

**AGENDA**  
**COUNTY OF NORTHERN LIGHTS**  
**REGULAR COUNCIL MEETING HELD IN COUNTY CHAMBERS**  
**ON TUESDAY, JUNE 23, 2026, at 9:00 A.M.**  
**COUNTY BUILDING, MANNING, ALBERTA**

<https://us02web.zoom.us/j/83553721063?pwd=kBXGQblfveUb36uXwbW789RqoLZKAC.1>

**01.0 Call to Order**

01.1.1 Land Acknowledgement

**02.0 Adoption of the Agenda**

**03.0 Adoption of the Minutes of the Previous Regular or Special Meeting(s)**

*A. Tuesday, June 9, 2026, Council Meeting Minutes*

**04.0 Delegations**

**05.0 Policies/ Bylaws**

**06.0 Municipal/CAO & Departmental Reports/Business**

06.1 Government Services

06.1.1 Council/Legislative

*A. Alberta Forest Products Association Annual Conference*

*B. Peace Region Economic Development Alliance (PREDA) Board of Directors Invitation*

*C. Ward Report Discussion*

*D. Mercer Peace River Pulp Request for Letter of Support*

06.1.2 Administration

*A. CAO Report*

06.1.3 Assessment

06.1.4 Taxation

06.1.5 Finance

06.1.6 Equipment/Supplies

06.1.7 Buildings/Properties

06.1.8 Personnel/Human Resources

06.2 Protective Services

06.2.1 Policing

06.2.3 Fire protection

06.2.4 Emergency Measures & Disaster Services

06.2.5 Ambulance/First Aid

06.2.6 By-law Enforcement

- 06.3 Transportation/Drainage/Public Works
  - 06.3.1 Public Works
    - A. *Director of Public Works Report*
    - B. Rural Crime Watch Signage Placement
  - 06.3.2 Roads
  - 06.3.3 Airport
  - 06.3.7 Drainage Ditches
- 06.4 Utilities/Public Works
  - 06.4.1 Water
  - 06.4.2 Sewage
  - 06.4.3 Solid Waste
- 06.6 Environmental Development
  - 06.6.1 Development [Planning/Zoning/Subdivisions]
  - 06.6.2 Community Services / Economic Development
    - A. *Battle River Rodeo Parade*
    - B. *Manning Community Development Coalition Strategic Plan*
  - 06.6.3 Agriculture Services
    - A. *ASBPC- Strategic Planning Survey*
  - 06.6.5 Natural Resources
  - 06.6.6 Housing / Seniors
  - 06.6.9 Tourism

**07.0 Ward and/or Committee Reports**

**08.0 Info Items**

A. *Tuesday, June 23, 2026, Info Package*

**09.0 Open Mic**

*Decisions on Delegations*

**10.0 In Camera Items**

**11.0 Adjournment**

**MINUTES**  
**COUNTY OF NORTHERN LIGHTS**  
**REGULAR COUNCIL MEETING HELD IN COUNTY CHAMBERS**  
**ON TUESDAY, JUNE 09, 2026, at 9:00 A.M.**  
**COUNTY BUILDING, MANNING, ALBERTA**

<https://us02web.zoom.us/j/83600717523?pwd=htAktai9ipjG51QDE84VQqhRxOuo7c.1>

**PRESENT:**

Gary These	Ward One	Weberville/Stewart
Kayln Schug	Ward Two	Warrensville/Lac Cardinal
Brenda Yasinski	Ward Three	Dixonville/Chinook Valley
Brent Reese	Ward Four	Deadwood/Sunny Valley
Gloria Dechant	Ward Five	North Star/Breaking Point
Terry Ungarian	Ward Six	Hotchkiss/Hawk Hills (virtual)
Linda Halabisky	Ward Seven	Keg River/Carcajou

**IN ATTENDANCE:**

Gerhard Stickling – Chief Administrative Officer  
Josh Hunter – Director of Finance  
Teresa Tupper – Executive Assistant/ Recorder  
Dan Archer – Mile Zero Banner Post Reporter

**01.0 Call to Order**

01.1.1 Land Acknowledgement

Deputy Reeve Kayln Schug called the Tuesday, June 9, 2026, Council Meeting to order at 9:01 a.m. and gave the County's land acknowledgement.

**02.0 Adoption of the Agenda**

**281/09/06/26** **MOVED BY Councillor Dechant to acknowledge receipt of the Tuesday, June 9, 2026, Council Agenda and adopt it with the following additions:**  
**04.C Photo Op with Community Capital Assistance Program (CCAP) Grant Recipients at 10:00 a.m.**  
**06.1.1-F Northern Sunrise County Canada D-eh invitation**  
**06.2.1-A RCMP Community Advisory Committee Discussion**  
**06.6.3-A Appointment of Summer Weed/Pest Inspectors**  
**CARRIED**

**03.0 Adoption of the Minutes of the Previous Regular or Special Meeting(s)**

*A. Tuesday, May 26, 2026, Council Meeting Minutes*

**282/09/06/26** **MOVED BY Councillor Halabisky to acknowledge receipt of Tuesday, May 26, 2026, Council Meeting Minutes and adopt them as presented.**  
**CARRIED**

**04.0 Delegations**

*A. Chris Nel at 9:00 a.m.*

*Chair Deputy Reeve Schug had council introduce themselves. Mr. Nel brought forward several questions and concerns.*

*Delegation exits at 9:22 a.m.*

**05.0 Policies/ Bylaws**

*A. Proposed Schedule of Fees Bylaw No. 26-12-510  
(identify postage handling on maps)*

- 283/09/06/26** **MOVED BY Councillor Dechant to give FIRST READING to Bylaw No. 26-12-510; the Schedule of Fees Bylaw for the County of Northern Lights.  
CARRIED**
- 284/09/06/26** **MOVED BY Councillor Yasinski to give SECOND READING to Bylaw No. 26-12-510; the Schedule of Fees Bylaw for the County of Northern Lights.  
CARRIED**
- 285/09/06/26** **MOVED BY Councillor Halabisky to PROCEED TO THIRD AND FINAL READING of Bylaw No. 26-12-510.  
CARRIED UNANIMOUSLY**
- 286/09/06/26** **MOVED BY Councillor These to give THIRD AND FINAL READING to Bylaw No. 26-12-510; the Schedule of Fees Bylaw for the County of Northern Lights.  
CARRIED**

*B. Proposed Access to Information and Protection of Privacy Bylaw No. 26-12-509*

- 287/09/06/26** **MOVED BY Councillor Yasinski to give FIRST READING to Bylaw No. 26-12-509; the Access to Information and Protection of Privacy Bylaw.  
CARRIED**
- 288/09/06/26** **MOVED BY Councillor Reese to give SECOND READING to Bylaw No. 26-12-509; the Access to Information and Protection of Privacy Bylaw.  
CARRIED**
- 289/09/06/26** **MOVED BY Councillor Dechant to PROCEED TO THIRD AND FINAL READING of Bylaw No. 26-12-509.  
CARRIED UNANIMOUSLY**
- 290/09/06/26** **MOVED BY Councillor Halabisky to give THIRD AND FINAL READING to Bylaw No. 26-12-509; the Access to Information and Protection of Privacy Bylaw.  
CARRIED**

*D. Proposed Access to Information & Protection of Privacy; "Privacy Management Program" Policy*

- 291/09/06/26** **MOVED BY Councillor Schug to acknowledge receipt and adopt the Access to Information & Protection of Privacy Policy.  
CARRIED**

*E. Occupational Health and Safety Program Policy*

- 292/09/06/26** **MOVED BY Councillor Halabisky to acknowledge receipt of the Health and Safety Report and delete the following Council Policies:**
- **Driving Record Policy**
  - **Vehicle Usage Policy**
  - **Personnel Code of Conduct & Business Ethics Policy**
  - **General Health and Safety Policy**
- And adopt the updated Occupational Health and Safety Program Policy as presented.  
CARRIED**

**06.0 Municipal/CAO & Departmental Reports/Business**

06.1 Government Services

06.1.1 Council/Legislative

*A. RhPAP Conference Registrations*

**293/09/06/26** **MOVED BY Councillor Dechant to acknowledge receipt of the RhPAP Conference Registration Report and register councillors Ungarian, Schug, These and Yasinski for the conference in Peace River on October 6 to 8, 2026.**  
**CARRIED**

*B. National Indigenous Peoples' Day Invitation*

**294/09/06/26** **MOVED BY Councillor Reese to acknowledge receipt of the National Indigenous Peoples' Day Invitation and send Deputy Reeve Schug to bring greetings on behalf of the County of Northern Lights on June 13, 2026, at 4:00 p.m. at the Battle River Historic Hospital in Manning.**  
**CARRIED**

*Councillor Ungarian joined meeting via zoom at 9:44 a.m.*

*C. Stronger Together Library Conference 2026*

**295/09/06/26** **MOVED BY Councillor These to acknowledge receipt of the 2026 Stronger Together Library Conference and register Councillors Dechant and Halabisky to attend the event on October 20 & 21, 2026, in Edmonton.**  
**CARRIED**

*D. Council's Monthly Calendar – June 2026*

**296/09/06/26** **MOVED BY Councillor Reese to acknowledge receipt of Council's monthly calendar and accept the calendar with the changes noted.**  
**CARRIED**

*E. Peace Region Economic Development Alliance 2026 AGM*

**297/09/06/26** **MOVED BY Councillor Dechant to acknowledge receipt of the Peace Region Economic Development Alliance 2026 AGM and register Reeve Ungarian to attend the meeting on Friday, June 26, 2026, at 10:00 a.m. at the Grande Prairie Regional Airport Conference Room.**  
**CARRIED**

*F. Northern Sunrise County Canada D-eh Invitation*

**298/09/06/26** **MOVED BY Councillor Yasinski to acknowledge receipt of the Northern Sunrise Canada D-eh invitation and accept it for information.**  
**CARRIED**

06.1.2 Administration

*A. CAO Report*

**299/09/06/26** **MOVED BY Councillor These to acknowledge receipt of the CAO Report and accept it for information.**  
**CARRIED**

*C. Photo Op with Community Capital Assistance Program Grant Recipients at 10:00 a.m.*

Recessed meeting at 10:08 a.m.  
Reconvened meeting at 10:22 a.m.

