improve service delivery, and meet the community's long-term growth objectives. These projects, ranging from water and wastewater upgrades to road and bridge improvements, are critical for sustaining the County's operational efficiency and supporting its development goals.

ALTERNATIVES / PROS / CONS:

None Identified

FINANCIAL IMPACT:

None Identified

LEVEL OF PUBLIC PARTICIPATION:



Inform



Consult



Involve



Collaborate



Empower

ATTACHMENTS:

[Capital Projects Update Q3](#)

Lethbridge County Capital Projects

Status	Project Name	Schedule	Budget	Scope	Impact to Public	Progress	Comments
CANCELLED	Bridge File 77523 Replacement						Bridge File no longer required as canal was converted to pipeline, operations will replace with a standard culvert in 2027.
ONGOING	Range Road 21-1 (McNally Rd) Rehabilitation						In Construction Phase, estimated completion date is Oct. 9th.
ONGOING	Range Road 23-4 (Old Highway 23) Rehabilitation						In Construction Phase, estimated completion date is Oct. 9th.
ONGOING	River Ridge Road Rehabilitation						In Construction Phase, estimated completion date is Oct. 9th.
ONGOING	Range Road 21-5 (PB Golf Course Rd) Rehabilitation						In Construction Phase, estimated completion date is Oct. 9th.
ONGOING	Township Road 10-4 Rehabilitation						In Construction Phase, estimated completion date is Oct. 9th.
ONGOING	Broxburn Wastewater Treatment						Operations has re-established functionality of existing mound system until land can be procured to construct new wastewater treatment system.
ONGOING	Bridge File 79230 Repair						In Construction Phase, estimated completion date is Oct. 1st.
ONGOING	Grouped Country Residential Micro-Surfacing						Mountain Meadows & St. Marie Estates fully completed. Park Lake Estates is also completed with the final inspection remaining.
COMPLETE	Range Road 22-5 (CPKC Rd) Cement Stabilization						Completed, in warranty phase.
COMPLETE	Mountain Meadows Slope Remediation						Completed, in warranty phase.
COMPLETE	Sanitary Sewer Lining						Completed, in warranty phase.
COMPLETE	Administration Building LED Replacement						Completed, in warranty phase.
COMPLETE	Bridge File 70758 Replacement						Completed, in warranty phase.
COMPLETE	Shaughnessy Lagoon & Road Upgrades						Completed, in warranty phase.
COMPLETE	Bridge File 79595 Replacement						Completed, in warranty phase.

Regional Capital Projects

Status	Project Name	Comments
ONGOING	Horsefly Spillway	Phase 1 is complete (Taber Lake to Oldman River). Phase 2A is under construction (Highway 3 to Taber Lake). Phase 2B is in design (Highway 3 to Canal). Phase 3 is completed (Canal work & spillway).
COMPLETE	Malloy - South Coaldale SWMF	Completed, in warranty phase.
ONGOING	Accessibility to Water Through Enhanced Irrigation Networks Study	Study in progress.
COMPLETE	Malloy Phase 2B - Raw Water Reservoir	Completed, in warranty phase.
COMPLETE	HWY 3 Regional Water and Wastewater Concept Study	Studies completed.

AGENDA ITEM REPORT



Title: Canada's Premier Food Corridor: 2023-2026 Outcomes
Meeting: Council Meeting - 17 Sep 2026
Department: Growth & Engagement
Report Author: Trevor Lewington

APPROVAL(S):

Cole Beck, Chief Administrative Officer

Approved - 14 Sep 2026

STRATEGIC ALIGNMENT:



Governance



Relationships



Region



Prosperity

EXECUTIVE SUMMARY:

Lethbridge County contributed \$5,000 annually for three years, for a total of \$15,000, to Canada's Premier Food Corridor (CPFC) alongside other corridor partners. The attached 2023-2026 dashboards close the reporting loop for the investment attraction and business retention and expansion (BRE) workstreams.

The BRE dashboard reports 58 supported businesses, organizations and programs, 165 support sessions, 26 programming and event initiatives with approximately 1,000 cumulative attendances, 13 workforce initiatives, 10 strategic partnerships, 18 promotion initiatives or assets and 11 success stories.

Investment attraction work documented 18 prospective files, 16 market-development activities, 13 organizations engaged and two readiness assets, but no confirmed capital investment, jobs or investment dates. The clearest value was regional business support, coordination, workforce development and promotion; direct investment conversion remains unproven.

RECOMMENDATION:

That Council receive the Canada's Premier Food Corridor 2023-2026 Investment Attraction Reporting Dashboard and Business Retention & Expansion Impact Dashboard as information.

REASON(S) FOR RECOMMENDATION(S):

Receiving the reports provides accountability for the County's completed contribution and gives Council a balanced record of delivery. The BRE stream demonstrates broad regional reach and documented business-support activity. The investment attraction stream developed pipeline, market intelligence and readiness materials, but did not report a converted investment. Considering both results together recognizes the capacity created without overstating the economic return.

The County funded a shared regional platform rather than County-exclusive services. Benefits relevant to Lethbridge County include promotion of sectors central to the local economy, access for local firms to a wider referral network, stronger corridor relationships and better intelligence on investor interests and barriers. The dashboards do not identify County-specific clients or economic outcomes; future funding decisions should require clearer geographic and economic performance measures.

PREVIOUS COUNCIL DIRECTION / POLICY:

Lethbridge County participated as a municipal funding partner at \$5,000 per year for three years, for a total of \$15,000. The contribution supported CPFC investment attraction and BRE activities reported for 2023-2026.

BACKGROUND INFORMATION:

CPFC was created to present Southern Alberta's connected agri-food corridor as a coordinated regional opportunity and to support existing businesses and new investment. The two dashboards measure different stages: BRE records services and ecosystem activity, while investment attraction records prospect development, market outreach and pipeline status.

BRE outcomes: Headline results include 58 supported entities, 165 one-on-one or exclusive support sessions, 26 programming and event initiatives with approximately 1,000 cumulative attendances, 13 workforce initiatives, 10 strategic partnerships, 18 regional promotion initiatives or assets and 11 success stories. Support was concentrated in networking and showcase activity, marketing and promotion, business growth and planning, and funding and investment.

Investment attraction outcomes: The dashboard records 18 prospective files, 16 market-development activities and engagement with 13 ecosystem organizations. It also identifies two readiness assets: community profiles and an investment attraction video. Pipeline sectors included controlled-environment agriculture, renewable fuels and energy, agri-food processing, storage and logistics, and several smaller or poor-fit categories. Activity occurred mainly in Canada, with additional outreach in the United States, Europe and Asia.

Five prospective files were closed because proponents required capital, funding or an investor, and five market-development activities were assessed as having negligible results, poor fit or limited relevance. No confirmed capital investment, jobs or investment date was reported. This stream therefore produced pipeline development, learning and readiness rather than a demonstrated investment return.

Regional and County benefit: CPFC strengthened the corridor's shared agri-food identity, regional support network and market presence in sectors closely tied to Lethbridge County's economy. Local firms can benefit from regional programming, workforce initiatives, referrals and promotion without each municipality duplicating those functions. The dashboards are activity reports, not a full economic impact study, and do not disaggregate results by municipality. Attendance is cumulative and categories may overlap. The BRE dashboard also has minor one-item differences between two headline totals and lower summary boxes; this report uses the executive-dashboard headline figures.

ALTERNATIVES / PROS / CONS:

Option 1 (Recommended): Receive the two outcome reports as information and acknowledge completion of the County's funding commitment.

Pros: Closes the reporting loop; transparently records achievements and limitations; confirms there is no new financial request; and preserves the results for future policy and budget decisions.

Cons: Does not produce additional County-specific information or require verification of the minor BRE dashboard differences.

Option 2: Receive the reports and request a supplementary County-specific close-out.

Pros: Could identify County clients or projects, clarify direct local benefits and resolve the dashboard differences before closure.

Cons: Requires more administrative work; underlying records may not support reliable municipality-level attribution; and delays receipt.

Option 3: Defer receipt pending further information.

Pros: Allows Council to seek clarification on investment files, success stories, definitions or the relationship between activity and economic outcomes.

Cons: Delays closure of a completed contribution and may not materially change the regional results available.

FINANCIAL IMPACT:

There is no new financial impact. Lethbridge County's completed contribution totalled \$15,000, consisting of \$5,000 annually for three years. Receiving the reports does not authorize future funding. Any Phase 2 contribution or expanded County role would require separate Council approval through a future report and budget process.

LEVEL OF PUBLIC PARTICIPATION:



Inform



Consult



Involve



Collaborate



Empower

ATTACHMENTS:

[BRE Reporting Partners_Final](#)

[Investment Attraction Reporting_Final](#)



CANADA'S PREMIER FOOD CORRIDOR BUSINESS RETENTION & EXPANSION IMPACT DASHBOARD

Business Support • Partnerships • Regional Growth

PAGE 1 | EXECUTIVE DASHBOARD

Eight measures summarize the scale of CPFC's BRE portfolio

support, programming, workforce, partnerships, promotion and demonstrated outcomes.



PORTFOLIO SNAPSHOT

From 2023 to 2026, CPFC supported 58 businesses, organizations and institutional programs through 165 one-on-one or exclusive support sessions.

The portfolio also connected businesses to programming, workforce solutions, strategic partnerships and regional promotion—strengthening Southern Alberta's agri-food ecosystem and creating a strong base of success stories.

WHAT THE DASHBOARD SHOWS



**Supporting businesses. Connecting partners.
Strengthening Southern Alberta's agri-food ecosystem.**

Attendance is cumulative and does not represent unique participants. Tab totals are not added together because some work appears in more than one portfolio area.



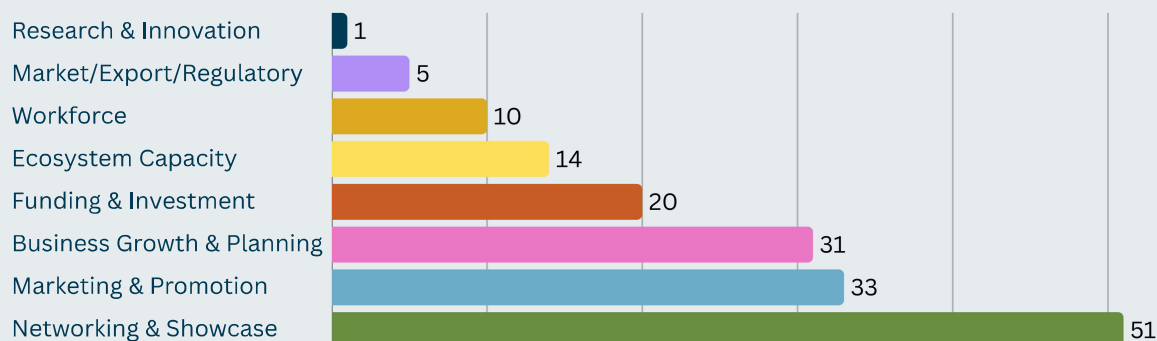
CANADA'S PREMIER FOOD CORRIDOR BUSINESS RETENTION & EXPANSION IMPACT DASHBOARD

Business Support • Partnerships • Regional Growth

PAGE 2 | IMPACT & HIGHLIGHTS

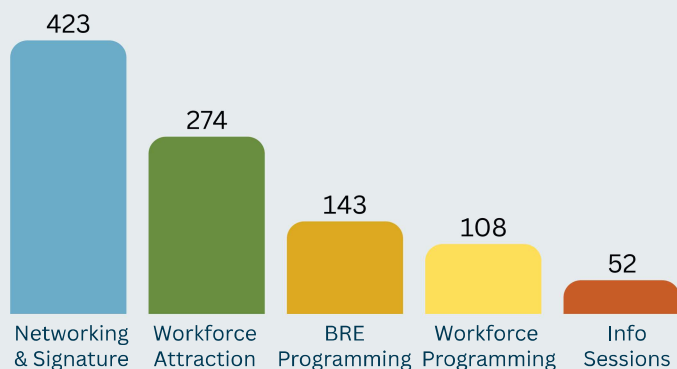
Direct support was concentrated in networking, promotion and business growth.

