



Regular Council Meeting  
Town of Sundre Municipal Council Chambers  
January 12, 2026  
**5:00 p.m.**

- 1. Call to Order**  
Moment of Reflection
- 2. Public Hearing:** None
- 3. Agenda – Amendments and Adoption**
  - 3.1 January 12, 2026
  - 3.2 Councillor Absence (if applicable)
- 4. Adoption of Previous Minutes**
  - 4.1 December 22, 2025 Regular Meeting of Council Minutes

Pg. 1
- 5. Delegation:**
  - 5.1 RFD Sundre & District Curling Club
  - 5.2 RFD Sundre Health Professional Attraction & Retention Committee

Pg. 4  
Pg. 13
- 6. Bylaws/Policies:** None
- 7. Old Business:** None
- 8. New Business:**
  - 8.1 RFD CAERT Presentation

Pg. 27
- 9. Administration:** None
- 10. Council Committee Reports:**
  - 10.1 RFD Council Committee Reports (written or verbal)
    - 10.1a\_Councillor Anderson
    - 10.1b\_Councillor Buchan
    - 10.1c\_Councillor Dalke
    - 10.1d\_Councillor Isaac
    - 10.1e\_Councillor Marr
    - 10.1f\_Councillor Petersen
    - 10.1g\_Mayor Warnock
  - 10.2 RFD Council Key Messages for December 2025

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Pg. 62  
Pg. 63  
Pg. 65
- 11. Council Invitations / Correspondence:** RFD Correspondence/Invitations
  - 11.1 Letter, Honourable Ric McIver
  - 11.2 Letter, Mayor City of Red Deer
  - 11.3 RCL 223 Invitation to Mayor Warnock

Pg. 67  
Pg. 68  
Pg. 69  
Pg. 70
- 12. Closed Meeting:**
  - 12.1 Disclosure Harmful to Personal Privacy, *Access To Information Act*, Section 20(2)(d)
  - 12.2 Advice From Officials, *Access To Information Act*, Section 29
  - 12.3 Advice From Officials, *Access To Information Act*, Section 29
  - 12.4 Advice From Officials, *Access To Information Act*, Section 29
- 13. Adjournment**

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Regular Council Meeting Minutes  
 Town of Sundre  
 Municipal Council Chambers  
 December 22, 2025  
**4:00 P.M.**

The regular meeting of the Council of the Municipality of Sundre was held in the Municipal Council Chambers on Monday, December 22, 2025, commencing at 4:00 p.m.

**IN ATTENDANCE:** Mayor Richard Warnock  
 Councillor Jaime Marr  
 Councillor Paul Isaac  
 Councillor Connie Anderson  
 Councillor Todd Dalke  
 Councillor Owen Petersen  
 Councillor Cheri Buchan

**ABSENT:** None

**STAFF:** Chief Administrative Officer, Linda Nelson  
 Director Corporate Services, Chris Albert  
 Director Community Development, Benazir Thaha Valencia  
 Legislative Executive Assistant, Betty Ann Formstone

**PUBLIC:** 2

**DELEGATION:** None

**PRESS:** 0

**CALL TO ORDER:** The meeting was called to order at 4:00 p.m., with a moment of reflection on the business of the evening.

**AGENDA – AMENDMENTS AND ADOPTION:**

Res. 434-22-12-25 MOVED by Councillor Dalke that the agenda be approved as presented.

**CARRIED**

**Councillor Absence:** None

**ADOPTION OF THE PREVIOUS MINUTES:**

Res. 435-22-12-25 MOVED by Councillor Buchan that the Minutes of the Regular Meeting of Council held on December 8, 2025 be approved as amended as follows:

*Under Closed Meeting: Remove the Director of Corporate Services as he was not in attendance.*

**CARRIED**

**DELEGATION:** None

**BYLAWS/POLICIES:** None

**OLD BUSINESS:** **Budget Decision**

*Res. 436-22-12-25*

MOVED by Councillor Buchan that the Town of Sundre Council amend the 2023-2026 Four-Year Operating Budget to reflect a change in the amount of funding to the Festivals and Events Pilot Project from \$80,000 to \$90,000.

**CARRIED**

*Res. 437-22-12-25*

MOVED by Councillor Marr that the Town of Sundre Council re-affirms the adoption of the 2023 – 2026 Four-Year Operating Budget as amended, and 2026 – 2035 Ten-Year Capital Plan as amended, with total operating cash expenditures of \$10,103,273 and total operating revenues of \$5,480,350 in 2026. With the remaining \$4,622,923 to be funded through taxation, Fortis Franchise Fee, LGFF Operating Grant and Restricted Surplus Accounts where identified.

**CARRIED**

**NEW BUSINESS:** None

**ADMINISTRATION:** **Departmental Reports November 2025**

*Res. 438-22-12-25*

MOVED by Councillor Isaac that the Town of Sundre Council accept the November 2025 Departmental Reports as information.

**CARRIED**

**COUNCIL:** **Council Committee Reports**

*Res. 439-22-12-25*

MOVED by Councillor Dalke that the Town of Sundre Council accept Mayor Warnock's report for November 2025 as information.