**300/09/06/26** **MOVED BY Councillor Ungarian to increase the council audio budget up to \$50,000, the additional funding will come out of reserves.**  
**CARRIED**

06.1.3 Assessment

06.1.4 Taxation

06.1.5 Finance  
*A. Library Funding Report*

**301/09/06/26** **MOVED BY Councillor Reese to acknowledge receipt of the Library Funding Report and increase the per household rates of library funding to \$50 (support communities) and \$100 (located within the County's borders) effective January 1<sup>st</sup>, 2027.**  
**CARRIED**

*B. April 2026 Payment Registers*

**302/09/06/26** **MOVED BY Councillor These to acknowledge receipt of the April 2026 Payment Registers and accept them for information.**  
**CARRIED**

*C. Director of Finance Update*

**303/09/06/26** **MOVED BY Councillor Yasinski to acknowledge receipt of the Director of Finance Update and accept it for information.**  
**CARRIED**

*D. May 2026 Bank Reconciliation*

**304/09/06/26** **MOVED BY Councillor Reese to acknowledge receipt of the May 2026 Bank reconciliation and accept it for information.**  
**CARRIED**

06.1.6 Equipment/Supplies

06.1.7 Buildings/Properties

06.1.8 Personnel/Human Resources

06.2 Protective Services

06.2.1 Policing  
*A. RCMP Community Advisory Committee Discussion*

**305/26/06/26** **MOVED BY Councilor Halabisky to acknowledge receipt of the RCMP Community Advisory Committee Discussion Report and defer the discussion to the Joint Council Meeting with the Town of Manning on June 23<sup>rd</sup>, 2026.**  
**CARRIED**

06.2.3 Fire protection

06.2.4 Emergency Measures & Disaster Services

- 06.2.5 Ambulance/First Aid
- 06.2.6 By-law Enforcement
- 06.3 Transportation/Drainage/Public Works
  - 06.3.1 Public Works
  - 06.3.2 Roads
    - A. Road Allowance Lease
- 306/09/06/26 MOVED BY Councillor Reese to acknowledge receipt of the Road Allowance Lease Report and grant a road allowance lease for access on the road allowance between NE 26-90-24 and NW 23-90-24 and SE 26-90-24 & NE 23-90-24 to Glen Stone, Tyler Stone and David Dyck.  
CARRIED**
- 06.3.3 Airport
- 06.3.7 Drainage Ditches
- 06.4 Utilities/Public Works
  - 06.4.1 Water
  - 06.4.2 Sewage
  - 06.4.3 Solid Waste
- 06.6 Environmental Development
  - 06.6.1 Development [Planning/Zoning/Subdivisions]
  - 06.6.2 Community Services / Economic Development
  - 06.6.3 Agriculture Services
    - A. Appointment of Weed/Pest Inspectors
- 307/09/06/26 MOVED BY Councillor These to appoint Mark Flores and Makenna Mortson as the Weed and Pest Inspectors for the County of Northern Lights under Section 9 of the Agricultural Pest Act and Section 5 of the Weed Control Act for the summer of 2026.  
CARRIED**

*B. Public Hearing for Proposed Land Use Bylaw Amendment No. 26-61-508 at 11:00 a.m.*

**Chair KayIn Schug declared the Public Hearing for Bylaw No. 26-61-508 open at 11:00 a.m.**

**Chair Schug welcomed all participants,**

**Chair Schug asked that the nature of the proposed bylaw be read into the record.  
Pearl Luken, Planning & Development Clerk read the following into the record:**

*In accordance with County Policy, Land Use Bylaw Amendment No. 26-61-508 was given First Reading at the Tuesday, May 12, 2026, council meeting.*

*Today's Public Hearing is to allow Council to listen or read any public comments received.*

**Chair Schug requested confirmation that notification requirements (newspaper ads, announcements, time frames, etc.) had been met.**

*The Bylaw was posted in the Mile Zero Banner Post on May 20, 27 and June 3<sup>rd</sup>, 2026, and on the County's website.*

**Chair Schug dispensed with stating the Rules of Conduct that would be followed during the hearing.**

**Chair Schug called for the PRESENTATION**

*The Land Use Amendment Bylaw No. 26-61-508 is to amend the classification of a portion of North West (NW) of section Thirty-One (31), Township Ninety-Three (93), Range Twenty-Two (22), West of the Fifth Meridian (W5M) from General Industrial (M1) to Agriculture General (A) District as illustrated in Schedule "A" attached to the Bylaw.*

*This amendment will correct the discrepancy within the County's Land Use Bylaw. It will allow for both properties to be compliant with our LUB and will allow DP-26-10 to move forward for approval.*

**Chair Schug called for any WRITTEN SUBMISSIONS in support of the proposed amendment.**  
*To date, no written submissions in support were received.*

**Chair Schug called for any WRITTEN SUBMISSIONS opposed to the proposed amendment.**  
*To date, no objections have been received or expressed.*

**Chair Schug called for any VERBAL SUBMISSIONS in support of the proposed amendment.**  
*No verbal submissions of support for the amendment were expressed. However, the Planning & Development Clerk received one phone with questions for clarification, no for or against was noted.*

**Chair Schug called for any VERBAL SUBMISSIONS opposed to the proposed amendment.**  
*No verbal submission opposed to the amendment were expressed.*

**Chair Schug calls for a RECOMMENDATION.**  
**Pearl responded:**

*It is recommended that the proposed Land Use Amendment Bylaw No. 26-61-508 be APPROVED.*

**Chair Schug asked if there were any questions from Council.**

**Chair Schug adjourned the Public Hearing for Bylaw No. 25-61-508 at 11:03 a.m.**

*C. Proposed Land Use Bylaw Amendment No. 26-61-508 (After Public Hearing)*

**308/09/06/26** **MOVED BY Councillor Dechant to give SECOND READING to Bylaw No. 26-61-508; a Land Use Bylaw Amendment to reclassify land use for NW 31-93-22-W5. CARRIED**

**309/09/06/26** **MOVED BY Councillor Ungarian to THIRD AND FINAL READING of Bylaw No. 26-61-508; a Land Use Bylaw Amendment to reclassify land use for NW 31-93-22-W5. CARRIED**

06.6.5 Natural Resources

06.6.6 Housing / Seniors

03.A

06.6.9 Tourism

**07.0 Ward and/or Committee Reports**

*A. Councilor Ward Reports*

**310/09/06/26 MOVED BY Councillor Yasinski to acknowledge receipt of the written and verbal Councillor Ward Reports and accept them for information.  
CARRIED**

**08.0 Info Items**

*A. Tuesday, June 9, 2026, Info Package*

**311/09/06/26 MOVED BY Councillor Reese to acknowledge receipt of the June 9, 2026, Info Package and accept it for information.  
CARRIED**

**09.0 Open Mic**

*Decisions on Delegations*

**312/09/06/26 MOVED BY Deputy Reeve to have Administration write a written reply to Chris Nel regarding his questions and concerns.  
CARRIED**

**10.0 In Camera Items**

**11.0 Adjournment**

Deputy Reeve Schug adjourned Tuesday, June 9, 2026, Council Meeting at 11:22 a.m.

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Deputy Chief Elected Official  
Kayln Schug

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Chief Administrative Officer  
Gerhard Stickling



COUNTY OF  
**Northern Lights**

#600, 7th Ave NW, PO Box 10, Manning AB T0H 2M0  
Phone 780-836-3348 Fax 780-836-3663  
Toll Free 1-888-525-3481

**Report No.**

**Agenda Item No.**

06.1.1- *A*

<b>Subject:</b>	Invitation to Alberta Forest Products Association (AFPA) AGM & Conference
<b>Agenda Date:</b>	Tuesday, June 23, 2026
<b>Attachments:</b>	

**RECOMMENDATION**

It is recommended that:

- 1) Council acknowledge receipt of the Invitation to Alberta Forest Products Association AGM & Conference; and
- 2) Register \_\_\_\_\_ to attend the conference from September 23 to 25, 2026 at the Jasper Park Lodge.; **OR**
- 3) Decline invitation and accept it for information.