BUSINESS & ORGANIZATION SUPPORT SESSIONS



PROGRAMMING & EVENTS

1,000 total attendances across 26 initiatives



SUPPORTED ENTITIES BY CLIENT GROUP

	Food & beverage businesses	23
	Industry & ecosystem organizations	14
	Agricultural producers	8
	Private businesses & entrepreneurs	6
	Applied research organizations	4
	Ag-Tech	3
	Government	1

PORTFOLIO HIGHLIGHTS

WORKFORCE DEVELOPMENT

13 INITIATIVES

Attraction & recruitment 6
Immigration & retention 3
Partnerships & outreach 2
Navigation / intelligence 2

STRATEGIC PARTNERSHIPS

10 INITIATIVES

Industry advocacy 3
Market development 3
Business support network 1
Other regional priorities 3

REGIONAL PROMOTION

17 INITIATIVES / ASSETS

Events & trade shows 5
Digital storytelling 4
Field days & research 3
Outreach / missions 5

SUCCESS STORIES

11 DOCUMENTED STORIES

Business growth 5
Strategic partnerships 2
Innovation & workforce 2
Regional promotion 2

Use verified attendance or engagement figures only.



CANADA'S PREMIER FOOD CORRIDOR INVESTMENT ATTRACTION REPORTING DASHBOARD

2023-2026 | Figures supported by the submitted IA reporting workbook



18

PROSPECTIVE INVESTMENT FILES

Investment Inquiries documented



16

MARKET DEVELOPMENT

Events/Activities attended



13

ORGANIZATIONS ENGAGED

Ecosystem organizations

PIPELINE READINESS AND MARKET FIT



PROSPECTIVE INVESTMENT FILES CLOSED

5 of 18

28% OF DOCUMENTED FILES

Due to Funding or Capital Barriers

Explicitly required capital, funding
or an investor.



LIMITED IA VALUE

5 of 16

31% OF MARKET DEVELOPMENT
ACTIVITIES

Negligible results, poor fit or limited IA
relevance.



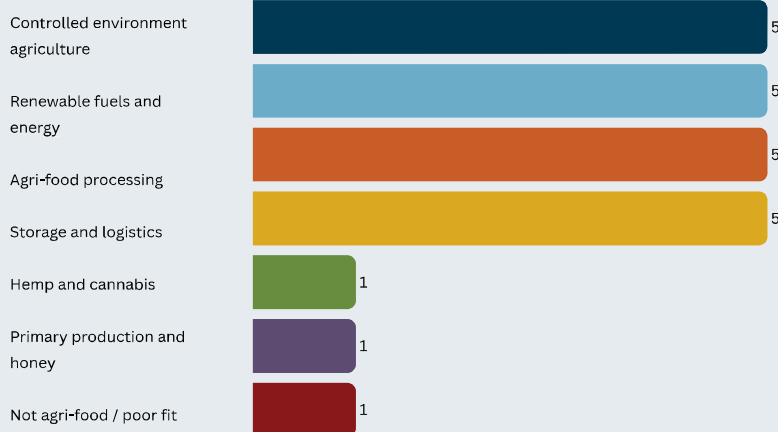
INVESTMENT READINESS ASSETS

2 completed

Community profiles
Investment attraction video.

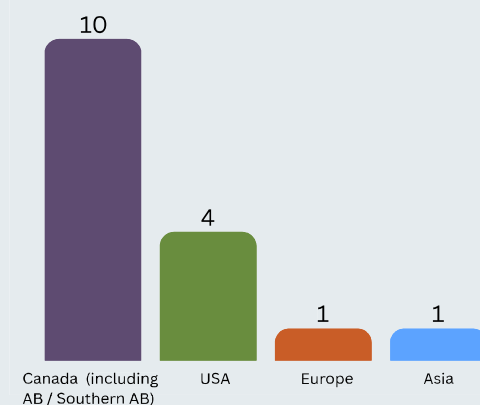
PROSPECTIVE INVESTMENT FILES BY SECTOR

18 total files.



Note: Sector categories were consolidated from the workbook descriptions. Files represent documented pipeline, not confirmed investments.

MARKET DEVELOPMENT ACTIVITIES BY EVENT LOCATION



NO CONFIRMED INVESTMENT OUTCOMES

No confirmed capital investment, jobs created, or investment date was reported as Investment Outcomes.



ABOUT THESE FIGURES

These numbers reflect documented activities and pipeline status from 2023-2026.
They represent the scale of IA efforts and market engagement,.



AGENDA ITEM REPORT



Title: Intermunicipal Collaboration Framework - Agreement Not to Use Framework (Cardston County)
Meeting: Council Meeting - 17 Sep 2026
Department: Growth & Engagement
Report Author: Trevor Lewington

APPROVAL(S):

Cole Beck, Chief Administrative Officer

Approved - 14 Sep 2026

STRATEGIC ALIGNMENT:



Governance



Relationships



Region



Prosperity

EXECUTIVE SUMMARY:

Amendments to Section 708.28 of Alberta's Municipal Government Act now allow adjacent municipal districts to mutually determine that they do not require an Intermunicipal Collaboration Framework (ICF), provided they first review all existing agreements, confirm that intermunicipal services will continue to be adequately provided by other means, notify the Minister and publish their reasons.

Lethbridge County and Cardston County have an existing ICF that Council reviewed and continued unchanged in December 2024. Administration is presenting a conditional opt-out for Council's consideration. The ICF would remain in force until Cardston County adopts a reciprocal resolution and both municipalities repeal the instruments that adopted the current framework.

The existing IDP and all standalone service agreements would continue.

RECOMMENDATION:

Pursuant to Section 708.28(1.1) of the *Municipal Government Act*

WHEREAS Lethbridge County and Cardston County are municipal districts with common boundaries within the meaning of the *Municipal Government Act*, RSA 2000, Chapter M-26;

AND WHEREAS Section 708.28(1) of the *Municipal Government Act* requires municipalities with common boundaries to create an Intermunicipal Collaboration Framework;

AND WHEREAS Section 708.28(1.1) provides that Section 708.28(1) does not apply to municipal districts with common boundaries if they determine and agree that they do not require a framework;

AND WHEREAS Section 708.28(1.3) requires the municipal districts to review all existing agreements between them before making that determination;

AND WHEREAS the Council of Lethbridge County has reviewed the existing agreements and arrangements between Lethbridge County and Cardston County identified in the completed Agreement Review Record in this report;

AND WHEREAS the Council of Lethbridge County is satisfied that intermunicipal services have been and will continue to be adequately provided by other means;

NOW THEREFORE BE IT RESOLVED that, subject to Cardston County adopting a substantially similar resolution and both municipalities repealing the bylaws or resolutions that adopted the existing Intermunicipal Collaboration Framework, the Council of Lethbridge County, pursuant to Sections 708.28(1.1) and 708.28(1.4) of the *Municipal Government Act*, hereby:

1. Determines and agrees, subject to a reciprocal determination and agreement by Cardston County, that an Intermunicipal Collaboration Framework between Lethbridge County and Cardston County is not required;

2. Declares that intermunicipal services between Lethbridge County and Cardston County have been and will continue to be adequately provided independently by each municipality, through third-party or regional service providers, and through the existing agreements and arrangements identified in the completed Agreement Review Record;
3. Directs the Chief Administrative Officer, once the reciprocal resolution and repealing instruments are in effect, to notify the Minister of Municipal Affairs by sending a copy of this resolution to the Minister in accordance with Section 708.28(1.4)(b) of the Municipal Government Act; and
4. Directs Administration, once the reciprocal resolution and repealing instruments are in effect, to publish the reasons for not having a framework on Lethbridge County's municipal website in accordance with Section 708.28(1.4)(c) of the Municipal Government Act.

REASON(S) FOR RECOMMENDATION(S):

The 2025 amendments provide a proportionate option for neighbouring rural municipalities where a formal umbrella framework is not necessary to sustain service delivery. Lethbridge County and Cardston County continue to have a statutory IDP and may maintain or create specific agreements for roads, emergency response, recreation, utilities or other shared matters when required. Opting out of the ICF would not terminate those instruments or prevent future collaboration.

The proposed resolution is deliberately conditional. Both councils must make the same determination, all existing agreements must be reviewed, and the current adopting instruments must be repealed in a coordinated manner. This sequencing protects continuity and avoids any gap between the existing framework and the new statutory arrangement. It also preserves the option for either municipality to revoke the agreement later; written notice would trigger a one-year period to create a new ICF.

The principal trade-off is the loss of the ICF-wide dispute-resolution process and a possible perception that the County is stepping back from regional cooperation. These risks can be managed by retaining the dispute and referral provisions in the IDP and individual agreements, maintaining regular administrative contact, and publishing clear reasons that no change to current services, funding commitments or working relationships is intended.

PREVIOUS COUNCIL DIRECTION / POLICY:

The existing Lethbridge County-Cardston County ICF was adopted under the previous mandatory framework regime. On December 19, 2024, Council accepted the recommendation of the two Chief Administrative Officers that the ICF had been reviewed under Section 708.32, remained valid in its current form and required no changes, with the next review noted for 2031. The statutory rural-rural opt-out was introduced after that review. This report does not suggest that the existing ICF has failed; it asks whether the formal framework remains necessary in light of the new legislative flexibility.

The Lethbridge County and Cardston County Intermunicipal Development Plan was adopted in October 2019 under Lethbridge County Bylaw 19-040 and Cardston County Bylaw 727.2019. The IDP manages land-use referrals and coordination within a one-mile plan area that includes Highway 5, the St. Mary River and Pot Hole Creek, and it contains a separate dispute-resolution process. The IDP is a separate statutory plan and would remain in force unless amended or repealed through its own process.

BACKGROUND INFORMATION:

Section 708.28(1) generally requires municipalities with common boundaries to create an ICF. New subsections (1.1) through (1.4) allow municipal districts with common boundaries to determine and agree that a framework is not required. Before doing so, the parties must review all existing agreements. Each municipality must then adopt a resolution that services have been and will continue to be adequately provided by other means, send the resolution to the Minister, and publish its reasons on its website.

Where an ICF is maintained, Section 708.29 requires it to address transportation, water and wastewater, solid waste, emergency services and recreation, and to contain a process for resolving disputes concerning the framework. The Agreement Review Record below uses those mandatory service categories to ensure the required review is complete. It also includes the IDP and an open category for any other bilateral agreement or arrangement.

ALTERNATIVES / PROS / CONS:

Option 1 (Recommended): Proceed with a conditional mutual determination that no formal ICF is required.

Pros: Uses the flexibility now available to adjacent municipal districts; removes a largely administrative umbrella where services are otherwise delivered; preserves the IDP and all standalone agreements; avoids future five-year ICF reviews

unless a framework is re-established; and makes implementation conditional on reciprocal action and completion of the agreement review.

Cons: Requires coordinated resolutions and repealing instruments; removes the ICF-wide dispute-resolution process; and may be perceived as reducing collaboration unless the public reasons clearly explain that operational agreements and the IDP continue.

Option 2: Retain the current Intermunicipal Collaboration Framework.

Pros: Maintains the status quo and a single formal document describing the relationship, mandatory service categories and an umbrella dispute-resolution process.

Cons: Continues the administrative requirement to review and maintain a framework even where the parties rely primarily on independent service delivery, the IDP and specific agreements.