**CARRIED**

*Res. 440-22-12-25*

MOVED by Councillor Anderson that the Town of Sundre Council accept Councillor Isaac's report for November 2025 as information.

**CARRIED**

*Res. 441-22-12-25*

MOVED by Councillor Isaac that the Town of Sundre Council accept Councillor Marr's reports for September, October and November as information.

**CARRIED**

**COUNCIL:** **Council Key Messages November 2025**

*Res. 442-22-12-25*

MOVED by Councillor Marr that the Town of Sundre Council accept the Key Messages of Council for the month of November 2025 as information.

**CARRIED**

Regular Council Minutes – December 22, 2025

**COUNCIL CORRESPONDENCE: Parkland Regional Library System**

*Res. 443-22-12-25*

MOVED by Councillor Buchan that the Town of Sundre Council accept the documents provided by Parkland Regional Library System as information.

**CARRIED**

**Mountain View County Letter – Request for Strategic Priorities**

*Res. 444-2-12-25*

MOVED by Councillor Petersen that the Town of Sundre Council accept the letter from Mountain View County as information and that Council will discuss and prepare a report to be sent to Mountain View County pertaining to the request for the municipality to provide its top three priority areas by January 31, 2026.

**CARRIED**

**CLOSED MEETING:**

*Res. 445-22-12-25*

MOVED by Councillor Anderson that the Town of Sundre Council go into a Closed Meeting at 4:44 p.m.

*Mayor Warnock excused all members of the public and advised that they may leave or remain in the Council Chambers as Council retreats to the boardroom. There are no Motions of Council expected, and that at this time the Live Stream is ending.*

*Mayor Warnock called a break at 4:44 p.m.*

*Mayor Warnock reconvened the meeting at 5:00 p.m.*

The following were in attendance for the Closed Meeting:

Chief Administrative Officer, Linda Nelson

**Topic of Closed Meeting**

- 12.1 Advice from Officials, *Access To Information Act, Section 29*
- 12.2 Advice from Officials, *Access To Information Act, Section 29*

*Res. 446-22-12-25*

MOVED by Councillor Buchan that Council return to an open meeting at 5:39 p.m.

**CARRIED**

**ADJOURNMENT**

*Res. 447-22-12-25*

MOVED by Councillor Dalke being that the agenda matters having been concluded, 5:45: the meeting adjourned at 5:40 p.m.

**CARRIED**

These Minutes approved this 12<sup>th</sup> Day of January, 2026.

  
Mayor, Richard Warnock

Chief Administrative Officer, Linda Nelson

Initials



## REQUEST FOR DECISION

|                               |  |
|-------------------------------|--|
| <b>COUNCIL DATE</b>           | <b>January 12, 2026</b>                |
| <b>SUBJECT</b>                | <b>Delegation: Sundre Curling Club</b> |
| <b>ORIGINATING DEPARTMENT</b> | <b>Legislative Services</b>            |
| <b>AGENDA ITEM</b>            | <b>5.1</b>                             |

### **BACKGROUND/PROPOSAL:**

Representatives of the Sundre Curling Club will address Council to share information pertaining to the Curling Club's financial statement, activities and programs in 2025 and future plans for 2026. This is a mandatory requirement under the terms of the Recurring Funding Agreement.

### **DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:**

See the Curling Club's presentation included in Council's Agenda package.

### **ALIGNMENT WITH STRATEGIC PLAN**

This aligns with Council's Strategic Plan under Pillars 1 Community Development, Pillar 2 Community Wellness, and Pillar 5 Sustainable & Responsible Governance.

### **ADMINISTRATION RECOMMENDATIONS:**

That Council accept the presentation from the representatives of the Sundre Curling as information.

### **MOTION:**

That the Town of Sundre Council accept the presentation from the representatives of the Sundre Curling Club as information and thank the Sundre Club members for the services and recreation programs they provide to the community.

Attachment: Sundre Curling Club presentation

Date Reviewed: January 7, 2026

CAO: Dinda Nebon

# Sundre Curling Club 2024/2025 Season Presentation to Sundre Town Council



5.1a

# Accomplishments

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**Highschool Curling – Grade 9, 10, 11, & 12 PE Classes**

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**Grade 5 – 2 Classes**

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**Grade 6 – 3 Classes**

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**Grade 7- 2 Classes**

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**Farmers Market May to October**

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**AHS Health Assessments**

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Increased junior curling membership from 24 in 2024/2025, to 44 in 2025/2026

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Celebrated Mckenzie McElhinney winning Curling Alberta Instructor of the Year

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# Completed Projects

- Installed wheelchair lift
- Widened stairway to lounge/viewing area
- Modified bar in lounge to make accessible for wheelchairs
- Replaced flooring in lounge/viewing area
- Inspected process piping integrity
- Replaced lighting in rink area
- Moved team banners to west wall to allow for additional sponsor boards



# Upcoming Projects

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Upgrade Controls to Cooler Fans for Efficient Electrical Consumptions

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Bathroom accessibility modifications (4 bathrooms)

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Dishwasher Replacement

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Install glass washer in lounge/viewing area

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Priority items remaining from Accessibility Audit