**CONSIDERATION**

**BACKGROUND**

Council has sent a representative to the annual AFPA AGM & Conference for over eight years.

Below are a few of the historical motions:

- 336/26/08/25    MOVED BY Councillor Schug to acknowledge receipt of the Invitation to the Alberta Forest Products Association AGM & Conference and register Reeve Ungarian to attend the conference on behalf of council from September 24 to 26, 2025 at the Jasper Park Lodge.  
CARRIED
- 317/27/08/24    MOVED BY Councillor Schug to acknowledge receipt of the Invitation to the Alberta Forest Products Associations AGM & Conference and send Reeve Ungarian to attend the event in October.  
CARRIED
- 306/22/08/23    MOVED BY Councillor Schug to acknowledge receipt of the Alberta Forest Products Association AGM and Conference and register Reeve Ungarian for the conference September 27<sup>th</sup> to 29<sup>th</sup>, 2023.  
CARRIED
- 351/13/09/22    MOVED BY Councillor Yasinski to acknowledge receipt of the Alberta Forest Products Association Annual Convention and have Reeve Ungarian be registered to attend the AFPA Conference on September 28 to 30, 2022.  
CARRIED
- 261/13/07/21    MOVED BY Councillor Yasinski to acknowledge receipt of the Alberta Forest Products Association Invitation and register Reeve Ungarian for the conference on September 29 through Friday, October 1<sup>st</sup>, 2021 in Jasper, Alberta.  
CARRIED

*06.1.1-A*

225/14/05/19    MOVED BY Councillor Loogman to acknowledge receipt of the Alberta Forest Products Associations 77<sup>th</sup> Annual AGM and Conference; and to register Reeve Ungarian to attend the Alberta Forest Products Associations 77<sup>th</sup> annual AGM and Conference on September 25<sup>th</sup> to 27<sup>th</sup>, 2019 at the Fairmont Jasper Park Lodge.  
CARRIED

**FINANCIAL/STAFFING IMPLICATIONS**

Costs would be funded under council conference registrations, honorarium and travel codes.

**Prepared By:**



Teresa Tupper

**Accepted for Council  
Consideration by:**

Gerhard Stickling  
Chief Administrative Officer (CAO)



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**Report No.**

**Agenda Item No.**

06.1.1- *B*

**Subject:** PREDA Board of Directors Invitation

**Agenda Date:** Tuesday, June 23, 2026

**Attachments:**

**RECOMMENDATION**

It is recommended that:

- 1) Council acknowledge receipt of the Report; and
- 2) Authorize administration to add the County of Northern Lights to the slate of nominees for Board of Directors, Peace Region Economic Development Alliance. OR;
- 3) Reply to the Peace Region Economic Development Alliance that the County of Northern Lights will not be making a submission for a Board of Directors position.

**BACKGROUND**

Hoping you and yours are doing well!

In preparation for the upcoming PREDA AGM and election of PREDA 2026-2030 Board of Directors on June 26th; if your Municipality would like to be considered on the slate of nominees; and as your Council's designated representative to PREDA; to be considered for election to the Board of Directors PREDA requires a notice of approval from your Council to have you added to our slate of nominees.

If at all possible, we request Council's notice of approval by Friday June 19th to facilitate administrative submission of the slate of nominees to our AGM parliamentary and the PREDA membership.

Briefly: (Articles of Association 2025)

- 1) There are six positions on PREDA Board of Directors. Note: It is the municipality that is elected; the designated representative may change throughout the four-year term.
- 2) PREDA's Board of Directors is a four-year term.
- 3) Nominees must be a municipal elected official in good standing and approved by their Council
- 4) PREDA's membership elects the Board of Directors.
- 5) The election of the Board of Directors is conducted through a non-municipal parliamentary.
- 6) Post-Election: The Board of Directors appoints a Chair, and 2 Vice Chairs during their first official meeting / orientation session to be held during the summer.

Please note: The June AGENDA is attached; I am in the process of finalizing the related documents and will notify you when available for download through our Virtual Office website portal.

Please do not hesitate to contact me if you have any questions.

Much appreciated,

Joni



Mary Joan Aylward - MSc, CBA

Research & Operations

10128 95<sup>th</sup> Avenue

Grande Prairie, AB T8V 0L4

Voice: 780-527-6232

Website: <https://peacecountrycanada.com/>

Open Video Connect: <https://meet.goto.com/584833773>

Teleconference: 1(647) 497-9373 Code: 584833773#

### CONSIDERATION

### FINANCIAL/STAFFING IMPLICATIONS

This item has been approved in the current budget:	Yes	No	N/A
This item is within the approved budget amount:	Yes	No	N/A

Prepared By:

Executive Assistant

Accepted for Council  
Consideration by:

Gerhard Stickling  
Chief Administrative Officer (CAO)



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**Report No.**

**Agenda Item No.**

06.1.1-*C*

<b>Subject:</b>	Ward Report Discussion
<b>Agenda Date:</b>	Tuesday, June 23, 2026
<b>Attachments:</b>	

**RECOMMENDATION**

It is recommended that:

- 1) Council acknowledge receipt of the Report; and
- 2) Accept it for information; OR,
- 3)

**CONSIDERATION**

Can you please add ward reports to our agenda for discussion?

I would like to touch on how we report on major conferences and having a website tab for ward reports.

Thank you,  
Kayln,  
Deputy Reeve

**FINANCIAL/STAFFING IMPLICATIONS**

This item has been approved in the current budget:	Yes	No	N/A
This item is within the approved budget amount:	Yes	No	N/A

**Prepared By:**

**Accepted for Council  
Consideration by:**

Executive Assistant

Gerhard Stickling  
Chief Administrative Officer (CAO)

*06.1.1-C*



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**Report No.**

**Agenda Item No.**  
06.1.2 A

<b>Subject:</b>	CAO Report
<b>Agenda Date:</b>	June 23, 2026.
<b>Attachments:</b>	N/A

**UPDATE**

- **Welcome Jessica Gummesen**  
I want to welcome Jessica to the as our new Executive Assistant. Looking forward to working together. Thanks to Teresa for helping her to find her feet.
- **AEMA**  
We met with AEMA to discuss the County's HARP application for the recent flooding. The current tally on that is being put together and will be submitted to them soon. Once this is approved, they will send out information for the public to submit claims as well. This will be after submitting claims to their own insurance.
- **Teresa's Retirement lunch**  
We had lunch for Teresa's farewell. We will miss her.
- **Enterprise Fleet Management**
  - We created a potential vehicle budget for 2027
  - Looked at the current owned vehicles
  - Drafting a potential vehicle replacement plan for 2027.
- **Energy Alberta Quarterly Update call**
  - Project Update
  - Guest Presenter: Mike Law, Head of Power Integration at Energy Alberta
  - Tri-Council Christmas in June. Some nice informal discussions after being snowed/ice-rained out the previous 2 years.
- **ARMAA PD Session – ICF Workshop**
  - **ICF Workbook (updated for 2026)**  
<https://open.alberta.ca/publications/intermunicipal-collaboration-framework-workbook-version-4>
- **Ratepayer meetings:**
  - **Ward 1,2 and 3 in Dixonville – 15 residents attended**
    - Concerns re cancelling of driveway snow plowing
    - Grading
    - Taxes on grazing leases
    - Fire protection for Dixonville – reduced level of service
  - **Ward 4, 5 and 6 in Manning – 40 residents attended**
    - Lots of concerns re nuclear were raised and deferred to the proponent, IAAC and CNSC
    - Economic development concern raised
    - Snow clearing the past winter – more overtime, etc.
    - 20 residences for potable water hook-up east of Manning
    - Notikewin Park washout of road to be referred to ATEC

06.1.2-A

- **Urban Edge Fire Strategies**

- **Met with PRFD to start the process of separation.**
  - Compiling a capital asset list with CNL and CNL+PR (with contribution percentages)
  - Copies of Weberville training records
  - Discussed use of training grounds
- **Introduction meeting to MFD**
  - Started off that we are still finalizing the agreement.
  - Requested training documents and schedule to determine budget for certified/qualified training upgrades.

- **Upcoming meetings:**

- Today: My Oath of Citizenship this afternoon, starting at 12:00
- Today @ 16:00 Joint Council Meeting with Town of Manning
- Wednesday June 24 @ 10:00 Group Benefits Annual renew meeting

**RECOMMENDATION**

It is recommended that:

1. Accept the report as information.

**Prepared By:**



Gerhard Stickling  
**Chief Administrative Officer**



06.3.1-A

<b>Subject:</b>	DPW General Report
<b>Agenda Date:</b>	June 23, 2026
<b>Attachments:</b>	None

**Dust Control**

The application of dust control is underway, as of the writing of this report we are approximately 60% complete. There have been delays due to weather

**Re-gravel Program**

Administration is planning on having a pre-project meeting with all parties on July 6, 2026 and the program will commence the following day.

**AEMA**

Administration met with AEMA representatives and toured some of the damaged areas. We are compiling more information to submit to the agency.