Option 3: Defer the decision pending further bilateral discussion or agreement review.

Pros: Provides additional time to complete the agreement inventory, obtain legal review and confirm Cardston County's preferred timing and wording.

Cons: Delays use of the new statutory option and retains the current ICF and its administrative requirements in the interim.

FINANCIAL IMPACT:

No immediate change to service delivery, cost sharing or existing contractual obligations is authorized by this report. The process will require internal administrative time, coordination with the partner municipality, website publication and legal review of the final resolutions and repealing instruments. Existing agreements will continue to carry their current financial obligations unless separately amended or terminated. Over time, discontinuing the ICF may produce modest administrative savings by removing the formal five-year framework review requirement. If either municipality later revokes the opt-out, both must create an ICF within one year.

LEVEL OF PUBLIC PARTICIPATION:



Inform



Consult



Involve



Collaborate



Empower

AGENDA ITEM REPORT



Title: Intermunicipal Collaboration Framework - Agreement Not to Use Framework (County of Warner)
Meeting: Council Meeting - 17 Sep 2026
Department: Growth & Engagement
Report Author: Trevor Lewington

APPROVAL(S):

Cole Beck, Chief Administrative Officer

Approved - 14 Sep 2026

STRATEGIC ALIGNMENT:



Governance



Relationships



Region



Prosperity

EXECUTIVE SUMMARY:

Amendments to Section 708.28 of Alberta's Municipal Government Act now allow adjacent municipal districts to mutually determine that they do not require an Intermunicipal Collaboration Framework (ICF), provided they first review all existing agreements, confirm that intermunicipal services will continue to be adequately provided by other means, notify the Minister and publish their reasons.

Lethbridge County and County of Warner have an existing ICF that Council reviewed and continued unchanged in December 2024. Administration is presenting a conditional opt-out for Council's consideration. The ICF would remain in force until County of Warner adopts a reciprocal resolution and both municipalities repeal the instruments that adopted the current framework.

The existing IDP and all standalone service agreements would continue.

RECOMMENDATION:

Pursuant to Section 708.28(1.1) of the *Municipal Government Act*

WHEREAS Lethbridge County and County of Warner are municipal districts with common boundaries within the meaning of the *Municipal Government Act*, RSA 2000, Chapter M-26;

AND WHEREAS Section 708.28(1) of the *Municipal Government Act* requires municipalities with common boundaries to create an Intermunicipal Collaboration Framework;

AND WHEREAS Section 708.28(1.1) provides that Section 708.28(1) does not apply to municipal districts with common boundaries if they determine and agree that they do not require a framework;

AND WHEREAS Section 708.28(1.3) requires the municipal districts to review all existing agreements between them before making that determination;

AND WHEREAS the Council of Lethbridge County has reviewed the existing agreements and arrangements between Lethbridge County and County of Warner identified in the completed Agreement Review Record in this report;

AND WHEREAS the Council of Lethbridge County is satisfied that intermunicipal services have been and will continue to be adequately provided by other means;

NOW THEREFORE BE IT RESOLVED that, subject to County of Warner adopting a substantially similar resolution and both municipalities repealing the bylaws or resolutions that adopted the existing Intermunicipal Collaboration Framework, the Council of Lethbridge County, pursuant to Sections 708.28(1.1) and 708.28(1.4) of the *Municipal Government Act*, hereby:

1. Determines and agrees, subject to a reciprocal determination and agreement by County of Warner, that an Intermunicipal Collaboration Framework between Lethbridge County and County of Warner is not required;

2. Declares that intermunicipal services between Lethbridge County and County of Warner have been and will continue to be adequately provided independently by each municipality, through third-party or regional service providers, and through the existing agreements and arrangements identified in the completed Agreement Review Record;
3. Directs the Chief Administrative Officer, once the reciprocal resolution and repealing instruments are in effect, to notify the Minister of Municipal Affairs by sending a copy of this resolution to the Minister in accordance with Section 708.28(1.4)(b) of the Municipal Government Act; and
4. Directs Administration, once the reciprocal resolution and repealing instruments are in effect, to publish the reasons for not having a framework on Lethbridge County's municipal website in accordance with Section 708.28(1.4)(c) of the Municipal Government Act.

REASON(S) FOR RECOMMENDATION(S):

The 2025 amendments provide a proportionate option for neighbouring rural municipalities where a formal umbrella framework is not necessary to sustain service delivery. Lethbridge County and County of Warner continue to have a statutory IDP and may maintain or create specific agreements for roads, emergency response, recreation, utilities or other shared matters when required. Opting out of the ICF would not terminate those instruments or prevent future collaboration.

The proposed resolution is deliberately conditional. Both councils must make the same determination, all existing agreements must be reviewed, and the current adopting instruments must be repealed in a coordinated manner. This sequencing protects continuity and avoids any gap between the existing framework and the new statutory arrangement. It also preserves the option for either municipality to revoke the agreement later; written notice would trigger a one-year period to create a new ICF.

The principal trade-off is the loss of the ICF-wide dispute-resolution process and a possible perception that the County is stepping back from regional cooperation. These risks can be managed by retaining the dispute and referral provisions in the IDP and individual agreements, maintaining regular administrative contact, and publishing clear reasons that no change to current services, funding commitments or working relationships is intended.

PREVIOUS COUNCIL DIRECTION / POLICY:

The existing Lethbridge County-County of Warner ICF was adopted under the previous mandatory framework regime. On December 19, 2024, Council accepted the recommendation of the two Chief Administrative Officers that the ICF had been reviewed under Section 708.32, remained valid in its current form and required no changes, with the next review noted for 2031. The statutory rural-rural opt-out was introduced after that review. This report does not suggest that the existing ICF has failed; it asks whether the formal framework remains necessary in light of the new legislative flexibility.

The Lethbridge County and County of Warner Intermunicipal Development Plan was adopted in October 2019. The IDP manages land-use and transportation referrals within a one-mile plan area that includes Highways 4, 5 and 845 and recognizes the overlapping County of Warner-Village of Stirling IDP. It contains its own administration and dispute-resolution provisions. The IDP is a separate statutory plan and would remain in force unless amended or repealed through its own process.

BACKGROUND INFORMATION:

Section 708.28(1) generally requires municipalities with common boundaries to create an ICF. New subsections (1.1) through (1.4) allow municipal districts with common boundaries to determine and agree that a framework is not required. Before doing so, the parties must review all existing agreements. Each municipality must then adopt a resolution that services have been and will continue to be adequately provided by other means, send the resolution to the Minister, and publish its reasons on its website.

Where an ICF is maintained, Section 708.29 requires it to address transportation, water and wastewater, solid waste, emergency services and recreation, and to contain a process for resolving disputes concerning the framework. The Agreement Review Record below uses those mandatory service categories to ensure the required review is complete. It also includes the IDP and an open category for any other bilateral agreement or arrangement.

ALTERNATIVES / PROS / CONS:

Option 1 (Recommended): Proceed with a conditional mutual determination that no formal ICF is required.

Pros: Uses the flexibility now available to adjacent municipal districts; removes a largely administrative umbrella where services are otherwise delivered; preserves the IDP and all standalone agreements; avoids future five-year ICF reviews

unless a framework is re-established; and makes implementation conditional on reciprocal action and completion of the agreement review.

Cons: Requires coordinated resolutions and repealing instruments; removes the ICF-wide dispute-resolution process; and may be perceived as reducing collaboration unless the public reasons clearly explain that operational agreements and the IDP continue.

Option 2: Retain the current Intermunicipal Collaboration Framework.

Pros: Maintains the status quo and a single formal document describing the relationship, mandatory service categories and an umbrella dispute-resolution process.

Cons: Continues the administrative requirement to review and maintain a framework even where the parties rely primarily on independent service delivery, the IDP and specific agreements.

Option 3: Defer the decision pending further bilateral discussion or agreement review.

Pros: Provides additional time to complete the agreement inventory, obtain legal review and confirm County of Warner preferred timing and wording.

Cons: Delays use of the new statutory option and retains the current ICF and its administrative requirements in the interim.

FINANCIAL IMPACT:

No immediate change to service delivery, cost sharing or existing contractual obligations is authorized by this report. The process will require internal administrative time, coordination with the partner municipality, website publication and legal review of the final resolutions and repealing instruments. Existing agreements will continue to carry their current financial obligations unless separately amended or terminated. Over time, discontinuing the ICF may produce modest administrative savings by removing the formal five-year framework review requirement. If either municipality later revokes the opt-out, both must create an ICF within one year.

LEVEL OF PUBLIC PARTICIPATION:



Inform



Consult



Involve



Collaborate



Empower

AGENDA ITEM REPORT



Title: Intermunicipal Collaboration Framework - Agreement Not to Use Framework (Municipal District of Willow Creek)
Meeting: Council Meeting - 17 Sep 2026
Department: Growth & Engagement
Report Author: Trevor Lewington

APPROVAL(S):

Cole Beck, Chief Administrative Officer

Approved - 14 Sep 2026

STRATEGIC ALIGNMENT:



Governance



Relationships



Region



Prosperity

EXECUTIVE SUMMARY:

Amendments to Section 708.28 of Alberta's Municipal Government Act now allow adjacent municipal districts to mutually determine that they do not require an Intermunicipal Collaboration Framework (ICF), provided they first review all existing agreements, confirm that intermunicipal services will continue to be adequately provided by other means, notify the Minister and publish their reasons.

Lethbridge County and Municipal District of Willow Creek have an existing ICF that Council reviewed and continued unchanged in December 2024. Administration is presenting a conditional opt-out for Council's consideration. The ICF would remain in force until Municipal District of Willow Creek adopts a reciprocal resolution and both municipalities repeal the instruments that adopted the current framework.

The existing IDP and all standalone service agreements would continue.

RECOMMENDATION:

Pursuant to Section 708.28(1.1) of the *Municipal Government Act*

WHEREAS Lethbridge County and Municipal District of Willow Creek are municipal districts with common boundaries within the meaning of the *Municipal Government Act*, RSA 2000, Chapter M-26;

AND WHEREAS Section 708.28(1) of the *Municipal Government Act* requires municipalities with common boundaries to create an Intermunicipal Collaboration Framework;

AND WHEREAS Section 708.28(1.1) provides that Section 708.28(1) does not apply to municipal districts with common boundaries if they determine and agree that they do not require a framework;

AND WHEREAS Section 708.28(1.3) requires the municipal districts to review all existing agreements between them before making that determination;

AND WHEREAS the Council of Lethbridge County has reviewed the existing agreements and arrangements between Lethbridge County and Municipal District of Willow Creek identified in the completed Agreement Review Record in this report;

AND WHEREAS the Council of Lethbridge County is satisfied that intermunicipal services have been and will continue to be adequately provided by other means;

NOW THEREFORE BE IT RESOLVED that, subject to Municipal District of Willow Creek adopting a substantially similar resolution and both municipalities repealing the bylaws or resolutions that adopted the existing Intermunicipal Collaboration Framework, the Council of Lethbridge County, pursuant to Sections 708.28(1.1) and 708.28(1.4) of the *Municipal Government Act*, hereby:

1. Determines and agrees, subject to a reciprocal determination and agreement by Municipal District of Willow Creek that an Intermunicipal Collaboration Framework between Lethbridge County and Municipal District of Willow Creek is not required;

2. Declares that intermunicipal services between Lethbridge County and Municipal District of Willow Creek have been and will continue to be adequately provided independently by each municipality, through third-party or regional service providers, and through the existing agreements and arrangements identified in the completed Agreement Review Record;
3. Directs the Chief Administrative Officer, once the reciprocal resolution and repealing instruments are in effect, to notify the Minister of Municipal Affairs by sending a copy of this resolution to the Minister in accordance with Section 708.28(1.4)(b) of the Municipal Government Act; and
4. Directs Administration, once the reciprocal resolution and repealing instruments are in effect, to publish the reasons for not having a framework on Lethbridge County's municipal website in accordance with Section 708.28(1.4)(c) of the Municipal Government Act.