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# Alternate Revenue Sources

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**Rock in The Rink**

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Online 50/50 Raffle

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Bonspiel Raffles

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**50/50 Mega Raffle**

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Increased Sponsorship Advertising

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Increased Rental Income

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Town of Sundre Funding

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Active Community Initiatives Grant from GOA

Thanks to the Town of Sundre  
and Mountain View County for  
providing funds to our club to  
enable us to keep our fees  
reasonable

# Sundre Curling Club Financials 2024/2025

| INCOME                   |                | EXPENSES                            |  | 2025          |
|--------------------------|----------------|-------------------------------------|--|---------------|
| Advertising and Sponsors |                | Advertising and Promotion           |  | 740           |
| Bar                      |                | Bank Charges                        |  | 752           |
| Bonspiel Fees            |                | Bar Labor License                   |  | 17,709<br>200 |
| Concession and Banquet   |                | Liquor/Mix/Misc                     |  | 17,125        |
| Donations                |                | Event Expenses                      |  | 8,578         |
| Facility Rent            |                | Fund Raising - Casino               |  | 0             |
| Fund Raiser - Casino     |                | Nevada/Raffle                       |  | 25,502        |
|                          | Nevada/Raffles | Rock The Rink                       |  | 10,121        |
|                          | Rock The Rink  | Junior Curling Sponsorship          |  | 1,032         |
| Grants                   |                | Office Supplies and Administration  |  | 2,553         |
| League Fees              |                | Prizes                              |  | 16,902        |
| Interest                 |                | Repairs and Maintenance - Building  |  | 14,164        |
| Locker Rent              |                | - Equipment                         |  | 19,432        |
| Merchandise              |                | - Kitchen                           |  | 395           |
| Reimbursed Expenses      |                | Utilities Caretaker                 |  | 26,000        |
|                          |                | Cleaning Supplies                   |  | 759           |
|                          |                | Electricity                         |  | 24,740        |
|                          |                | Garbage                             |  | 1,539         |
|                          |                | Insurance                           |  | 10,692        |
|                          |                | Internet                            |  | 0             |
|                          |                | Telephone                           |  | 800           |
|                          |                | Town of Sundre (Water , Sewer, Gas) |  | 15,055        |
|                          |                | Website                             |  | 321           |
| <b>TOTAL INCOME</b>      |                | <b>TOTAL EXPENSES</b>               |  | 12 215,111    |
|                          |                | <b>NET INCOME</b>                   |  | 15,194        |



## REQUEST FOR DECISION

|                               |  |
|-------------------------------|--|
| <b>COUNCIL DATE</b>           | <b>January 12, 2026</b>  |
| <b>SUBJECT</b>                | <b>Delegation: Sundre Health Professions Attraction &amp; Retention Committee (SHPARC)</b> |
| <b>ORIGINATING DEPARTMENT</b> | <b>Legislative Services</b>  |
| <b>AGENDA ITEM</b>            | <b>5.2</b>   |

### **BACKGROUND/PROPOSAL:**

Representatives of the Sundre Health Professions Attraction & Retention Committee (SHPARC) will address Council to share information pertaining to the committee's financial statement, activities and programs in 2025 and future plans for 2026. This is a mandatory requirement under the Recurring Funding Agreement.

### **DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:**

See the visual presentation included in Council's Agenda package.

### **ALIGNMENT WITH STRATEGIC PLAN**

This aligns with Council's Strategic Plan under Pillars 1 Community Development, Pillar 2 Community Wellness, and Pillar 5 Sustainable & Responsible Governance.

### **ADMINISTRATION RECOMMENDATIONS:**

That Council accept the presentation from the representatives of the Sundre Health Professions Attraction & Retention Committee as information.

### **MOTION:**

That the Town of Sundre Council accept the presentation from the representatives of the Sundre Health Professions Attraction & Retention Committee as information and thank the members of the committee for their commitment to ensure our residents benefit from their work in attracting health professionals to serve our community.

Attachment: SHPARC presentation

Date Reviewed: January \_\_\_\_\_, 2026

CAO: Sundre Nelson

# 2025 Annual Activities Report

Sundre Hospital Futures

Sundre Health Professions Attraction & Retention Committee (SHPARC)

Report to: Council, Town of Sundre  
2025



# Membership and Committees

## Board Membership

- **Gerald Ingeveld** (Chair)
- **Heidi Overguard** (Vice-chair) (Campus of Care)
- **Gerry Greschner** (Secretary) (GALA)
- **Chantal Crawford** (MTHC Site Manager liaison)
- **Joyce Wicks** (SHPARC)
- **Audrey McKenzie** (RN)(Equipment and Programs)
- **Terry Leslie** (Community Outreach)
- **Chris Vardas** (Community Outreach)
- **Peggy Johnson** (MVC Representative)
- **Owen Petersen** (TOS Representative)

*The recruitment and retention of health care professionals, and the full use and eventual replacement of the Sundre health care facilities.*

## Committees

- **Equipment and Programs**
  - Hospital Equipment >\$1M
  - eSIM Lab, scholarships, bursaries, training grants
- **Community Outreach**
  - BBQs, pancake breakfasts
- **GALA**
  - 2025 - \$113,000.00 net
- **Campus of Care**
  - Public Health Building
  - RFEOL for Health Campus
- **SHPARC**
  - Recruitment and Retention