**Ditch Mowing**

Due to weather ditch mowing is delayed, however when conditions permit mowing will start in Ward 1.

**Voyent Alert!**

Since the launch of Voyent Alert! There have been 35 subscribers.

**Bridge Inspections**

Due to damages to bridges, our engineers have been conducting a few extra inspections on bridges. I will update when more information is available.

**RECOMMENDATION**

It is recommended that:

1. Council accepts this report as information.

**Prepared By:**

Charles Schwab  
Director of Public Works

**Accepted for Council consideration by:**

Gerhard Stuckling  
Chief Administrative Officer

06.3.1-A



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**Northern Lights**

#600, 7th Ave NW, PO Box 10, Manning AB T0H1 2M0  
Phone 780-836-3348 Fax 780-836-3663  
Toll Free 1-888-525-3481

**Report No.**  
CS - 2026 - 0

**Agenda Item No.**  
06.6.-2-A

<b>Subject:</b>	Battle River Rodeo Parade
<b>Agenda Date:</b>	June 23, 2026
<b>Attachments:</b>	Poster

**RECOMMENDATION**

For Council to acknowledge receipt of this report and

1. Accept this report for information
2. Determine if they would like to participate in the 2026 Battle River Rodeo Parade, and
3. Motion to provide the funds necessary to purchase supplies

**BACKGROUND**

The 2026 Battle River Rodeo will take place Saturday, July 18, at 10:30 am. The parade float theme this year is 'Welcome to Comet Country', celebrating the Manning Comets' championship win in the NPHL.

Float participants are required to register and line up by 10:00 am along 3 Ave SW by entering via 4 Ave SW (Manning Centennial Pool Street).

**Considerations**

Staff are available to decorate the SUV or truck if available, the day before, but are unable to drive.

We do not have parade float supplies in the chosen theme (blue and orange) and would need to purchase decoration and candy supplies.

**Prepared By:**

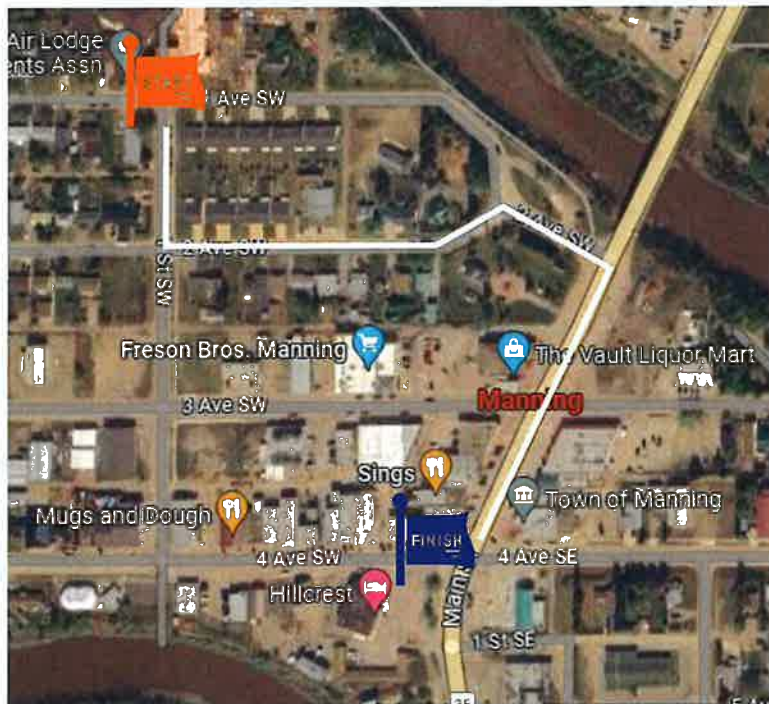
Trinity Schmidt  
Community Services Coordinator

**Accepted for Council  
Consideration by:**

Josh Hunter  
Director of Finance

RODEO PARADE THEME:

# WELCOME TO COMET COUNTRY



PLEASE JOIN US TO  
CELEBRATE THE  
COMET'S CAMPELL CUP  
VICTORY:

**SATURDAY,  
JULY 18TH  
@ 10:30AM**

PLEASE CONTACT LISA  
YASINSKI WITH ANY  
QUESTIONS & TO  
REGISTER (780) 836-9720

### A FEW THINGS TO REMEMBER:

- THE DEL-AIR LODGE WILL BE HOSTING "THE WATERING HOLE" WITH COFFEE AND MUFFINS FOR ALL PARTICIPANTS, THANKS NORTH PEACE HOUSING FOUNDATION FOR SUPPORTING OUR EVENT!!
- ALL FLOAT TYPES ARE WELCOME: WALKING, ATVS, TRUCK/TRAILER, VINTAGE CARS, ETC.
- FEEL FREE TO THROW CANDY TO SPECTATORS!
- PLEASE ARRIVE TO THE DEL-AIR LODGE (ENTERING FROM THE MANNING RCMP CENTENNIAL POOL STREET) BY 10:00AM TO LINE UP, THE PARADE WILL START AT 10:30AM.
- WALKING GROUPS WILL LEAD AT THE FRONT, FOLLOWED BY ATVS, TRUCKS/TRAILERS AND ANTIQUE CARS!



<b>Subject:</b>	Manning Community Development Coalition Strategic Plan
<b>Agenda Date:</b>	June 23, 2026
<b>Attachments:</b>	Draft Manning Community Development Coalition Strategic Plan

**RECOMMENDATION**

It is recommended that:

1. Council acknowledges receipt of Report; and,
2. Review the Draft Manning Community Development Coalition Strategic Plan; and,
3. Give direction to Administration on the level of involvement, if any, and appoint Council representatives and any necessary administration

**BACKGROUND**

In October 2025, Manning & District FCSS hosted a Community Asset Mapping meeting to identify the strengths, resources, and opportunities already present in the region.

Participants were then invited to attend an asset mapping review and preliminary strategic plan meeting with Sunstone Strategic in January 2026. Gerhard Stickling and Community Services attended meetings.

The draft strategic plan reflects shared priorities among local Town and County organizations, businesses, regional organizations and government partners.

**Key Features of the Plan:**

- **Vision:** Achieve a growing economy while maintaining community identity and quality of life.(pg. 10)
- **Strategic Priorities:** (pg. 10-11)
  1. Governance & Regional Alignment (Strategic plan group governance)
  2. Economic & Business Ecosystem Support
  3. Visibility & Promotion Infrastructure
  4. Livability & Service Resilience
- **Implementation:** (pg. 5)
  1. Year 1 is recommended to proceed with a volunteer-led coordination model, focusing on establishing governance, ownership, and baseline measurement.



2. At the end of Year 1, partners—including the municipal council—will evaluate readiness to potentially pilot a shared coordination and implementation support role in Year 2.

### Considerations

The plan is designed to be flexible and adaptive, with Council and regional partners involvement being a key factor in its success.

Council input is needed to clarify the preferred coordination model, assign ownership, and ensure sustained progress. (pg. 8)

- What level of direct involvement does the Council wish for the County to have in the working group and decision-making processes?
- Is the Council willing to assign organizational ownership for specific initiatives or indicators? (pg. 33)
- Would the Council support piloting a shared coordination role in Year 2 if Year 1 reveals capacity gaps? (pg.30)

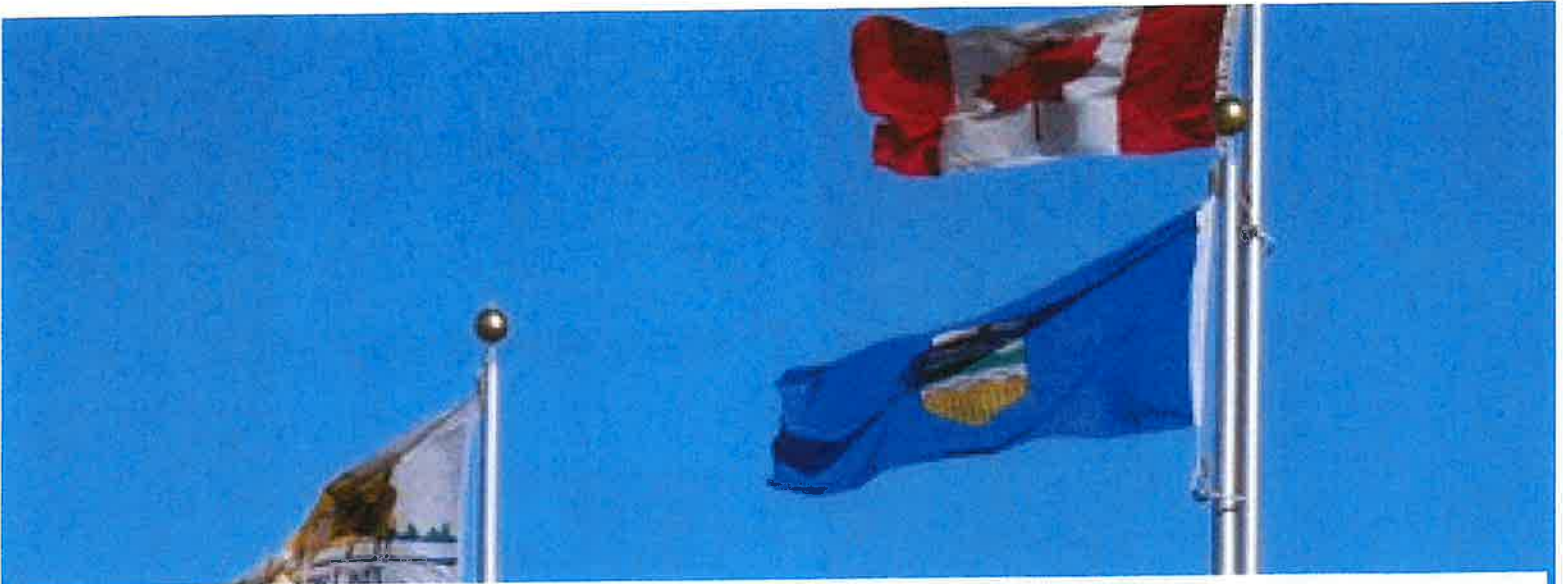
Prepared By:



Trindy Schmidt  
Community Services

Gerhard Sticking  
Chief Administrative Officer





# Manning & District Strategic Plan (2026–2029)

A 3–5 Year Framework for Coordinated Growth, Economic Stability & Community Resilience

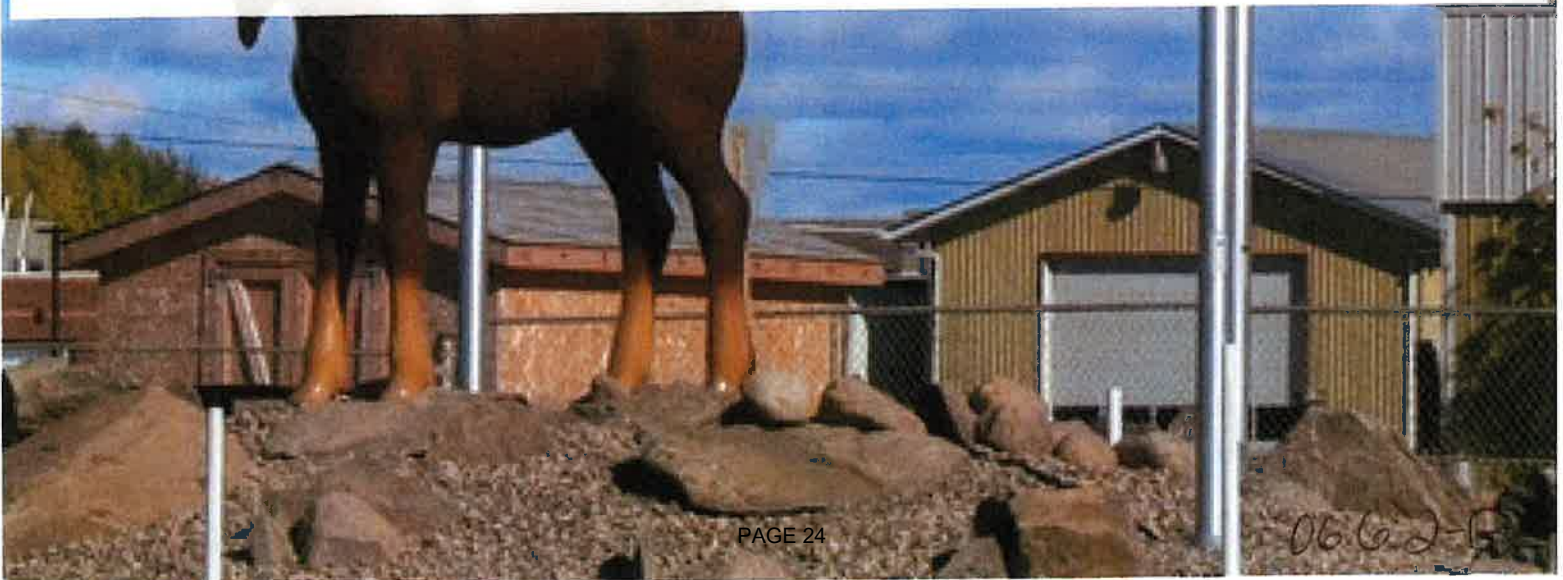
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**Document Date:** February 2026

**Version:** v1.0 (Adopted Draft)

**Prepared By:** Manning & District FCSS in collaboration with regional partners

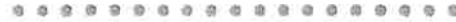
**Facilitated By:** Sunstone Strategic



06.6.2-15



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# Executive Summary

## Purpose

Manning FCSS and regional partners undertook a strategic planning process to clarify shared priorities for the next 3–5 years. The goal was to identify practical, measurable actions that strengthen community capacity, support economic stability, and protect Manning's small-town character. This includes strengthening the connection between economic development, workforce attraction, community life, and service delivery to support long-term sustainability.

This plan reflects the outcomes of a full-day collaborative workshop and subsequent synthesis of findings.

## 3-5 Year Vision

*"Manning is a growing economy with a small-town feel."*

Growth was clearly identified as important. Equally important was preserving community identity, volunteer strength, and quality of life. Progress toward this vision will be measured through three outcome areas:

1. Quality of Life
2. Economic Stability & Growth
3. Population Stability & Growth

## Key Barriers Identified

Workshop participants identified five system-level barriers:

- Limited human and financial resources
- Lack of stakeholder alignment
- Fragmented communication
- Limited external visibility
- Livability gaps impacting retention

These barriers are interconnected. Many stem from limited coordination capacity across organizations rather than lack of effort or ideas.

# Workshop Commitments

During the workshop, participants converged on three core commitments:

<p><b>1</b></p> <p><b>Define how coordination will be structured.</b></p> <p>Whether through a shared role or strengthened volunteer model, the community agreed that implementation must be organized intentionally.</p>	<p><b>2</b></p> <p><b>Reduce duplication of effort.</b></p> <p>Limited human and financial resources require clearer ownership and reduced overlap across organizations.</p>	<p><b>3</b></p> <p><b>Improve stakeholder alignment.</b></p> <p>Growth and stability require partners working from shared priorities, shared information, and shared accountability.</p>
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The four strategic priorities that follow operationalize these commitments. It's important to state that they are not new ambitions. They provide structure to deliver on what participants already identified as necessary.

## Strategic Priorities (3-5 Year Focus)

01

### Governance & Regional Alignment

Clarify ownership, reduce duplication, and establish consistent coordination practices.

02

### Economic & Business Ecosystem Support

Strengthen local business retention, stabilize business count, and reinforce core sectors.

03

### Visibility & Promotion Infrastructure

Improve how Manning communicates internally and externally.

04

### Livability & Service Resilience

Support conditions that improve retention, workforce attraction, and volunteer sustainability.

## Coordination Decision

A central question emerging from the workshop was whether additional coordination capacity is required. Three options were considered for this strategy:

- Continue with volunteer-led coordination
- Pilot a shared regional coordination role
- Develop a formal regional shared-service model

**Recommendation:** Year 1 will proceed under a volunteer-led coordination structure to establish governance, ownership clarity, and baseline measurement.

At the end of Year 1, partners will evaluate readiness and determine whether to initiate a 12–24 month Shared Coordination & Implementation Support pilot beginning in Year 2.

### Rationale:

- Provides accountable implementation capacity
- Reduces duplication
- Protects volunteer sustainability
- Allows evaluation before long-term commitment

The goal here isn't to expand bureaucracy, but instead we want to improve follow-through on agreed priorities.

## First 90 Days

Regardless of coordination model, the following must occur:

- Adopt a Terms of Reference for the working group
- Confirm 6–8 core indicators to track annually. Suggested indicators can be found on pages 8-9
- Assign organizational ownership for Year 1 priorities
- Confirm Year 1 volunteer-led structure

## What Success Looks Like After Year 1

- Clear ownership of priority initiatives
- A functioning quarterly reporting rhythm
- At least 5-10 structured business retention conversations
- A consolidated events and information platform

## What This Strategy Is Not

To avoid misinterpretation, this strategy should be understood clearly:

- It is **not** an automatic staffing expansion. Any coordination role requires a formal decision and defined pilot structure.
- It is **not** a spending mandate. Financial commitments remain subject to partner approval.
- It is **not** a marketing overhaul. Visibility improvements focus on consolidation and clarity, not large campaigns.
- It is **not** a fixed five-year document. The strategy includes an annual review and reset process.
- It is **not** an operational takeover of any organization's mandate.



# Community Context & Case For Coordination

## Community Strengths

The strategic planning workshop confirmed that Manning is not starting from weakness. Participants identified a strong base of assets across:

- Natural amenities (river systems, lakes, recreation areas)
- Built infrastructure (arena, halls, healthcare facilities, airport, visitor centre)
- Core industries (forestry, agriculture, small business sector, healthcare employment)
- Public services (hospital, schools, library)
- Strong volunteer culture and community pride
- High event participation relative to community size
- Emerging potential to better leverage tourism, recreation, and community events as contributors to local economic activity and quality of life

## Key Barriers

Despite these strengths, five recurring barriers were identified:

1. Limited human and financial resources
2. Stakeholder alignment gaps
3. Fragmented communication
4. Limited visibility and promotion
5. Livability pressures impacting retention

Participants noted that volunteers are high quality but limited in number. Organizations are active, but coordination is inconsistent. Some initiatives overlap while others stall due to unclear ownership.