REASON(S) FOR RECOMMENDATION(S):

The 2025 amendments provide a proportionate option for neighbouring rural municipalities where a formal umbrella framework is not necessary to sustain service delivery. Lethbridge County and Municipal District of Willow Creek continue to have a statutory IDP and may maintain or create specific agreements for roads, emergency response, recreation, utilities or other shared matters when required. Opting out of the ICF would not terminate those instruments or prevent future collaboration.

The proposed resolution is deliberately conditional. Both councils must make the same determination, all existing agreements must be reviewed, and the current adopting instruments must be repealed in a coordinated manner. This sequencing protects continuity and avoids any gap between the existing framework and the new statutory arrangement. It also preserves the option for either municipality to revoke the agreement later; written notice would trigger a one-year period to create a new ICF.

The principal trade-off is the loss of the ICF-wide dispute-resolution process and a possible perception that the County is stepping back from regional cooperation. These risks can be managed by retaining the dispute and referral provisions in the IDP and individual agreements, maintaining regular administrative contact, and publishing clear reasons that no change to current services, funding commitments or working relationships is intended.

PREVIOUS COUNCIL DIRECTION / POLICY:

The existing Lethbridge County-M.D. of Willow Creek ICF was adopted under the previous mandatory framework regime. On December 19, 2024, Council accepted the recommendation of the two Chief Administrative Officers that the ICF had been reviewed under Section 708.32, remained valid in its current form and required no changes, with the next review noted for 2031. The statutory rural-rural opt-out was introduced after that review. This report does not suggest that the existing ICF has failed; it asks whether the formal framework remains necessary in light of the new legislative flexibility.

The Lethbridge County and Municipal District of Willow Creek Intermunicipal Development Plan was adopted in May 2019 under Lethbridge County Bylaw 19-014 and Municipal District of Willow Creek Bylaw 1831. The IDP manages land-use and road referrals within a one-mile plan area that includes portions of Highways 3, 519 and 520 and the Oldman River, and it contains a separate dispute-resolution process. The IDP is a separate statutory plan and would remain in force unless amended or repealed through its own process.

BACKGROUND INFORMATION:

Section 708.28(1) generally requires municipalities with common boundaries to create an ICF. New subsections (1.1) through (1.4) allow municipal districts with common boundaries to determine and agree that a framework is not required. Before doing so, the parties must review all existing agreements. Each municipality must then adopt a resolution that services have been and will continue to be adequately provided by other means, send the resolution to the Minister, and publish its reasons on its website.

Where an ICF is maintained, Section 708.29 requires it to address transportation, water and wastewater, solid waste, emergency services and recreation, and to contain a process for resolving disputes concerning the framework. The Agreement Review Record below uses those mandatory service categories to ensure the required review is complete. It also includes the IDP and an open category for any other bilateral agreement or arrangement.

ALTERNATIVES / PROS / CONS:

Option 1 (Recommended): Proceed with a conditional mutual determination that no formal ICF is required.

Pros: Uses the flexibility now available to adjacent municipal districts; removes a largely administrative umbrella where services are otherwise delivered; preserves the IDP and all standalone agreements; avoids future five-year ICF reviews

unless a framework is re-established; and makes implementation conditional on reciprocal action and completion of the agreement review.

Cons: Requires coordinated resolutions and repealing instruments; removes the ICF-wide dispute-resolution process; and may be perceived as reducing collaboration unless the public reasons clearly explain that operational agreements and the IDP continue.

Option 2: Retain the current Intermunicipal Collaboration Framework.

Pros: Maintains the status quo and a single formal document describing the relationship, mandatory service categories and an umbrella dispute-resolution process.

Cons: Continues the administrative requirement to review and maintain a framework even where the parties rely primarily on independent service delivery, the IDP and specific agreements.

Option 3: Defer the decision pending further bilateral discussion or agreement review.

Pros: Provides additional time to complete the agreement inventory, obtain legal review and confirm Municipal District of Willow Creek No. 26's preferred timing and wording.

Cons: Delays use of the new statutory option and retains the current ICF and its administrative requirements in the interim.

FINANCIAL IMPACT:

No immediate change to service delivery, cost sharing or existing contractual obligations is authorized by this report. The process will require internal administrative time, coordination with the partner municipality, website publication and legal review of the final resolutions and repealing instruments. Existing agreements will continue to carry their current financial obligations unless separately amended or terminated. Over time, discontinuing the ICF may produce modest administrative savings by removing the formal five-year framework review requirement. If either municipality later revokes the opt-out, both must create an ICF within one year.

LEVEL OF PUBLIC PARTICIPATION:



Inform



Consult



Involve



Collaborate



Empower

AGENDA ITEM REPORT



Title: Intermunicipal Collaboration Framework - Agreement Not to Use Framework (Municipal District of Taber)
Meeting: Council Meeting - 17 Sep 2026
Department: Growth & Engagement
Report Author: Trevor Lewington

APPROVAL(S):

Cole Beck, Chief Administrative Officer

Approved - 14 Sep 2026

STRATEGIC ALIGNMENT:



Governance



Relationships



Region



Prosperity

EXECUTIVE SUMMARY:

Amendments to Section 708.28 of Alberta's Municipal Government Act now allow adjacent municipal districts to mutually determine that they do not require an Intermunicipal Collaboration Framework (ICF), provided they first review all existing agreements, confirm that intermunicipal services will continue to be adequately provided by other means, notify the Minister and publish their reasons.

Lethbridge County and the Municipal District of Taber have an existing ICF that Council reviewed and continued unchanged in December 2024. Administration is presenting a conditional opt-out for Council's consideration. The ICF would remain in force until Municipal District of Taber adopts a reciprocal resolution and both municipalities repeal the instruments that adopted the current framework.

The existing IDP and all standalone service agreements would continue.

RECOMMENDATION:

Pursuant to Section 708.28(1.1) of the *Municipal Government Act*

WHEREAS Lethbridge County and Municipal District of Taber are municipal districts with common boundaries within the meaning of the *Municipal Government Act*, RSA 2000, Chapter M-26;

AND WHEREAS Section 708.28(1) of the *Municipal Government Act* requires municipalities with common boundaries to create an Intermunicipal Collaboration Framework;

AND WHEREAS Section 708.28(1.1) provides that Section 708.28(1) does not apply to municipal districts with common boundaries if they determine and agree that they do not require a framework;

AND WHEREAS Section 708.28(1.3) requires the municipal districts to review all existing agreements between them before making that determination;

AND WHEREAS the Council of Lethbridge County has reviewed the existing agreements and arrangements between Lethbridge County and Municipal District of Taber identified in the completed Agreement Review Record in this report;

AND WHEREAS the Council of Lethbridge County is satisfied that intermunicipal services have been and will continue to be adequately provided by other means;

NOW THEREFORE BE IT RESOLVED that, subject to Municipal District of Taber adopting a substantially similar resolution and both municipalities repealing the bylaws or resolutions that adopted the existing Intermunicipal Collaboration Framework, the Council of Lethbridge County, pursuant to Sections 708.28(1.1) and 708.28(1.4) of the *Municipal Government Act*, hereby:

1. Determines and agrees, subject to a reciprocal determination and agreement by Municipal District of Taber, that an Intermunicipal Collaboration Framework between Lethbridge County and Municipal District of Taber is not required;

2. Declares that intermunicipal services between Lethbridge County and Municipal District of Taber have been and will continue to be adequately provided independently by each municipality, through third-party or regional service providers, and through the existing agreements and arrangements identified in the completed Agreement Review Record;
3. Directs the Chief Administrative Officer, once the reciprocal resolution and repealing instruments are in effect, to notify the Minister of Municipal Affairs by sending a copy of this resolution to the Minister in accordance with Section 708.28(1.4)(b) of the Municipal Government Act; and
4. Directs Administration, once the reciprocal resolution and repealing instruments are in effect, to publish the reasons for not having a framework on Lethbridge County's municipal website in accordance with Section 708.28(1.4)(c) of the Municipal Government Act.

REASON(S) FOR RECOMMENDATION(S):

The 2025 amendments provide a proportionate option for neighbouring rural municipalities where a formal umbrella framework is not necessary to sustain service delivery. Lethbridge County and Municipal District of Taber continue to have a statutory IDP and may maintain or create specific agreements for roads, emergency response, recreation, utilities or other shared matters when required. Opting out of the ICF would not terminate those instruments or prevent future collaboration.

The proposed resolution is deliberately conditional. Both councils must make the same determination, all existing agreements must be reviewed, and the current adopting instruments must be repealed in a coordinated manner. This sequencing protects continuity and avoids any gap between the existing framework and the new statutory arrangement. It also preserves the option for either municipality to revoke the agreement later; written notice would trigger a one-year period to create a new ICF.

The principal trade-off is the loss of the ICF-wide dispute-resolution process and a possible perception that the County is stepping back from regional cooperation. These risks can be managed by retaining the dispute and referral provisions in the IDP and individual agreements, maintaining regular administrative contact, and publishing clear reasons that no change to current services, funding commitments or working relationships is intended.

PREVIOUS COUNCIL DIRECTION / POLICY:

The existing Lethbridge County-M.D. of Taber ICF was adopted under the previous mandatory framework regime. On December 19, 2024, Council accepted the recommendation of the two Chief Administrative Officers that the ICF had been reviewed under Section 708.32, remained valid in its current form and required no changes, with the next review noted for 2031. The statutory rural-rural opt-out was introduced after that review.

This report does not suggest that the existing ICF has failed; it asks whether the formal framework remains necessary in light of the new legislative flexibility.

The Municipal District of Taber and Lethbridge County Intermunicipal Development Plan was adopted in September 2018 under Lethbridge County Bylaw 18-019 and Municipal District of Taber Bylaw 1938. The IDP uses an administrative consultation model and contains referral, amendment and dispute-resolution procedures for land-use and transportation matters within the plan area. The IDP is a separate statutory plan and would remain in force unless amended or repealed through its own process.

BACKGROUND INFORMATION:

Section 708.28(1) generally requires municipalities with common boundaries to create an ICF. New subsections (1.1) through (1.4) allow municipal districts with common boundaries to determine and agree that a framework is not required. Before doing so, the parties must review all existing agreements. Each municipality must then adopt a resolution that services have been and will continue to be adequately provided by other means, send the resolution to the Minister, and publish its reasons on its website.

Where an ICF is maintained, Section 708.29 requires it to address transportation, water and wastewater, solid waste, emergency services and recreation, and to contain a process for resolving disputes concerning the framework. The Agreement Review Record below uses those mandatory service categories to ensure the required review is complete. It also includes the IDP and an open category for any other bilateral agreement or arrangement.

ALTERNATIVES / PROS / CONS:

Option 1 (Recommended): Proceed with a conditional mutual determination that no formal ICF is required.

Pros: Uses the flexibility now available to adjacent municipal districts; removes a largely administrative umbrella where services are otherwise delivered; preserves the IDP and all standalone agreements; avoids future five-year ICF reviews unless a framework is re-established; and makes implementation conditional on reciprocal action and completion of the agreement review.

Cons: Requires coordinated resolutions and repealing instruments; removes the ICF-wide dispute-resolution process; and may be perceived as reducing collaboration unless the public reasons clearly explain that operational agreements and the IDP continue.

Option 2: Retain the current Intermunicipal Collaboration Framework.

Pros: Maintains the status quo and a single formal document describing the relationship, mandatory service categories and an umbrella dispute-resolution process.