### Membership (2025)

- **Joyce Wicks** (Chair)
- **Gerry Greschner** (Secretary)
- **Dr Chris Chapman** (Medical Dr Liaison)
- **Chantal Crawford** (MTHC Site Manager liaison)
- **Alicia Fox** (RhPAP Consultant)
- **Gerald Ingeveld** (SHF Chair)
- **Jean Jones** (Realtor)
- Nursing representation: **Amanda Mifsud (RN)**, **Renee Ruse (RN)**, **Audrey McKenzie (RN)**, **Elisha Hollar (LPN)**
- EMS representation: **Shaun McGee**

### How we worked

- 8 formal meetings, plus ongoing communication
- Volunteer time contributed: 2000+ hours (members + community support)
- Focus areas: attraction, retention, and system supports for local health services

### Scope of activities

- Welcoming & hospitality for learners and recruits
- Student billeting and training supports
- Recruitment outreach and local career pipeline events
- Recognition & appreciation initiatives for staff and partners

# 2025 At-a-Glance

**8**

formal meetings

**2000+**

volunteer hours

**14**

physicians (2 clinics)

## Service Continuity & System Improvements

- All “on call” emergency shifts were covered in 2025 by Sundre physicians
- Physicians trialled a “Hospitalist” model (July): one doctor covering inpatients & LTC from Friday to following Thursday
- Recruitment and learning supports continued for physicians, nursing learners, and allied health

*Local success in physician coverage plus targeted committee supports helped sustain health services in Sundre through a high-demand year.*

# Health Professional Staffing Snapshot

## Physicians

- 14 doctors across two local clinics (7 each)
- 2025: all local ER on-call shifts covered
- Recruitment shared by clinics and SHPARC

## Nursing

- RN & LPN staffing sufficient
- Need: casual Health Care Aides (HCAs)
- Major effort: recruit HCA students for Jan 1, 2026 class and secure provincial grant

## Lab / X-ray

- Ongoing shortage of CLXT (combined lab & x-ray)
- Need: rural seats protected for admission and smoother pathway into training

## EMS

- Ongoing staffing struggles noted throughout 2025

## Physiotherapy

- Ongoing recruitment to hospital
- Two private physiotherapy clinics open in community

## Cross-cutting needs

- Learner hosting, housing/billeting, and professional welcome were used to support recruitment and retention
- Recognition activities reinforced staff morale and collaboration

# Attraction Initiatives

## Major activity themes

- Welcoming & hospitality for new doctors and learners (luncheons, gift baskets, community profile, newsletters)
- Student billeting when RhPAP housing not available (nursing and paramedic learners)
- UCLIC learner orientation & hospitality
  - Apr 30 – May 2)
- Recruitment outreach (UC Cabin Fever / Kananaskis; UofC spring conference)
- High School “Skills Day” career exposure
  - Mar 19
- Supports to grow the HCA training pipeline

## Key Highlights

- **UCLIC Orientation:** wing night, transportation support, “Amazing Race Sundre” activity, educational badges
- **Education Day (Dec 10):** gift certificates for volunteer “patients”
- **Recruitment tables** reached ~200 first- and second-year residents



Showcasing Sundre as a welcoming training and practice community

# Career Pipeline & Learner Engagement

## High School “Skills Day” (Mar 19)

- Invited 45 students from Cremona, Sundre, Caroline & Spruce View
- Students experienced 9 different health career options
- Included optometry guest speakers
- Guidance counsellors attended (Didsbury, Olds, Spruce View) to support replication

## Why this matters

- Early exposure + positive experiences can influence learners to return for rural practice.
- Practical supports (housing, hospitality, local navigation) reduce barriers and improve placement quality.

## Learner supports (examples)

- Welcoming events for 3rd-year RN students (e.g., pizza luncheon, homemade cookies)
- Billeting for nursing and paramedic learners when RhPAP housing is unavailable
- Logistics support for rotations (e.g., short-term housing during offsite placements)



# Retention Initiatives

## Recognition & morale

- Long service awards (every 5-year milestone) + student preceptor gifts
- Housewarming / life-event recognition and community awards
- Fall “We Survived Summer” BBQ recognizing surge pressures (incl. hospital auxiliary volunteers)
- Christmas trays: 19 trays delivered to 16 health/community partners

## Operational supports

- Lab/X-ray on-call billeting (reduced costs by changing billet)
- Physician compensation: ultrasound-guided IV insertion skill to assist with difficult starts
- Monthly interdisciplinary rounds support (refreshments; strong inter-professional collaboration)

## Everyday KINDNESS culture

- Weekly homemade muffins delivered to hospital
- Rural Physician Appreciation Week baking and deliveries
- Coffee + cinnamon buns for monthly interdisciplinary rounds
- Scholarships to students pursuing health careers

# Partnerships & Community Reach

## Health & Community Partners

- Hospital & Community Care
- EMS
- Fire Department
- RCMP
- Pharmacies, dental offices, optometry, chiropractic, physiotherapy clinics
- Medical Clinics



## Interdisciplinary collaboration

- Monthly interdisciplinary meeting supported with refreshments (delivered on-site)
- Positive feedback from nursing learners about how well professions collaborate in Sundre

## Community partners underpin recruitment and retention

Examples include recognition initiatives, learner hosting, and cross-sector collaboration to support local health services.