## Post Secondary Access & Workforce Retention Context

The recent closure of the Northwestern Polytechnic campus in Fairview represents a structural change in regional workforce access. For many residents, particularly youth and working-age adults, proximity to postsecondary training previously allowed skill development without permanent relocation.

Reduced local access to training may increase the likelihood of outward migration among younger residents and create additional barriers to workforce attraction and retention.

While this strategy cannot directly reopen educational infrastructure, it reinforces the importance of coordinated regional action around workforce development, employer engagement, and youth retention pathways.

This context strengthens the case for disciplined coordination rather than fragmented effort.

## The Core Challenge

The central issue facing Manning is: **Fragmented coordination in a high-asset environment with limited capacity.**

Without clearer alignment:

- Volunteer fatigue increases
- Duplication persists
- Strategic initiatives lose momentum
- Partners experience friction

The workshop discussion around a potential community support or coordination role emerged directly from this gap.

## Why Coordination Matters

Growth and stability will not happen automatically. If the community wants business stabilization and expansion, stronger regional messaging, improved service navigation and sustainable volunteer engagement then ownership, reporting rhythm, and follow-through must be clearer than they are today. This does not require a large structural overhaul. It requires disciplined coordination

## Measurement Reality

Public data is available to track:

- Population trends
- Business count
- Employment indicators
- Income levels

However, some of the most important indicators (volunteer capacity, service access perception, business retention conversations) must be collected locally. This plan recommends a small, practical set of indicators (6–8 total) updated annually to guide decision-making.

## Baseline Snapshot (Current Context)



These indicators reinforce the importance of coordinated action. The plan does not assume rapid reversal of macro trends. It focuses on measurable stabilization and improvement where possible.

# Vision and Measurable Outcomes (3-5 Years)

## Vision

In 3-5 years, the headline that describes Manning is:

*"Manning is a growing economy with a small-town feel."*

This vision reflects two priorities expressed during the workshop:

- Growth and stability
- Preservation of community identity and quality of life

All major initiatives should support both.

## Outcome Areas (What Success Looks Like)

Progress toward the vision will be evaluated through three outcome areas:

1. Quality of Life
2. Economic Stability & Growth
3. Population Stability & Growth

These outcomes are interconnected. Economic growth without livability will not retain people. Population growth without stability will strain services. That's why this strategy takes balance into account to ensure it sees long term success and viability.

## Core Indicators (Keep it Practical)

To avoid overcomplication, the strategy recommends tracking 6-8 core indicators total, updated annually.

### A. Quality of Life

- Resident pulse survey (annual, short format)
- Volunteer capacity (active volunteers across key organizations)
- Event participation totals

## B. Economic Stability & Growth

- Total business count
- Number of structured business retention conversations (annual target: 10–20)
- Documented expansion or retention outcomes

## C. Population Stability & Growth

- Total population (Town + County)
- School enrolment trend or housing availability proxy

These indicators are sufficient to measure direction without creating excessive reporting burden.

## Measurement Principles

To keep tracking realistic:

- Limit total indicators to 8 or fewer
- Assign organizational (not individuals) ownership
- Review annually at minimum
- Use measurement to adjust priorities

## Measurement Structure Requirements

To prevent aspirational tracking and ensure accountability, each core indicator must include:

1. **Lead Organization:** An organization (not an individual) responsible for maintaining the indicator.
2. **Defined Data Source:** Public dataset, internal tracking, survey, or agreed reporting method.
3. **Reporting Month:** A fixed month each year when the indicator is updated and reviewed.
4. **Storage Location:** A shared location for dashboard tracking (simple spreadsheet or shared drive acceptable).

# Strategic Priorities

These reflect the barriers identified in the workshop and align with the three outcome areas. They are system level priorities, not standalone programs.

## Priority 1 – Governance & Regional Alignment

**Strategic Intent:** Improve coordination, reduce duplication, and clarify ownership across partners.

**Why This Matters:** Many barriers identified (alignment gaps, communication fragmentation, stalled initiatives) stem from unclear coordination structures.

### 3–5 Year Objectives

- Establish consistent working group structure and meeting cadence
- Clarify ownership for major initiatives
- Improve partner alignment around shared priorities

### Year 1 Priorities

- Adopt Terms of Reference for regional working group
- Confirm decision-making and reporting structure
- Assign lead organizations for priority initiatives
- Begin annual review process

Success will be visible through improved follow-through and reduced duplication.



## Priority 2 – Economic & Business Ecosystem Support

**Strategic Intent:** Stabilize and strengthen local business activity while reinforcing core sectors.

**Why This Matters:** Business count volatility and economic uncertainty require proactive retention and support, not just attraction efforts. Local economic activity is also influenced by community vibrancy, including events, recreation, and visitor attraction, which contribute to business sustainability and regional visibility.

### 3–5 Year Objectives

- Improve business retention conversations
- Support expansion of existing businesses
- Strengthen regional economic coordination

### Year 1 Priorities

- Launch a basic Business Retention & Expansion (BRE) conversation program (10–20 per year)
- Develop a simple investment-ready information package
- Map existing supports to reduce overlap
- Identify 2–3 short-term sector opportunities

## Priority 3 – Visibility & Promotion Infrastructure

**Strategic Intent:** Improve how Manning communicates internally and externally.

**Why This Matters:** The community does not lack events or activity. It lacks consolidated promotion and discoverability.

### 3–5 Year Objectives

- Centralize access to event and community information
- Improve online presence for visitors and prospective residents
- Strengthen coordinated messaging
- Improve visibility of local tourism, recreation, and community experiences

### Year 1 Priorities

- Develop a consolidated digital events calendar
- Create basic “Living in Manning” and “Invest in Manning” web content
- Establish simple communication coordination among partners
- Pilot coordinated promotion for at least one major event
- Begin aligning event, recreation, and visitor information into a unified, accessible format

## Priority 4 – Livability & Service Resilience

**Strategic Intent:** Support conditions that improve retention, workforce attraction, and volunteer sustainability including access to community life, recreation, and social supports.

**Why This Matters:** Growth without service stability risks population decline and volunteer burnout.

### 3–5 Year Objectives

- Improve visibility of available services
- Identify priority service gaps for advocacy
- Strengthen volunteer sustainability
- Improve awareness and accessibility of community life opportunities (events, recreation, social participation)

### Year 1 Priorities

- Conduct short resident pulse survey
- Map key service pathways (health, workforce supports). This includes identifying how residents currently navigate key services (e.g., healthcare, employment, housing, and social supports), where breakdowns or confusion occur, and where clearer coordination or communication could improve access. This process will also help identify service gaps, providing insight to inform targeted attraction of priority service providers.
- Conduct a volunteer capacity audit (organization-level) to identify:
  - Current volunteer availability and gaps across organizations
  - Areas of overlap or duplication in volunteer roles
  - High-risk areas for burnout or over-reliance on key individuals
  - Opportunities for shared recruitment, onboarding, or coordination
- Identify onboarding improvements for temporary workers

# Coordination Capacity Options

The workshop surfaced a consistent concern:

There is strong community effort, but limited capacity to coordinate across organizations. The question is not whether growth is desirable. The question is how implementation will be managed. Three practical paths exist.

<b>Option 1</b> Volunteer / Partner-Led Coordination	<b>Option 2 (Recommended)</b> Shared Coordination Role --- Year 2 Pilot	<b>Option 3</b> Formal Regional Shared-Service Model
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## Option 1 – Volunteer / Partner-Led Coordination

<b>Strengths</b> <ul style="list-style-type: none"><li>• No new operating cost</li><li>• Minimal structural change</li><li>• Lower political friction</li></ul>	<b>Risks</b> <ul style="list-style-type: none"><li>• Progress depends on already-limited volunteer time</li><li>• Ownership may remain unclear</li><li>• Measurement and follow-through may be inconsistent</li></ul>
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When This Works:

- Clear Terms of Reference adopted
- Organizational ownership assigned for all priorities
- Annual review consistently maintained

If those disciplines are not enforced, implementation will likely slow. Additionally, in the long run this strategy will become more difficult to maintain as organizational priorities of partners may shift and eagerness to contribute may wane.

## Option 2 – Shared Coordination & Implementation Support Role

A single, shared role focused on coordination and implementation support across partners. This role would be introduced in year 2, and the pilot would run over year 2 and 3 of the strategy.

This shouldn't be positioned as a traditional economic development officer. It is a structured coordination and execution function designed to:

- Maintain implementation momentum
- Support measurable follow-through
- Reduce duplication
- Protect volunteer capacity

### Core Responsibilities

- Maintain implementation roadmap
- Facilitate partner meetings and follow-up
- Track agreed indicators
- Coordinate structured business retention conversations
- Reduce duplication by clarifying ownership

### What This Role Is Not

- Not a general administrative support resource
- Not a marketing department for all events
- Not a grant-writing service for individual organizations
- Not responsible for solving every community issue
- Not a replacement for municipal leadership or CAO functions
- Not a unilateral decision-maker

Clear boundaries are essential to avoid past failure patterns.