Cons: Continues the administrative requirement to review and maintain a framework even where the parties rely primarily on independent service delivery, the IDP and specific agreements.

Option 3: Defer the decision pending further bilateral discussion or agreement review.

Pros: Provides additional time to complete the agreement inventory, obtain legal review and confirm Municipal District of Taber's preferred timing and wording.

Cons: Delays use of the new statutory option and retains the current ICF and its administrative requirements in the interim.

FINANCIAL IMPACT:

No immediate change to service delivery, cost sharing or existing contractual obligations is authorized by this report. The process will require internal administrative time, coordination with the partner municipality, website publication and legal review of the final resolutions and repealing instruments. Existing agreements will continue to carry their current financial obligations unless separately amended or terminated. Over time, discontinuing the ICF may produce modest administrative savings by removing the formal five-year framework review requirement. If either municipality later revokes the opt-out, both must create an ICF within one year.

LEVEL OF PUBLIC PARTICIPATION:



Inform



Consult



Involve



Collaborate



Empower

AGENDA ITEM REPORT



Title: Intermunicipal Collaboration Framework - Agreement Not to Use Framework (Vulcan County)
Meeting: Council Meeting - 17 Sep 2026
Department: Growth & Engagement
Report Author: Trevor Lewington

APPROVAL(S):

Cole Beck, Chief Administrative Officer

Approved - 14 Sep 2026

STRATEGIC ALIGNMENT:



Governance



Relationships



Region



Prosperity

EXECUTIVE SUMMARY:

Amendments to Section 708.28 of Alberta's Municipal Government Act now allow adjacent municipal districts to mutually determine that they do not require an Intermunicipal Collaboration Framework (ICF), provided they first review all existing agreements, confirm that intermunicipal services will continue to be adequately provided by other means, notify the Minister and publish their reasons.

Lethbridge County and Vulcan County have an existing ICF that Council reviewed and continued unchanged in December 2024. Administration is presenting a conditional opt-out for Council's consideration. The ICF would remain in force until Vulcan County adopts a reciprocal resolution and both municipalities repeal the instruments that adopted the current framework.

The existing IDP and all standalone service agreements would continue.

RECOMMENDATION:

Pursuant to Section 708.28(1.1) of the *Municipal Government Act*

WHEREAS Lethbridge County and Vulcan County are municipal districts with common boundaries within the meaning of the *Municipal Government Act*, RSA 2000, Chapter M-26;

AND WHEREAS Section 708.28(1) of the *Municipal Government Act* requires municipalities with common boundaries to create an Intermunicipal Collaboration Framework;

AND WHEREAS Section 708.28(1.1) provides that Section 708.28(1) does not apply to municipal districts with common boundaries if they determine and agree that they do not require a framework;

AND WHEREAS Section 708.28(1.3) requires the municipal districts to review all existing agreements between them before making that determination;

AND WHEREAS the Council of Lethbridge County has reviewed the existing agreements and arrangements between Lethbridge County and Vulcan County identified in the completed Agreement Review Record in this report;

AND WHEREAS the Council of Lethbridge County is satisfied that intermunicipal services have been and will continue to be adequately provided by other means;

NOW THEREFORE BE IT RESOLVED that, subject to Vulcan County adopting a substantially similar resolution and both municipalities repealing the bylaws or resolutions that adopted the existing Intermunicipal Collaboration Framework, the Council of Lethbridge County, pursuant to Sections 708.28(1.1) and 708.28(1.4) of the *Municipal Government Act*, hereby:

1. Determines and agrees, subject to a reciprocal determination and agreement by Vulcan County, that an Intermunicipal Collaboration Framework between Lethbridge County and Vulcan County is not required;

2. Declares that intermunicipal services between Lethbridge County and Vulcan County have been and will continue to be adequately provided independently by each municipality, through third-party or regional service providers, and through the existing agreements and arrangements identified in the completed Agreement Review Record;
3. Directs the Chief Administrative Officer, once the reciprocal resolution and repealing instruments are in effect, to notify the Minister of Municipal Affairs by sending a copy of this resolution to the Minister in accordance with Section 708.28(1.4)(b) of the Municipal Government Act; and
4. Directs Administration, once the reciprocal resolution and repealing instruments are in effect, to publish the reasons for not having a framework on Lethbridge County's municipal website in accordance with Section 708.28(1.4)(c) of the Municipal Government Act.

REASON(S) FOR RECOMMENDATION(S):

The 2025 amendments provide a proportionate option for neighbouring rural municipalities where a formal umbrella framework is not necessary to sustain service delivery. Lethbridge County and Vulcan County continue to have a statutory IDP and may maintain or create specific agreements for roads, emergency response, recreation, utilities or other shared matters when required. Opting out of the ICF would not terminate those instruments or prevent future collaboration.

The proposed resolution is deliberately conditional. Both councils must make the same determination, all existing agreements must be reviewed, and the current adopting instruments must be repealed in a coordinated manner. This sequencing protects continuity and avoids any gap between the existing framework and the new statutory arrangement. It also preserves the option for either municipality to revoke the agreement later; written notice would trigger a one-year period to create a new ICF.

The principal trade-off is the loss of the ICF-wide dispute-resolution process and a possible perception that the County is stepping back from regional cooperation. These risks can be managed by retaining the dispute and referral provisions in the IDP and individual agreements, maintaining regular administrative contact, and publishing clear reasons that no change to current services, funding commitments or working relationships is intended.

PREVIOUS COUNCIL DIRECTION / POLICY:

The existing Lethbridge County-Vulcan County ICF was adopted under the previous mandatory framework regime. On December 19, 2024, Council accepted the recommendation of the two Chief Administrative Officers that the ICF had been reviewed under Section 708.32, remained valid in its current form and required no changes, with the next review noted for 2031. The statutory rural-rural opt-out was introduced after that review. This report does not suggest that the existing ICF has failed; it asks whether the formal framework remains necessary in light of the new legislative flexibility.

The Lethbridge County and Vulcan County Intermunicipal Development Plan was adopted in September 2019 under Lethbridge County Bylaw 19-022 and Vulcan County Bylaw 2019-017. The IDP establishes ongoing administrative consultation, referral and dispute-resolution procedures for land-use, transportation and other planning matters within the shared plan area. The IDP is a separate statutory plan and would remain in force unless amended or repealed through its own process.

BACKGROUND INFORMATION:

Section 708.28(1) generally requires municipalities with common boundaries to create an ICF. New subsections (1.1) through (1.4) allow municipal districts with common boundaries to determine and agree that a framework is not required. Before doing so, the parties must review all existing agreements. Each municipality must then adopt a resolution that services have been and will continue to be adequately provided by other means, send the resolution to the Minister, and publish its reasons on its website.

Where an ICF is maintained, Section 708.29 requires it to address transportation, water and wastewater, solid waste, emergency services and recreation, and to contain a process for resolving disputes concerning the framework. The Agreement Review Record below uses those mandatory service categories to ensure the required review is complete. It also includes the IDP and an open category for any other bilateral agreement or arrangement.

ALTERNATIVES / PROS / CONS:

Option 1 (Recommended): Proceed with a conditional mutual determination that no formal ICF is required.

Pros: Uses the flexibility now available to adjacent municipal districts; removes a largely administrative umbrella where services are otherwise delivered; preserves the IDP and all standalone agreements; avoids future five-year ICF reviews unless a framework is re-established; and makes implementation conditional on reciprocal action and completion of the agreement review.

Cons: Requires coordinated resolutions and repealing instruments; removes the ICF-wide dispute-resolution process; and may be perceived as reducing collaboration unless the public reasons clearly explain that operational agreements and the IDP continue.

Option 2: Retain the current Intermunicipal Collaboration Framework.

Pros: Maintains the status quo and a single formal document describing the relationship, mandatory service categories and an umbrella dispute-resolution process.

Cons: Continues the administrative requirement to review and maintain a framework even where the parties rely primarily on independent service delivery, the IDP and specific agreements.

Option 3: Defer the decision pending further bilateral discussion or agreement review.

Pros: Provides additional time to complete the agreement inventory, obtain legal review and confirm Vulcan County's preferred timing and wording.

Cons: Delays use of the new statutory option and retains the current ICF and its administrative requirements in the interim.

FINANCIAL IMPACT:

No immediate change to service delivery, cost sharing or existing contractual obligations is authorized by this report. The process will require internal administrative time, coordination with the partner municipality, website publication and legal review of the final resolutions and repealing instruments. Existing agreements will continue to carry their current financial obligations unless separately amended or terminated. Over time, discontinuing the ICF may produce modest administrative savings by removing the formal five-year framework review requirement. If either municipality later revokes the opt-out, both must create an ICF within one year.

LEVEL OF PUBLIC PARTICIPATION:



Inform



Consult



Involve



Collaborate



Empower

AGENDA ITEM REPORT



Title: Intermunicipal Collaboration Framework Rescission Bylaw No. 26-024
Meeting: Council Meeting - 17 Sep 2026
Department: Growth & Engagement
Report Author: Trevor Lewington

APPROVAL(S):

Cole Beck, Chief Administrative Officer

Approved - 14 Sep 2026

STRATEGIC ALIGNMENT:



Governance



Relationships



Region



Prosperity

EXECUTIVE SUMMARY:

Council has considered five separate resolutions under Sections 708.28(1.1) and 708.28(1.4) of the Municipal Government Act to determine that formal Intermunicipal Collaboration Frameworks (ICFs) are no longer required with Cardston County, County of Warner, Municipal District of Taber, Municipal District of Willow Creek and Vulcan County.

The attached Bylaw No. 26-024 would repeal the five Lethbridge County bylaws that adopted those ICFs and terminate the associated frameworks, subject to any contractual wind-down or transition requirements.

Repeal would not affect separate Intermunicipal Development Plans (IDPs) or standalone service agreements. Administration recommends first reading at this stage, with final readings after reciprocal partner action, agreement reviews, notice requirements, coordinated repeal of partner instruments and legal review are fully complete.

RECOMMENDATION:

That Council give first reading to Bylaw No. 26-024, Intermunicipal Collaboration Framework Rescission Bylaw; and further move that Administration return the bylaw for second and third readings only after confirming, for each affected municipality, that:

1. both councils have adopted substantially similar resolutions under Sections 708.28(1.1) and 708.28(1.4) of the Municipal Government Act;
2. all existing agreements have been reviewed as required by Section 708.28(1.3);
3. all notice, termination, wind-down and transition requirements in the existing ICF have been satisfied;
4. repeal or rescission of the other municipality's adopting bylaw or resolution has been coordinated; and
5. the bylaw has received final legal and clerical review.

REASON(S) FOR RECOMMENDATION(S):

First reading provides a clear local implementation path for the five partner-specific decisions while avoiding premature unilateral repeal. Each ICF is a bilateral framework adopted by both municipalities. Coordinating the resolutions and repealing instruments protects continuity, ensures the existing frameworks remain in force until both parties are ready, and avoids uncertainty about service delivery or dispute-resolution provisions.

The bylaw is administrative in effect: it removes the five umbrella ICFs but does not terminate the IDPs or any standalone agreements unless those instruments are separately amended or repealed.

PREVIOUS COUNCIL DIRECTION / POLICY:

Between 2018 and 2019, Council adopted five ICF bylaws: 18-025 (M.D. of Taber), 19-021 (M.D. of Willow Creek), 19-029 (Vulcan County), 19-034 (Cardston County) and 19-039 (County of Warner). On December 19, 2024, Council accepted the joint CAO reviews, continued all five frameworks without amendment and scheduled the next review for 2031. The statutory rural-rural opt-out was added afterward. The five companion reports now before Council ask whether each formal framework remains necessary under that new authority.