# Financial Summary

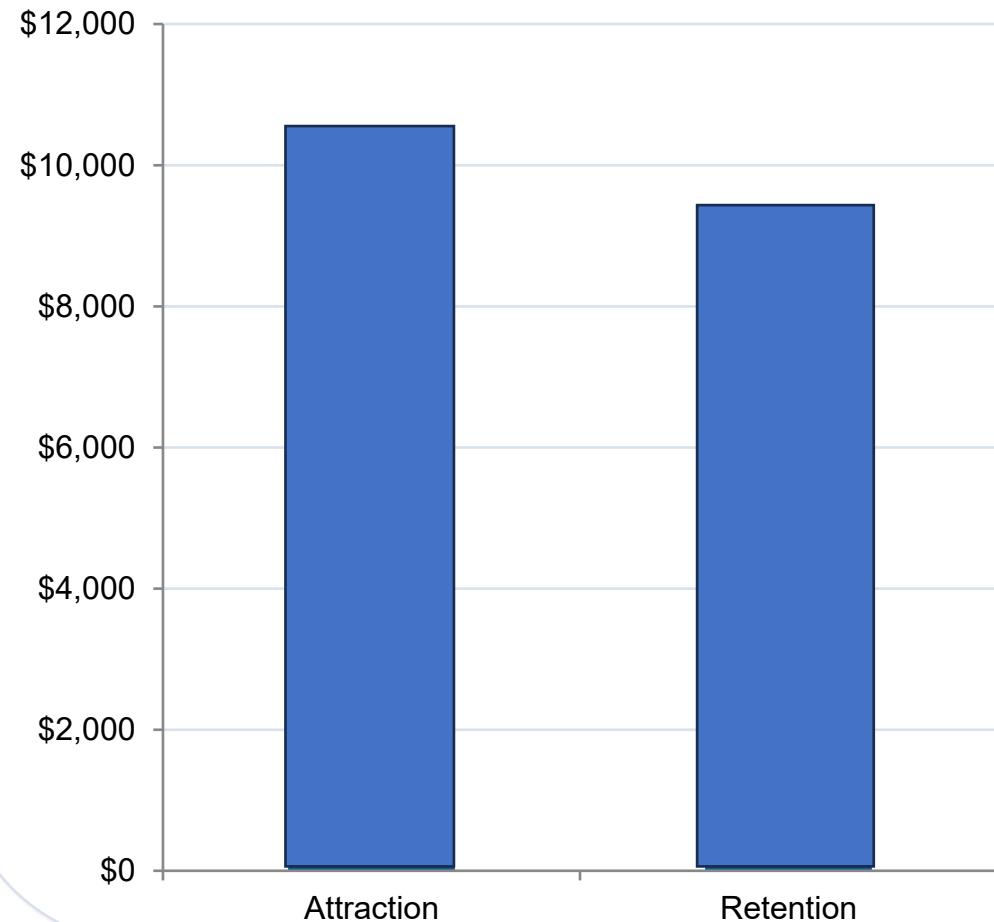
## Totals

|                        |                 |
|------------------------|-----------------|
| Attraction initiatives | \$10,485        |
| Retention initiatives  | \$9,515         |
| Total (2025)           | <b>\$20,000</b> |

## How funds were used

- Learner hosting (housing + hospitality)
- Recruitment outreach and career pipeline events
- On-call billeting supports
- Staff appreciation and interdisciplinary collaboration

## Expenditures by Category



# Expenditure Breakdown

## Attraction initiatives

- UCLIC orientation & training — \$2,415
- HCA classroom rent (Red Deer Polytechnic) — \$2,000
- Billeting (RN & paramedic students) — \$1,950
- Trade show recruiting — \$1,910
- High School Skills Day — \$1,115
- Welcoming new doctors / RN students — \$525
- **Total = \$10,485**

## Retention initiatives

- Lab/X-ray on-call billeting — \$4,490
- Long service awards & preceptor gifts — \$1,640
- Physician compensation (U/S guided IV insertion) — \$850
- Christmas trays — \$587
- Interdisciplinary rounds (coffee & cinnamon buns) — \$568
- Fall BBQ (“We survived summer”) — \$488
- Pre-Rodeo Barbecue — \$587
- Housewarming gifts / awards — \$305
- **Total = \$9,515**

# Risks, Gaps & 2026 Priorities

What to keep watching and where support is needed

## Key gaps identified

- Casual HCA staffing remains a challenge (despite RN/LPN stability)
- CLXT shortages continue (lab/x-ray); need stronger rural training pathways / seats
- EMS staffing struggles remain ongoing
- Physiotherapy recruitment to hospital still needed

## What is working well

- Local physician coverage of ER on-call and collaborative recruitment
- Strong interdisciplinary culture (as noted by learners)
- Community-supported recognition and hospitality efforts

## 2026 priorities (proposed from 2025 notes)

- Support HCA student recruitment and enable the Jan 1, 2026 class
- Advocate for rural learner seats and admissions pathways for CLXT training
- Continue medical learner experiences (UCLIC, resident outreach) and welcoming supports
- Maintain retention culture: recognition, inter-professional rounds, and partner engagement



SUNDRE HOSPITAL  
FUTURES

# Thank you

To Council, community partners, volunteers, and the local health teams for supporting Sundre's health services in 2025.