### Why Recommended for Year 2

This option is not intended to begin immediately. Year 1 implementation should proceed under volunteer led coordination to ensure alignment, and to prepare adequately for the pilot. The shared role becomes viable only after governance structure, measurement discipline and priority clarity are established. This role would work in partnership with the volunteer committee to ensure impact and alignment, which are two key themes we see through this strategy.

A pilot model reduces financial and political risk.

## Learning From Prior Experience

It is recognized that the region previously utilized an economic development role that did not produce the desired return.

Common contributing factors in rural economic development role failures include:

- Broad or unclear mandate
- Lack of defined performance metrics
- Insufficient governance clarity
- Misalignment between expectations and available resources

This strategy addresses those risks directly.

If a shared coordination role is piloted:

- Scope is explicitly defined and limited.
- Core responsibilities are tied to the four strategic priorities.
- Success is measured against specific, agreed indicators.
- A formal 12–24 month evaluation is required before continuation.
- Governance and reporting cadence are established in advance.

The recommended pilot differs from prior attempts in that it is structured around implementation discipline and measurable outcomes rather than broad economic aspiration.

## Estimated Cost Range (Pilot Model)

This cost range is provided for planning purposes only should partners elect to initiate the pilot beginning in year 2. It should work as a guide for fundraising and budgeting. A shared Coordination & Implementation Support role would reasonably fall within a base salary range of approximately \$80,000–\$95,000 annually, depending on scope, experience level, and whether the position is structured as full-time, part-time, or contract-based.

This range is consistent with Alberta municipal benchmarks for Community Development or Coordination roles. For example:

- Community Development Coordinator roles in Alberta municipalities commonly begin in the low-to-mid \$80,000 range, with experienced positions approaching or exceeding \$100,000 annually.
- Senior Economic Development Officer roles in smaller Alberta municipalities frequently exceed \$100,000 annually.

The recommended range reflects a mid-level coordination and implementation role, not a senior economic development executive position.

In addition to base salary, total budget allocation should account for:

- Employer-paid benefits (if structured as an employment position)
- Basic operating support (technology, travel, reporting tools)

A practical planning estimate is to assume total compensation and operating envelope may be approximately 1.2–1.35× base salary, depending on structure.

Across Canada, coordination-focused rural development models demonstrate that local implementation capacity is a key driver of results. Measurable impact is typically seen within the first 12 months through improved business engagement, program access, and execution of priorities, with broader economic outcomes emerging over a 12–36 month period. The return on investment is realized through improved efficiency, alignment, and the community’s ability to act on existing opportunities.

## Potential Funding Models

Funding approaches may include:

- Shared municipal contribution
- Multi-partner cost sharing
- Time-limited pilot funding commitment
- Exploration of complementary grant opportunities where appropriate

## Pilot Evaluation Framework

If partners elect to launch the Shared Coordination & Implementation Support role following the Year 1 review, the following evaluation criteria will apply during the first 12 months of the pilot.

The following evaluation criteria are recommended:

### Year 1 Initiative Completion Rate

- Target: At least 70% of agreed Year 1 priority initiatives substantially completed or demonstrably advanced.
- Rationale: Measures execution discipline.

### Indicator Reporting Compliance

- Target: 100% of core indicators updated on agreed annual schedule.
- Rationale: Confirms reporting backbone is functioning.

## Business Retention & Expansion Conversations

- Target: Minimum 10–20 structured BRE conversations completed, with documentation.
- Rationale: Confirms proactive business engagement.

## Duplication Reduction Evidence

- Target: At least 2 documented instances where duplication was resolved or prevented through clarified ownership.
- Rationale: Measures coordination impact.

## Stakeholder Satisfaction Pulse

- Target: Annual working group pulse survey demonstrating majority confidence in implementation structure.
- Rationale: Assesses alignment and functional improvement.

## Continuation Decision

At Month 12 of the pilot, the working group must formally review these metrics and make one of three decisions:

- Continue pilot unchanged
- Continue with scope adjustments
- Conclude pilot and revert to volunteer-led coordination

This decision should be recorded formally to maintain accountability.

## Option 3 – Formal Regional Shared-Service Model

A broader regional entity delivering coordination and economic development functions across municipalities. This option may be appropriate in the future but requires stronger regional alignment than currently demonstrated.

## Strengths

- Stronger long-term regional capacity
- More durable shared structure

## Risks

- Higher governance complexity
- Longer setup time
- Greater financial commitment

## Recommendation

This strategy recommends Option 2 – Prepare for a Potential Year 2 Pilot of a Shared Coordination & Implementation Support Role.

If initiated in year 2, the following must be defined before recruitment:

- Clear scope and boundaries
- Host organization
- Cost-sharing approach
- Reporting expectations
- Formal evaluation at pilot conclusion



# Year 1 Implementation Roadmap

This roadmap assumes the strategy is adopted and participating organizations commit to active involvement.

The goal of Year 1 is not to solve everything. It is to establish structure, visible progress, and baseline measurement. Year 1 should operate under a volunteer-led coordination structure. The primary objective is to test governance discipline and clarify where dedicated coordination capacity may be required beginning in Year 2.

## First 90 Days (Stabilization Phase)

This roadmap assumes the strategy is adopted and participating organizations commit to active involvement.

<b>01</b> <b>Adopt Terms of Reference</b>	<b>02</b> <b>Confirm Participants</b>	<b>03</b> <b>Assign Priority Leads</b>
Adopt a Terms of Reference for the regional working group	Confirm participating organizations	Assign lead organization for each strategic priority
<b>04</b> <b>Finalize Indicators</b>	<b>05</b> <b>Gather Baselines</b>	
Finalize 6–8 core indicators	Gather baseline data where available	

## Recommended First Working Group Meeting Structure

The first working group meeting sets the tone for implementation. It should be structured, decision-focused, and limited to essential outcomes.

### A. Suggested Meeting Structure

- Duration: 2–3 hours
- Convener: FCSS
- Facilitation: Neutral facilitation recommended (internal or external)

- Pre-distributed materials:
  - Strategy document
  - Draft Terms of Reference
  - Proposed Year 1 initiatives
  - Proposed 6–8 core indicators

The meeting should focus on decisions, not general discussion. It will be easy to get bogged down in that general conversation, but momentum needs to be kept to ensure timeliness and avoid arguments.

## **B. Non-Negotiable Decisions**

The first meeting must formally resolve the following:

1. Adopt the Terms of Reference (With amendments if required.)
2. Assign Lead Organization for each Year 1 initiative Organizational ownership must be confirmed.
3. Confirm 6–8 Core Indicators No additions beyond agreed limit.
4. Assign Indicator Ownership & Reporting Month Each indicator must have:
  - Lead organization
  - Data source
  - Reporting month
5. Decide on Coordination Model
  - Volunteer-led
  - Shared Coordination & Implementation Support Role (pilot)
  - Regional shared-service exploration
6. Confirm Date of Next Meeting. Quarterly cadence established immediately.

If these decisions are not made, the meeting should not adjourn.

### **C. Ownership Enforcement Clause**

To prevent drift:

- If no organization agrees to lead an initiative, the initiative is deferred.
- Ownership must be organizational, not individual.
- Supporting partners may be listed, but lead accountability must be clear.

Ambiguity at launch creates duplication later.

### **D. Agenda Responsibility**

As convener, FCSS should finalize and distribute the meeting agenda using this framework.

The purpose of this structure is clarity for all stakeholders.

## **Year 1 Priority Actions**

### **Capacity Filter Clause**

If implementation proceeds under a volunteer-led coordination model (no shared coordinator), Year 1 initiatives must be limited to no more than 5–6 priority actions total across all strategic priorities. Exceeding this threshold increases risk of stalled execution and volunteer fatigue.

Prioritization should focus on initiatives that:

- Clarify structure
- Establish measurement
- Produce visible early wins
- Reduce duplication

Execution discipline is more important than scope expansion.

### **Governance & Alignment**

- Launch consistent quarterly working group meetings
- Conduct one annual strategy review session
- Track and document resolved duplication issues

**Year 1 Outcome:** Clear structure, regular reporting, reduced ambiguity around ownership.

## **Economic & Business Ecosystem**

- Initiate a structured Business Retention & Expansion Framework
- Conduct an initial 5-10 priority business conversations to test process and documentation
- Map existing business supports to reduce overlap

**Year 1 Outcome:** Visible business engagement activity and documented wins.

## **Visibility & Promotion**

- Launch consolidated events calendar
- Publish “Living in Manning” or equivalent landing page

**Year 1 Outcome:** Improved discoverability and consistent external messaging.

## **Livability & Service Resilience**

- Conduct short resident pulse survey
- Establish volunteer capacity baseline

**Year 1 Outcome:** Better clarity around service gaps and volunteer sustainability.

## **End of Year 1 Review (Required)**

Between months 8-11:

- Review indicator trends
- Evaluate completion rate of Year 1 priorities
- Reassess barriers
- Confirm or revise Year 2 priorities
- Evaluate whether coordination capacity gaps warrant initiating a Shared Coordination & Implementation Support pilot in Year 2.