BACKGROUND INFORMATION:

Section 708.28(1) generally requires municipalities with common boundaries to create an ICF. New subsections (1.1) through (1.4) allow adjacent municipal districts to determine and agree that no framework is required. Before doing so, they must review all existing agreements; each council must adopt a resolution confirming that services have been and will continue to be adequately provided by other means, send the resolution to the Minister, and publish its reasons.

The attached bylaw is the County's proposed implementing instrument. It would repeal Bylaws 18-025, 19-021, 19-029, 19-034 and 19-039. The draft also states that the associated ICF agreements are terminated subject to wind-down obligations and directs the Chief Administrative Officer to provide written notice to the five affected municipalities within 30 days.

Repealing an ICF bylaw does not, by itself, repeal a separate IDP or standalone agreement. Existing arrangements for roads, emergency services, recreation, utilities, solid waste, data sharing or other services continue according to their own terms unless separately amended or terminated. The public explanation should emphasize that the change is intended to simplify governance, not reduce collaboration, service levels or existing commitments.

Because the draft is an omnibus bylaw, final adoption should occur only when all five partners are ready to implement on coordinated timelines. If readiness differs, Council could amend the bylaw to provide separate conditional effective dates or Administration could bring forward individual repealing bylaws.

Either municipality may later revoke the agreement not to have an ICF by written notice. If that occurs, the two municipal districts must create a new framework within one year, preserving the ability to restore a formal ICF if future service or relationship circumstances change.

ALTERNATIVES / PROS / CONS:

Option 1 (Recommended): Give first reading and defer final readings until all implementation prerequisites are verified.

Pros: Advances Council's policy direction; protects continuity; provides time for legal and clerical corrections; and coordinates the County's action with five partner processes.

Cons: Requires a future agenda item, and an omnibus bylaw may be delayed by the least-ready partner unless it is amended.

Option 2: Defer or do not proceed with the bylaw.

Pros: Maintains the existing ICFs, their umbrella dispute-resolution provisions and their scheduled review cycle while further bilateral discussions occur.

Cons: Delays or prevents implementation of the five no-framework determinations and continues the formal ICF administrative requirements.

FINANCIAL IMPACT:

No immediate change to operating budgets, service levels, cost sharing or existing contractual obligations is authorized by this bylaw. Work consists mainly of administrative coordination, publication, notification and legal review. Existing agreements retain their current financial terms. Over time, repeal may produce modest administrative savings by removing five formal ICF review processes, although a new ICF would be required within one year if a partner later revokes the no-framework agreement.

LEVEL OF PUBLIC PARTICIPATION:

☐

Inform

☐

Consult

☐

Involve

☐

Collaborate

☐

Empower

ATTACHMENTS:

[Intermunicipal Collaboration Framework Rescission Bylaw](#)

LETHBRIDGE COUNTY
IN THE PROVINCE OF ALBERTA

BYLAW 26-024 INTERMUNICIPAL COLLABORATION FRAMEWORK RECISSION BYLAW

A BYLAW OF LETHBRIDGE COUNTY IN THE PROVINCE OF ALBERTA TO RESCIND
INTERMUNICIPAL COLLABORATION FRAMEWORK AGREEMENTS

WHEREAS pursuant to the provisions of the Municipal Government Act, RSA 2000, Chapter M-26, and amendments thereto, including sections 63, 191, 708.28, 708.29, and 708.34 to 708.35, the Council of Lethbridge County is authorized to repeal bylaws and to terminate Intermunicipal Collaboration Framework agreements;

AND WHEREAS Lethbridge County previously enacted the following bylaws to authorize Intermunicipal Collaboration Framework agreements with five neighbouring rural municipalities:

- Bylaw No. 19-021 — Intermunicipal Collaboration Framework with Municipal District of Willow Creek
- Bylaw No. 18-025 — Intermunicipal Collaboration Framework with Municipal District of Taber
- Bylaw No. 19-029 — Intermunicipal Collaboration Framework with Vulcan County
- Bylaw No. 19-034 — Intermunicipal Collaboration Framework with Cardston County
- Bylaw No. 19-039 — Intermunicipal Collaboration Framework with County of Warner

AND WHEREAS Lethbridge County has determined that it is in the public interest to rescind the said bylaws and to terminate the associated Intermunicipal Collaboration Framework agreements;

AND WHEREAS the County has provided notice to each affected municipality as required under the Municipal Government Act and the applicable terms of each respective Intermunicipal Collaboration Framework agreement;

NOW THEREFORE BE IT RESOLVED that the Council of the Lethbridge County does hereby enact as follows:

1. The following bylaws are hereby rescinded in their entirety, effective the date of third reading of this Bylaw:

- a) Bylaw No. 18-025 - Municipal District of Taber and Lethbridge County Intermunicipal Collaboration Framework Agreement;
- b) Bylaw No. 19-021 — Municipal District of Willow Creek and Lethbridge County Intermunicipal Collaboration Framework Agreement;

- c) Bylaw No. 19-029 – Vulcan County and Lethbridge County Intermunicipal Collaboration Framework Agreement;
- d) Bylaw No. 19-034 – Cardston County and Lethbridge County Intermunicipal Collaboration Framework Agreement;
- e) Bylaw No. 19-039 – County of Warner and Lethbridge County Intermunicipal Collaboration Framework Agreement.

2. The Intermunicipal Collaboration Framework agreements authorized by the bylaws listed in clause 1 are hereby terminated, subject to any wind-down obligations or transition provisions contained within each respective agreement.

3. The Chief Administrative Officer is authorized and directed to provide written notice of rescission to each affected municipality within thirty days of the passing of this Bylaw.

4. This Bylaw shall have effect on the date of its third reading and upon being signed.

GIVEN first reading this ____ day of _____, 2026.

Reeve

Chief Administrative Officer

GIVEN second reading this ____ day of _____, 2026.

Reeve

Chief Administrative Officer

GIVEN third reading this ____ day of _____, 2026.

Reeve

Chief Administrative Officer

AGENDA ITEM REPORT



Title: Lethbridge County 2026 - 2031 Strategic Plan
Meeting: Council Meeting - 17 Dec 2026
Department: Council
Report Author: Cole Beck

APPROVAL(S):

Cole Beck, Chief Administrative Officer

Approved - 14 Sep 2026

STRATEGIC ALIGNMENT:



Governance



Relationships



Region



Prosperity

EXECUTIVE SUMMARY:

Council and Administration have completed a facilitated strategic planning process through a series of offsite sessions, subsequent Council review and staff input. The resulting 2026-2031 Strategic Plan establishes the vision that Lethbridge County is Canada's most innovative rural community and identifies six priorities to guide decision-making, investment and organizational focus. It also embeds the County's core values, governance roles and decision filters directly in the strategy. Approval will move the organization from strategy development to execution, enabling Administration to finalize aligned operational plans, departmental business plans and functional execution strategies.

RECOMMENDATION:

That Council approve the Lethbridge County Strategic Plan 2026-2031 as presented; authorize Administration to make minor clerical, formatting and other non-substantive edits before final publication; and further direct Administration to finalize aligned departmental operational plans, functional execution strategies, budgets, performance measures and reporting mechanisms to support implementation.

REASON(S) FOR RECOMMENDATION(S):

The Strategic Plan provides a shared long-term direction for Council and Administration and a consistent framework for evaluating opportunities, allocating resources and measuring progress. It reflects the facilitated work completed by Council, the refinements made through Council review and the practical input provided by staff.

Embedding the County's core values in the plan gives equal emphasis to how the organization conducts its work and what it seeks to achieve. The governance section further clarifies the respective roles of Council and Administration and establishes value for residents as the primary decision filter.

Approval allows implementation planning to proceed while preserving Council's role in budget approval, resource allocation and ongoing oversight.

PREVIOUS COUNCIL DIRECTION / POLICY:

Council participated in a series of facilitated offsite strategic planning sessions to assess the County's current context, confirm a long-term vision, identify strategic priorities and establish governance and decision-making principles. Council has reviewed the resulting draft and provided direction. Senior Staff have also had an opportunity to provide input, which has been considered in preparing the plan for final approval.

BACKGROUND INFORMATION:

Strategic planning defines the outcomes an organization is working toward and establishes a clear path for decisions, resources and accountability. The proposed plan is intentionally strategic rather than operational: Council establishes direction and priorities, while Administration translates that direction into business plans, budgets, work programs and specific initiatives.

The plan's vision is: 'Lethbridge County is Canada's most innovative rural community.' Innovation is framed as practical problem-solving, responsible stewardship and finding better ways to serve residents, businesses, agricultural producers and regional partners while protecting the County's rural character and long-term resilience.

The six strategic priorities are economic diversification and investment readiness; strategic partnerships and regional collaboration; infrastructure delivery and growth planning; service delivery excellence and continuous improvement; effective governance; and community building and rural identity. Together, they create a common framework for future policy, capital planning, service delivery and organizational focus.

A distinguishing feature of the plan is the direct inclusion of the County's core values as its ways of working. These values reinforce adaptability, candor, collaboration, conscientiousness, continuous improvement, empowerment, integrity, people-centred service, a results-oriented approach and sustainability. The plan also sets decision filters related to taxpayer value, strategic alignment, long-term financial sustainability, future generations, innovation, and regional and community benefit.

Following approval, departmental operational plans, budgets and work programs will identify the actions required to advance the strategy. Implementation will be supported through performance measures, annual reporting, ongoing monitoring, regular Council review and periodic updates to ensure the plan remains relevant as conditions and opportunities change.

ALTERNATIVES / PROS / CONS:

Option 1 (Recommended): Approve the Lethbridge County Strategic Plan 2026-2031 and direct Administration to proceed with implementation planning.

Pros: Confirms a clear corporate direction; completes the facilitated planning process; enables operational and functional planning; aligns future budgets, projects and performance reporting; and provides a transparent basis for Council decisions and organizational accountability.

Cons: Establishes a formal direction that will influence future priorities and resource choices. This is mitigated through annual budgeting, regular Council review and the plan's provision for periodic updates.

Option 2: Approve the Strategic Plan with specified amendments.

Pros: Allows Council to make final refinements before publication and implementation.

Cons: Substantive changes may require additional drafting, design work or internal review and could delay the transition to operational planning.

Option 3: Defer approval pending additional review or engagement.

Pros: Provides additional time for Council, Administration or other stakeholders to consider the document.

Cons: Delays finalization of departmental and functional execution plans, weakens alignment with upcoming budget and work-planning cycles, and may reduce momentum created through the facilitated process.

FINANCIAL IMPACT:

Approval of the Strategic Plan does not, by itself, authorize new expenditures. Administration's initial work to finalize operational plans, functional execution strategies, performance measures and reporting will be completed primarily within existing resources. Any new initiatives, staffing, capital projects or service-level changes with financial implications will be presented through the annual budget process or separate Council reports where appropriate.

LEVEL OF PUBLIC PARTICIPATION:



Inform



Consult



Involve



Collaborate



Empower

ATTACHMENTS:

[Lethbridge Country 2026 strategic plan Sept 14](#)



Strategic Plan 2026-2031

September 2026



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This plan sets out the strategic priorities and supporting actions that will guide Council's decision-making as we pursue Lethbridge County's vision from 2026 to 2031 and beyond.

Strategic planning is about defining success and establishing a clear path toward it. This plan is intended to serve as a long-term compass—a framework for evaluating opportunities, allocating resources and measuring progress.

The plan is intentionally strategic rather than operational. Council establishes the direction, and Administration develops departmental business plans, budgets and initiatives that support and advance the priorities identified in this document.

Together, these priorities will help ensure that Lethbridge County remains financially sustainable, economically competitive and responsive to the needs of residents while continuing to embrace innovation and growth.