## Questions & Discussion

SHPARC is happy to provide additional detail on initiatives, partners, and future priorities as requested.





## REQUEST FOR DECISION

|                               |   |
|-------------------------------|---|
| <b>COUNCIL DATE</b>           | <b>January 12, 2026</b>   |
| <b>SUBJECT</b>                | <b>RFD Central Alberta Economic Resilience Taskforce Survey</b> |
| <b>ORIGINATING DEPARTMENT</b> | <b>Economic Development</b>                                     |
| <b>AGENDA ITEM</b>            | <b>8.1</b>  |

### **BACKGROUND/PROPOSAL:**

The Central Alberta Economic Resilience Taskforce (CAERT) is a coalition of eleven Central Alberta municipalities. The coalition is chaired by the Town of Sundre's Economic Development Officer. This initiative aims to: encourage import replacement in favour of domestically produced goods and a diversification of trading partners; advocate for economically favourable conditions and trade agreements; and to collect data to inform strategies that enhance regional economic resilience. In the summer of 2025, CAERT conducted a survey of Central Alberta businesses to understand how tariffs and other economic conditions are impacting their operations.

### **DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:**

The Town of Sundre's Economic Development Officer will provide a verbal and PowerPoint presentation on the results of a survey conducted by CAERT.

### **ALIGNMENT WITH STRATEGIC PLAN**

This item aligns with Council's Strategic Plan Pillar 1 Community Development and Pillar 5 Sustainable and Responsible Governance.

### **ADMINISTRATION RECOMMENDATIONS:**

That Council accept the report from the Economic Development Officer as information.

### **COSTS/FUNDING:** n/a

### **MOTION:**

That the Town of Sundre Council accept the report from the Economic Development Officer pertaining to the results of the survey conducted by the Central Alberta Economic Resilience Taskforce as information.

### **ATTACHMENTS:** PowerPoint Presentation

Date Reviewed: January 7, 2026

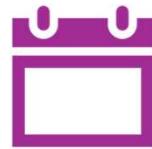
CAO: Linda Nelson

# Abridged summary of tariff survey results



Central Alberta Economic Resilience Taskforce

# Summary



## Survey Period

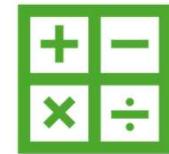
July 30 – Sept 2, 2025



## Respondents

153 survey respondents.

Varying degrees of completion;  
many respondents skipped certain  
questions.