The annual review prevents stagnation and keeps the strategy adaptive.

## Year 2 Coordination Trigger

If two or more of the following occur during Year 1:

- Less than 60% of Year 1 priorities completed
- Indicator reporting inconsistent
- BRE framework stalls
- Repeated duplication issues persist
- Working group cadence weakens

The working group should formally consider initiating the Shared Coordination & Implementation Support pilot in Year 2 with a higher degree of certainty.



# Governance & Ongoing Alignment

This strategy will only succeed if partners maintain clear ownership, consistent communication, and regular review. Governance shouldn't be complex, it needs to be consistent.

## Regional Working Group

A regional working group should guide implementation. Membership should be:

- FCSS leadership (convener)
- Town and County representation
- Key nonprofit/service partners
- Business ecosystem representation where appropriate

Representation should be organizational, not personality-based. If individuals change roles, the organization remains represented.

## Core Responsibilities

The working group is responsible for:

- Confirming annual priorities
- Reviewing core indicators
- Clarifying initiative ownership
- Supporting coordination across partners
- Evaluating coordination capacity (if a role should exist)

The group is not responsible for operational micromanagement. This will become increasingly important in year 2 should the pilot model be adopted. Micromanagement of that role from multiple stakeholders will lead to frustration, lack of traction and ultimately create an unhealthy work dynamic at the cost of impact.

## Ownership Model

To reduce duplication:

- Every priority initiative must have a Lead Organization
- Supporting partners should be identified
- Reporting cadence should be agreed upon
- Target completion window should be defined

If ownership is unclear, the initiative should not proceed. This principle alone reduces most fragmentation risk.

## Annual Objective Reset Process

This strategy must be actively refreshed each year. At the annual review session (Between months 8-11 in year 1 and annually thereafter), the working group must complete the following steps:

### Step 1 - Indicator Review

- Review all core indicators.
- Identify which improved, stagnated, or declined.
- Confirm whether indicators remain appropriate.

### Step 2 - Barrier Reassessment

- Confirm whether the original barriers remain accurate.
- Identify emerging structural issues.
- Remove barriers that are no longer relevant.

### Step 3 - Priority Reset

- Set 3-5 priority initiatives for the coming year.
- Sunset low-impact or incomplete initiatives.
- Reassign ownership where necessary.

#### **Step 4 — Coordination Model Evaluation**

If Year 2 pilot has been initiated:

- Develop job description / outline for the role.
- Assign a member organization to hire and manage.

If volunteer-led:

- Evaluate sustainability and completion rate.
- Reassess whether coordination capacity investment is required.

#### **Step 5 - Formal Documentation**

- Record decisions in meeting minutes.
- Publish updated Year 2 priority list.

The purpose of the reset is clarity and adaptation based on learnings from the first year and any changes in the macro environment.

## **Required Elements of the Terms of Reference**

To prevent ambiguity and drift, the regional working group must adopt a written Terms of Reference (ToR) that includes, at minimum:

- 1. Purpose:** Clear statement of mandate tied directly to this strategy and its four strategic priorities.
- 2. Organizational Membership:** List of participating organizations (representation is organizational, not individual).
- 3. Meeting Frequency:** Minimum quarterly meetings, with annual review session scheduled in advance.
- 4. Decision-Making Protocol:** Defined process for the following;
  - Operational decisions
  - Strategic decisions
  - Financial commitments

**5. Conflict Resolution Mechanism:** Structured escalation path if disagreement arises.

**6. Initiative Ownership Requirement:** All initiatives must have:

- Lead organization
- Supporting partners
- Defined reporting cadence

Initiatives without ownership should not proceed.

**7. Indicator Reporting Structure:** Each core indicator must specify:

- Lead organization
- Data source
- Reporting month

**8. Annual Review Trigger:** Formal annual session to:

- Review indicators
- Reassess barriers
- Confirm or revise priorities
- Evaluate coordination model

The Terms of Reference should be adopted within the first 90 days of strategy approval.

# Key Risks & Mitigation

Every strategy carries risk. The greatest risks identified during the workshop relate to coordination capacity and sustained participation.

## 1. Limited Implementation Capacity

**Risk:** Partners lack time or staffing to carry initiatives forward.

**Impact:** Slowed execution, stalled priorities, volunteer fatigue.

**Mitigation:**

- Limit Year 1 priorities to a manageable number
- Assign organizational ownership
- If Year 1 implementation demonstrates persistent coordination gaps, initiate a Year 2 Shared Coordination & Implementation Support pilot.

## 2. Political or Financial Resistance to Shared Investment

**Risk:** Partners may hesitate to fund shared coordination capacity due to past experiences or budget constraints.

**Impact:** Delayed coordination decision or reversion to informal structure.

**Mitigation:**

- Frame coordination as implementation support, not expansion
- Use a 12–24 month pilot model
- Tie continuation to measurable progress

## 3. Fragmentation or Duplication

**Risk:** Organizations pursue parallel initiatives without alignment.

**Impact:** Resource strain and tension among partners.

**Mitigation:**

- Require clear initiative ownership
- Maintain quarterly coordination meetings
- Conduct annual strategy review

## **4. Organizational Misalignment or Funding Fragmentation**

**Risk:** Partners protect mandates, funding streams, or program territory in ways that limit collaboration or shared initiative ownership.

**Impact:**

- Reduced efficiency
- Parallel initiatives
- Strained relationships
- Slower implementation

**Mitigation:**

- Adopt and enforce Terms of Reference requirements
- Require documented organizational ownership for all initiatives
- Maintain shared dashboard tracking visible to all partners
- Use annual review to realign priorities and eliminate overlap

## **5. Volunteer Sustainability**

**Risk:** Heavy reliance on a small volunteer base leads to burnout.

**Impact:** Reduced engagement and stalled projects.

**Mitigation:**

- Track volunteer capacity annually
- Prioritize recruitment and recognition efforts
- Avoid adding new initiatives without ownership clarity

## 6. External Economic Volatility

**Risk:** Forestry markets, agriculture cycles, healthcare staffing pressures, or provincial policy changes affect local outcomes.

**Impact:** Business count and population trends may fluctuate.

**Mitigation:**

- Focus on stabilization and diversification
- Track indicators annually
- Adjust priorities during annual review

**Summary:** The primary implementation risk is internal coordination capacity. If governance remains consistent and ownership is clear, most other risks are manageable.



# What Success Looks Like

This strategy was built by the people who will carry it forward. Its success depends not on ambition, but on discipline, clear ownership, consistent follow-through and a willingness to adapt.

## After Year 1

### **Clear ownership of priority initiatives**

Every initiative has a lead organization. No ambiguity.

### **A functioning quarterly reporting rhythm**

The working group meets consistently and tracks progress against indicators.

### **At least 5-10 structured business retention conversations**

Proactive engagement with local businesses is underway and documented.

### **A consolidated events and information platform**

Manning's story is easier to find, easier to share, and easier to trust.

## Over 3-5 Years

Progress toward the vision — *"Manning is a growing economy with a small-town feel"* — will be measured through the three outcome areas that anchor this entire strategy:

### **Quality of Life**

Residents feel heard.  
Volunteers are supported.  
Services are visible and accessible. Community life is active, visible, and contributes to both resident experience and local economic activity.

### **Economic Stability & Growth**

Business count stabilizes.  
Retention conversations are routine. Investment readiness improves.

### **Population Stability & Growth**

Outward migration slows.  
Manning becomes a place people choose — not just a place people leave.





COUNTY OF Northern Lights

#600, 7th Ave NW, PO Box 10, Manning AB T0H 2M0
Phone 780-836-3348 Fax 780-836-3663
Toll Free 1-888-525-3481

Report No. AF - 2026 - 002

Agenda Item No.

06.6.3 - A

Subject: ASBPC - Strategic Planning Survey

Agenda Date: Tuesday, June 23, 2026

Attachments:

BACKGROUND

In the past multiple surveys have been completed for the Agricultural Service Board (ASB) and it proves to be a beneficial opportunity to express the opinion and concerns about agricultural matters in the county.

CONSIDERATION

The survey is intended to help ASBPC better understand how ASBs operate across Alberta, how ASBs and municipal councils work together and their stronger communication and alignment may be needed. Gathering individual perspectives, can support meaningful local, regional, and provincial discussion.



Survey Link: https://forms.cloud.microsoft/r/9cp3UQgNPe

RECOMMENDATION

It is recommended that:

- 1) Council complete the Agricultural Service Board Provincial Committee (ASBPC) - Strategic Planning Survey as the ASBPC is beginning a strategic planning process and is asking the ASB members and staff, municipal councillors, and related stakeholders to complete a short survey.
2) The Survey be shared with the community via Facebook as to allow for stakeholders related to the ASB may complete the survey.
3) Council acknowledge receipt of the Report;

Prepared By:

Handwritten signature of Teagan Scott

Teagan Scott
Agricultural Fieldman

Accepted for Council
Consideration by:

Handwritten signature of Gerhard Stickling

Gerhard Stickling
Chief Administrative Officer (CAO)