Lethbridge County

at a glance

Land area

2,816 square kilometers

Population

10,160

Median age

32.8 years

Hamlets (7)

Chin
Diamond City
Fairview
Iron Springs
Monarch
Shaughnessy
Turin

Primary Industry

Agriculture & Agri-Food

Key Crops

Potatoes, sugar beets, corn, barley, canola, wheat, alfalfa

Cattle

More than 700,000—the highest concentration in Alberta

Emerging Strengths

Ag-tech innovation, greenhouse production, value-added agri-food processing, advanced manufacturing

Climate Advantage

One of the sunniest regions in Canada, ideal for crop growth and renewable energy production

Key Employers

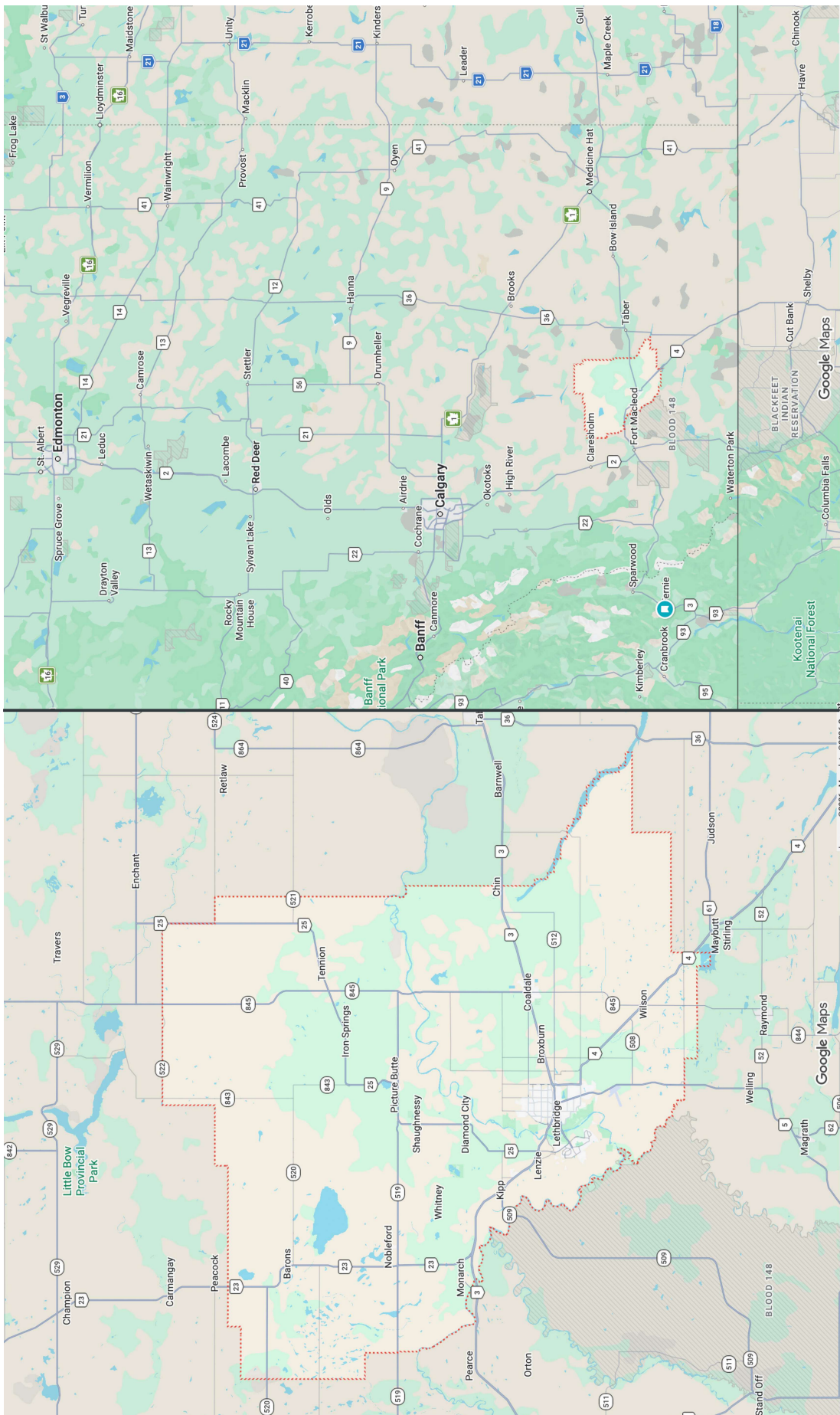
Lethbridge Research & Development Centre – one of Agriculture and Agri-Food Canada's largest research facilities

McCain Foods – Frozen potato processing

Whole Leaf – Greenhouse lettuce production (20 million heads/year)

Southland Trailers – Trailer manufacturing

Precon – Precast concrete infrastructure



Message from the Reeve & Council

Lethbridge County is entering a period of tremendous opportunity.

Strong agricultural roots, strategic transportation connections, growing investment interest, emerging development opportunities and a talented team position us well for the future. At the same time, we face increasing pressure to invest in infrastructure, maintain service levels, respond to growth and ensure every tax dollar delivers value.

This plan provides a strategic roadmap for the next five years. Grounded in the priorities that matter most, it establishes a common direction for Council and Administration—a direction that reflects our commitment to responsible stewardship, thoughtful growth, economic diversification, strong regional partnerships and innovative solutions that aim to strengthen the County and prepare it for tomorrow.

Above all, this plan is about people. It's about creating the conditions that allow our residents, businesses, agricultural producers, partners and communities to thrive.

As Council, we're committed to working together, staying focused on the long term and making informed decisions that serve the best interests of the entire County.

We invite residents, partners and stakeholders to join us as we continue building Canada's most innovative rural community.

Councillors

Tony Ankermann
Lorne Hickey
Mark Sayers
Kevin Slomp
Eric Van Essen

Reeve

Tory Campbell

Deputy Reeve

John Kuerbis



1.0 Executive summary

Lethbridge County is a community built on innovation, resilience and seizing opportunity.

As one of Alberta's leading rural municipalities, the County is uniquely positioned to capitalize on emerging economic opportunities while continuing to deliver exceptional service to residents, businesses and agricultural producers.

This strategic plan establishes the direction for the next five years and provides a framework for decision-making, investment and organizational focus. It reflects Council's commitment to balancing growth with stewardship, embracing innovation and ensuring long-term sustainability.

The plan is grounded in six strategic priorities:

- 1 Economic diversification & investment readiness**
Strengthening the County's economic foundation and resilience by supporting existing business growth, attracting investment and diversifying our economic opportunities
- 2 Strategic partnerships & regional collaboration**
Building productive partnerships across municipal, institutional and industry boundaries to advance regional prosperity and shared economic success
- 3 Infrastructure delivery & growth planning**
Planning and delivering infrastructure that supports responsible growth and long-term sustainability

4 Service delivery & organizational excellence

Maintaining a high-performing organization focused on efficiency, responsiveness and value creation

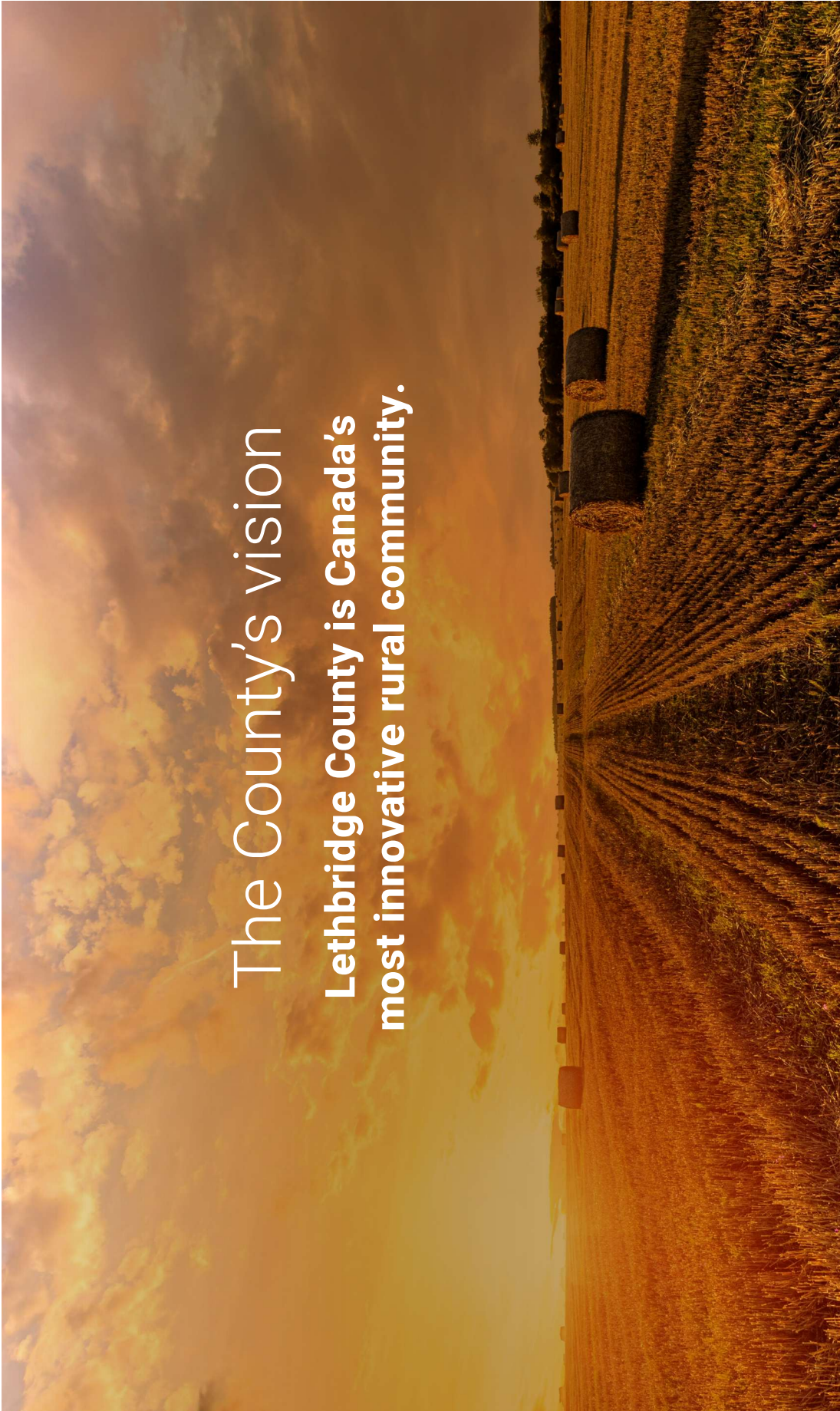
5 Effective governance

Providing clear leadership, accountability and disciplined decision-making

6 Community building & rural identity

Supporting vibrant communities and a high quality of life throughout the County

These priorities will guide departmental planning, budgeting and performance measurement over the coming years. Together, they represent Council's commitment to ensuring Lethbridge County remains a thriving, innovative and prosperous rural community for generations to come.



The County's vision
Lethbridge County is Canada's
most innovative rural community.

Innovation has long been part of Lethbridge County's identity.

From agriculture and irrigation to infrastructure, economic development and municipal service delivery, the County has consistently embraced new ideas and practical solutions that improve outcomes for residents and businesses.

Innovation does not mean change for the sake of change. It means finding better ways to serve our communities, strengthen our economy, prepare for future opportunities and respond to emerging challenges.

As Canada's most innovative rural community, Lethbridge County will continue to lead through collaboration, thoughtful planning, responsible stewardship and an unflagging willingness to explore and pursue new possibilities.

Innovation is not simply what we do. It's how we think, how we solve problems and how we create a stronger future.