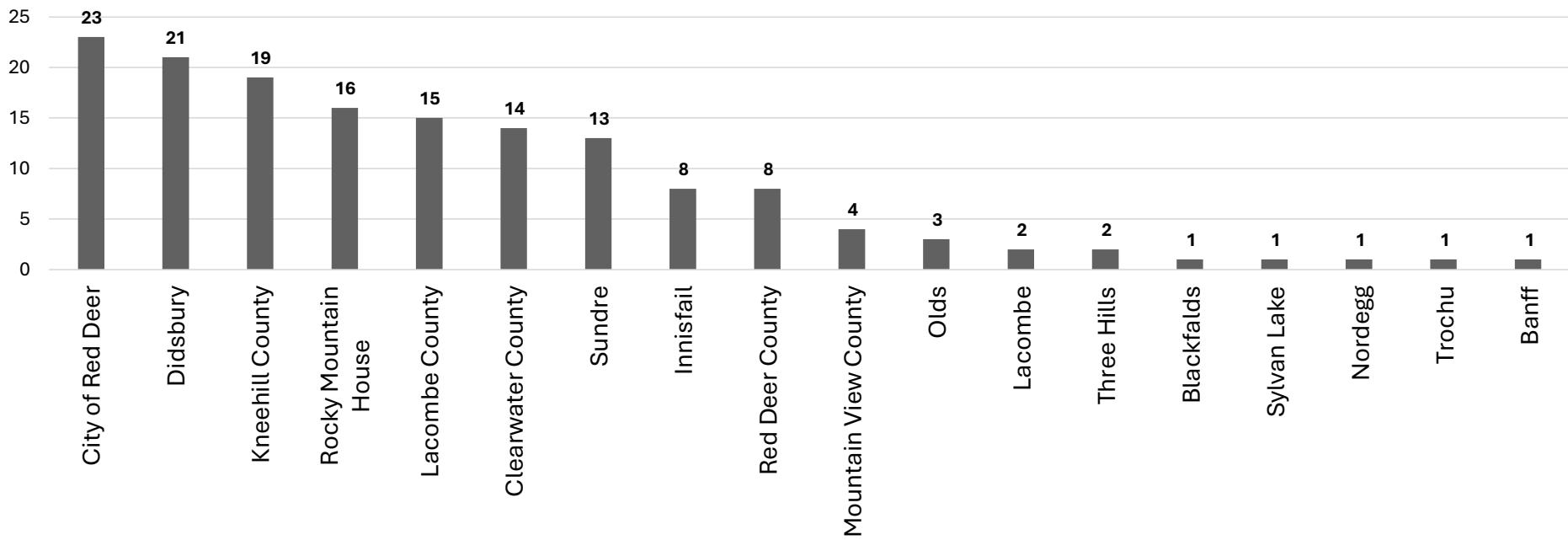
## Margin of Error

8% MARGIN OF ERROR

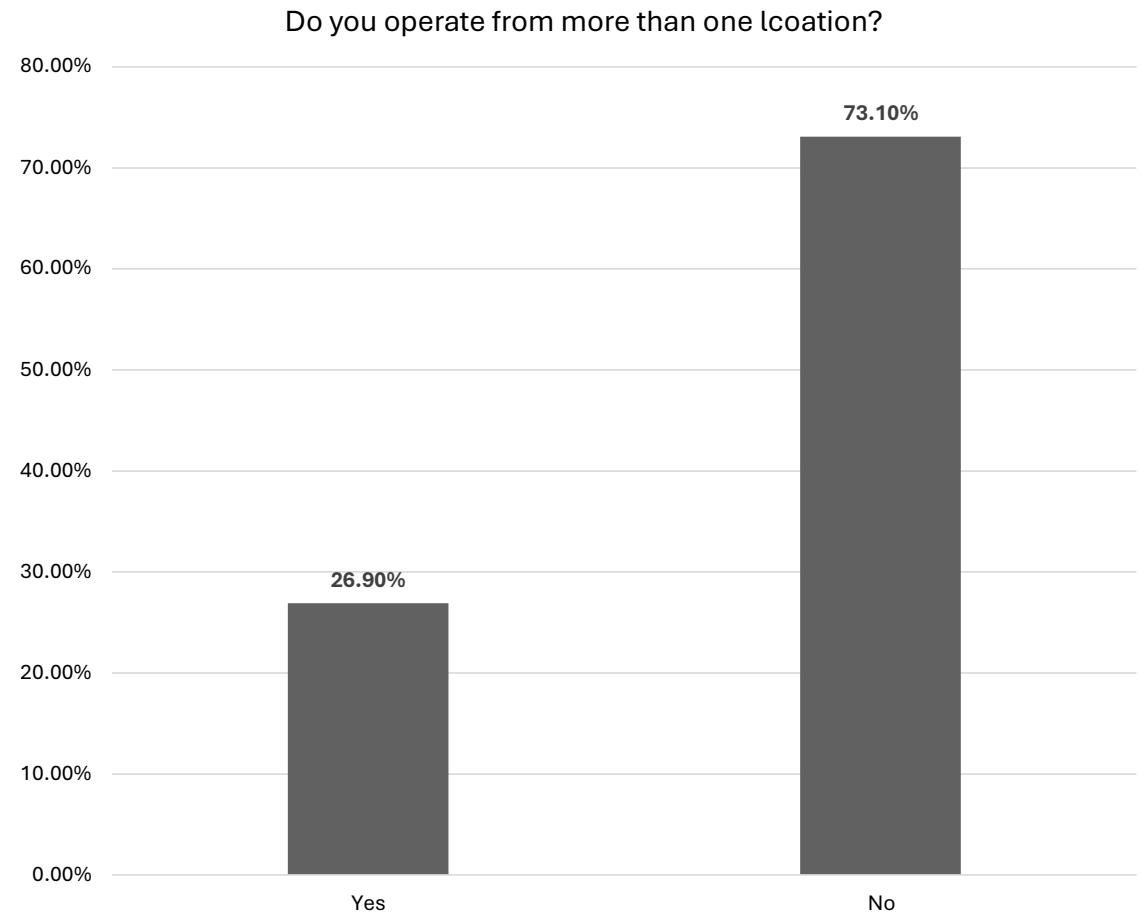
95% CONFIDENCE (19/20)