2.0 A shared vision

Lethbridge County aspires to be Canada's most innovative rural community by embracing growth with purpose, confidence, and respect for the land and people that built this region.

Here, innovation isn't about becoming something different. It's about supporting the County's agricultural sector, nurturing its entrepreneurial spirit and growing its sense of community while creating new opportunities for future generations of residents. It recognizes that prosperity over the long term depends on sustaining our roots while embracing broader solutions for economic stability.

Council's role is to strengthen the County's long-term resilience by fostering a more diverse and competitive economy that can adapt to changing economic conditions and capitalize on new opportunities. Recognizing that growth is already happening across the region—from industrial and business investment to increasing residential interest—Council will steward that growth thoughtfully through strong partnerships,

investment attraction, responsible infrastructure planning, intelligent land-use planning and policy-making, and disciplined long-term decision-making that keeps the organization focused on its north star.

At the same time, Lethbridge County remains deeply rooted in the values and character of rural life.

The County's vision reflects a commitment to enlarging the resilience and pride of our hamlets, farm operations and rural communities while ensuring residents continue to receive strong value, reliable services and a high quality of life.

Innovation means finding better ways to support producers, businesses, residents and regional partners without losing sight of affordability, growth, stewardship of the land, and the importance of community connection. By balancing progress with practicality and opportunity with responsibility, the County aims to remain a place where rural heritage and forward-thinking leadership work hand in hand.

What success looks like

Success means Lethbridge County is recognized as a leader in rural innovation while remaining financially responsible, agriculturally strong and highly livable.

While we remain proudly agricultural, we actively pursue economic diversification where it makes sense to build a sustainable region and economy.

Growth is intentional rather than reactive, with infrastructure, land use and investment decisions aligned to a clear long-term vision.

Residents and businesses see evidence of progress through strong regional partnerships, reliable services, strategic development, modernized infrastructure and continued economic diversification.

At the same time, the County maintains the character, independence and quality of life that residents value while building trust through consistent decision-making, accountability, strong communication and visible results.

Innovation is the County's vision. Our core values convey how we work together to achieve it.

Adaptability

Adaptability means being flexible, resilient, and ready to adjust when things change. It helps us handle new challenges, deal with uncertainty, and take advantage of new opportunities, making sure our services stay valuable and relevant to the community.

Candor

Candor means being open, honest, and respectful when communicating, with a focus on finding solutions. This builds trust and transparency, helping us solve problems better, make solid decisions, and keep things running smoothly.

Collaboration

A collaborative culture means working together, sharing knowledge, and helping each other out across different roles. We all work toward the same goals—whether it's within our department, on project teams, or with outside partners.

Conscientiousness

Conscientiousness means being responsible and considerate, leading to a team that's reliable, hardworking, and thoughtful. We focus on doing quality work and being aware of what's happening around us, which builds trust, teamwork, safety and morale.

Continuous improvement

Continuous improvement means always looking ahead, finding better ways to do things, being open to learning and creating a safe environment to do so. This helps us grow on the job and hit our goals as a team.

Empowerment

Empowerment means giving people the freedom and flexibility to make decisions and have a real impact in their roles. We build systems that work well for everyone, knowing that what works best can vary depending on the job.

Integrity

Integrity in what we say and do builds a team you can trust. By making ethical choices, we create a safe and accountable workplace and strengthen our organization's reputation.

People-centred

People-centred customer service is how we meet the needs and expectations of those we serve. By understanding the customers we work for/with and designing our services around them, we make sure we deliver real value, stay relevant, and build strong relationships.

Results-oriented

A results-oriented approach helps us keep our work on track, making sure everything we do is aligned with our goals. By regularly reviewing and evaluating our work, we stay safe, accountable to the County's residents and use our resources wisely. We measure success by looking at both the numbers and what we learn along the way.

Sustainability

Sustainability means keeping our services and operations running smoothly, using resources wisely, and investing in future projects that keep us relevant and strong. This approach also looks out for employee safety and well-being, helping us focus our efforts where they matter most.

Alignment with County values

The vision aligns with the County's core values by reinforcing stewardship of the land, respect for agriculture, fiscal responsibility, collaboration and community leadership. It reflects a belief that innovation is not limited to technology or urban-style growth but includes smarter planning, proactive governance, strong relationships, and practical solutions that strengthen rural communities over time.

The vision also recognizes the importance of balancing opportunity with sustainability, ensuring smart growth that does not compromise the County's rural identity, service standards or long-term resilience.



Harnessing our strengths

A clear understanding of our current reality is essential to achieving our vision of becoming Canada's most innovative rural community.

This condensed SWOT analysis highlights the strengths that position Lethbridge County for success, the opportunities that can accelerate our progress, the weaknesses we must address and the external threats that demand our vigilant attention. Together, these factors provide valuable insight into the environment in which we operate and the choices we must make in the years ahead.

Our strengths and opportunities reveal significant potential for growth, innovation and regional leadership. At the same time, understanding our challenges helps ensure we remain proactive, resilient and prepared to respond to changing conditions.

By building on what we do well, addressing areas for improvement and remaining mindful of emerging risks, Lethbridge County can make informed decisions that strengthen our communities, support long-term prosperity and advance our vision.

3.0 Situation analysis

Key strengths	Prime opportunities	Weaknesses
• Strong financial stewardship/position • Capable and experienced administration • Strategic location and transportation connections • Agricultural leadership • Culture of innovation • Strong regional partnerships • Clear, unifying vision • Track record of success with large, complex projects	• Economic diversification • Investment attraction • Regional collaboration with like-minded partners • Population growth • Emerging technologies • Provincial infrastructure investments	• Limited municipal revenue tools • Large geographic area and infrastructure demands • County labour and workforce challenges • Dependence on property tax revenue • Limited servicing capacity in some areas
		Threats • Inflation and rising costs • Water availability constraints • Competition for investment • Regulatory uncertainty • Skilled labour shortages in the County • Increasing infrastructure costs

Growing a strong and sustainable County

Strategic priorities are the key areas of focus that will guide our decisions, investments and actions. They represent the outcomes we're working toward in support of our long-term vision. Together, they help ensure Lethbridge County's leadership, administration, and resources remain aligned and focused by creating a clear framework for planning, decision-making, accountability and measuring progress over time.

The six strategic priorities identified here are intended to support consistent decision-making, help evaluate opportunities, and ensure resources are directed toward the areas that matter most to the future health and prosperity of the County.

Success will be measured not simply by the number of projects completed but by the County's ability to demonstrate meaningful outcomes—sustainable growth, responsible infrastructure planning, strong partnerships, quality service delivery, effective governance, and continued confidence from residents and stakeholders.

Ongoing measurement, reporting and review will help ensure the County remains aligned to its vision while adapting to changing conditions and future opportunities.

4.0 Strategic priorities

1

Economic diversification & investment readiness

Economic strength creates opportunity.

Building on our agricultural foundation and regional strategic advantages, Lethbridge County will actively strengthen and diversify our economic base by supporting existing business growth, attracting investment, enabling new industry and creating conditions for long-term regional prosperity and resilience.

Key focus areas

- Reducing dependency on any single sector and encouraging development that fosters economic resilience, long-term assessment growth and sustainable economic value
- Supporting agriculture, agri-business, logistics, industrial, and commercial growth
- Attracting investment that aligns with the County's long-term vision and land use objectives
- Expanding broadband, utilities, transportation, and enabling infrastructure
- Positioning the County as investment-ready and proactive rather than reactive
- Attracting and retaining top talent

2

Strategic partnerships & regional collaboration

Many of the County's greatest opportunities depend on strong relationships. Lethbridge County will pursue, build and strengthen partnerships that advance regional prosperity, improve service delivery and unlock opportunities that cannot be achieved alone.

Key focus areas

- Strengthening regional partnerships that are practical, collaborative and mutually beneficial
- Pursuing joint development opportunities with neighbouring municipalities
- Strengthening relationships with municipalities, industry, institutions and private-sector partners
- Exploring shared infrastructure and service delivery opportunities where beneficial
- Supporting regional prosperity through collaboration rather than competition
- Encouraging partnerships that create long-term value for the County and the region

3

Infrastructure delivery & growth planning

Infrastructure is the foundation of long-term prosperity. The County will plan strategically for growth, ensuring that investments in roads, utilities and public assets support responsible growth, protect long-term sustainability and maximize community benefit.

Key focus areas

- Infrastructure investment extends asset life, reduces long-term costs, and supports the County's growth and investment-readiness (roads, water systems, utilities, servicing, transportation planning)
- Coordinated land use and infrastructure planning
- Strategic capital planning and asset management
- Balancing development pressures with the preservation of agricultural land and rural character
- Supporting growth in hamlets, industrial areas and agricultural operations
- Moving from reactive infrastructure delivery toward proactive planning

4

Service delivery & organizational excellence

Residents expect reliable, responsive and efficient services. Lethbridge County will continue to modernize operations, strengthen organizational capacity and deliver exceptional value to the communities it serves.

Key focus areas

- Building a strong customer-service-oriented organizational culture through responsive, people-centred service
- Stewardship of taxpayer resources
- Modernization of systems, processes, and communications through innovation, advanced technologies and organizational efficiency
- Emergency preparedness and organizational resilience
- Updating land use frameworks and municipal processes
- Transparency, accountability and consistency in service delivery

5

Effective governance

Strong governance creates confidence and clarity. Council will provide strategic leadership, foster a culture of accountability and make disciplined decisions that support long-term success.

Key focus areas

- Stewardship of long-term strategic direction
- Purpose-driven, best-practice governance
- Alignment between strategic priorities, business plans, projects and budgets
- Clear decision-making frameworks and investment filters
- Ongoing governance reviews, professional development and organizational learning
- Regular reporting, review and organizational accountability

6

Community building & rural identity

Great communities are built through connection, shared opportunity and quality of life. Through initiatives that strengthen community pride and belonging, we will support healthy, connected hamlets and rural vibrancy to sustain a high quality of life across the County.

Key focus areas

- Building community through shared understanding, and resources, collaboration, investment in hamlets, and partnerships
- Strengthening local identity, heritage, and rural character
- Fostering safe, welcoming, and inclusive communities
- Enhancing vibrancy through recreation, gathering spaces, and everyday livability
- Supporting quality of life for residents, families, and businesses
- Advancing environmental stewardship and long-term sustainability

Implementation framework

This strategic plan establishes the direction as we seek to realize the County's vision.

Annual departmental business plans, budgets and work programs will establish the actions required to achieve it.

Implementation will be supported through:

- Alignment of departmental plans and budgets with strategic priorities
- Performance measures and annual reporting
- Ongoing monitoring and accountability
- Regular review of progress and priorities by Council
- Periodic strategic plan updates to ensure continued relevance

An aerial photograph of a lush green landscape. A wide river flows through the center, flanked by green fields and some small structures. The sky is overcast with grey clouds. The text is overlaid on the right side of the image.

Our ways of working:

Key responsibilities and 'decision filters'

5.0 Governance

Council's role is to establish direction, set priorities, allocate resources and monitor results.

Administration's role is to develop and implement plans, deliver services and provide advice that supports informed decision-making.

Council commits to working together with honesty, transparency and respect while making decisions that serve the long-term interests of the entire County.

When evaluating opportunities, Council will follow this framework to assist in transparent and accountable decision-making.

- Value for residents and taxpayers
- Alignment with the Strategic Plan
- Long-term financial sustainability
- Impact on future generations
- Contribution to innovation and continuous improvement
- Regional and community benefit.

Our primary decision filter:
value for residents

Every decision made under this Strategic Plan must ultimately demonstrate clear and lasting value for residents. While Council will consider many factors in its decision-making, the final measure of success will be whether a decision advances responsible stewardship, financial sustainability and effective service delivery for the people and communities we serve.



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