# Business Location of Respondents

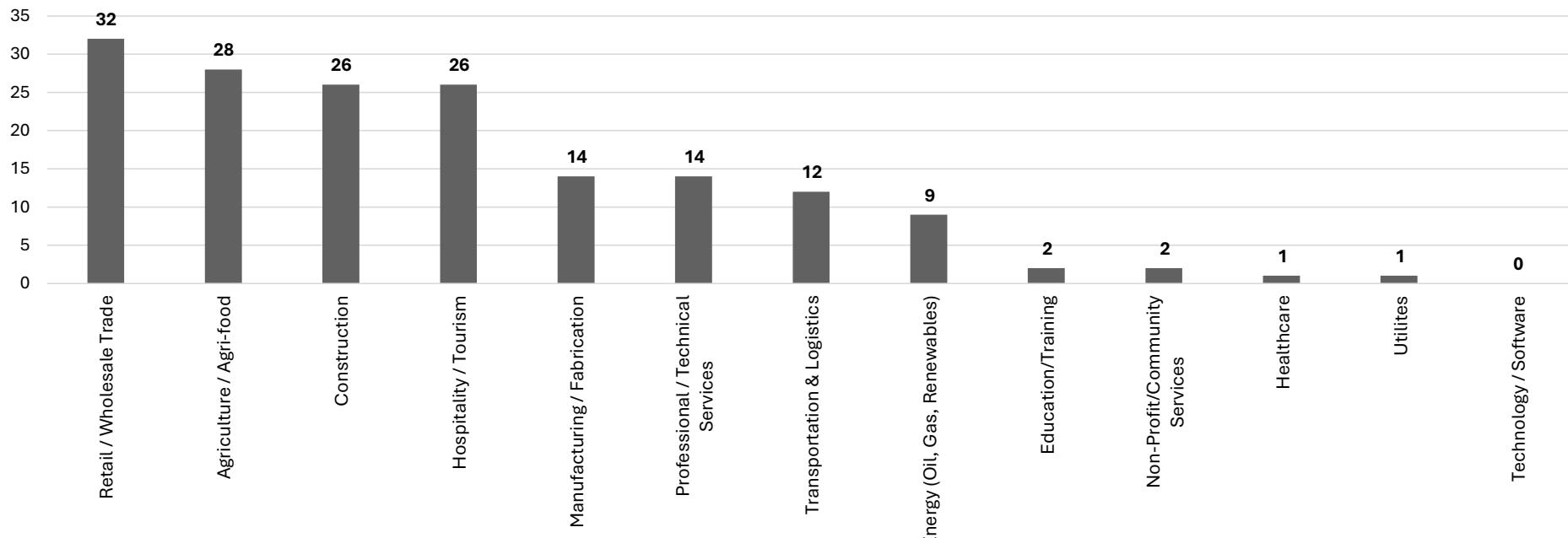
Number of Responses by Municipalities



# Operations with more than one location



### Primary Industry of Respondents



# Top 5 Industries Represented



RETAIL/WHOLESALE  
TRADE



AGRICULTURE/AGRI-  
FOOD



CONSTRUCTION



HOSPITALITY AND  
TOURISM

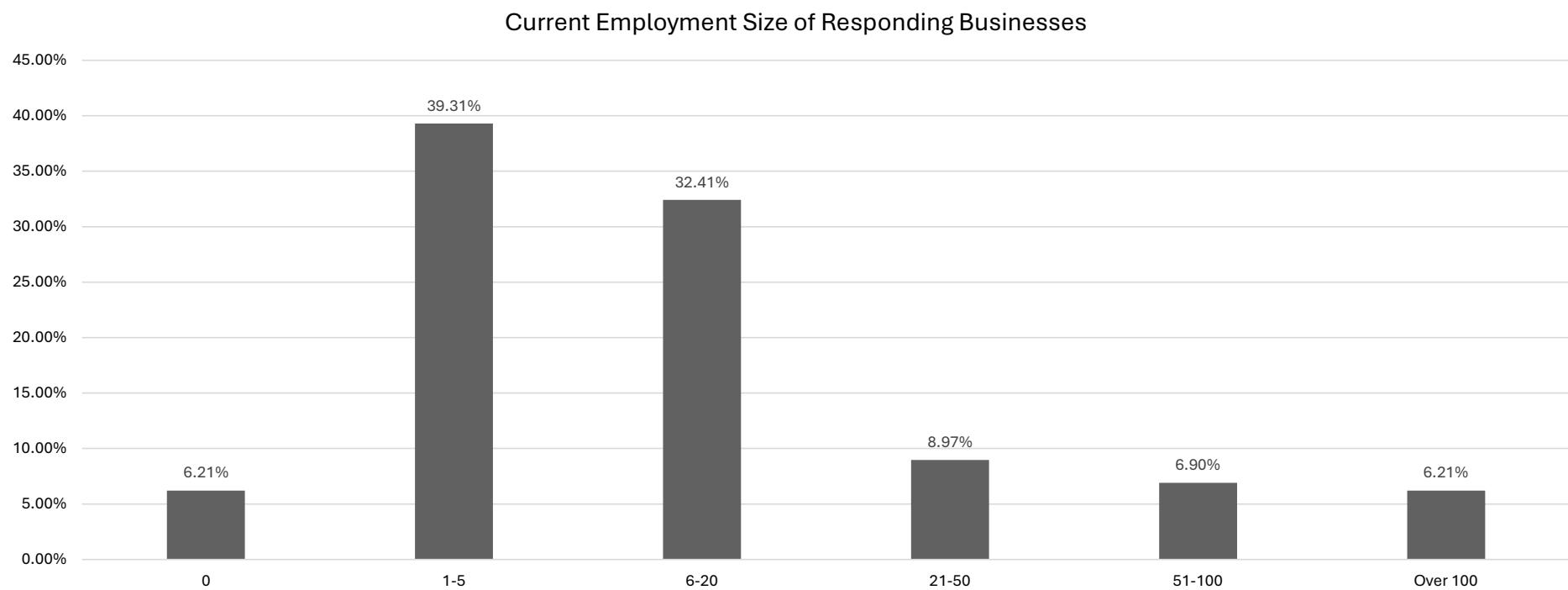


MANUFACTURING /  
FABRICATION (TIE)



PROFESSIONAL /  
TECHNICAL  
SERVICES (TIE)

# Employment Size of Responding Businesses



## Employment Size

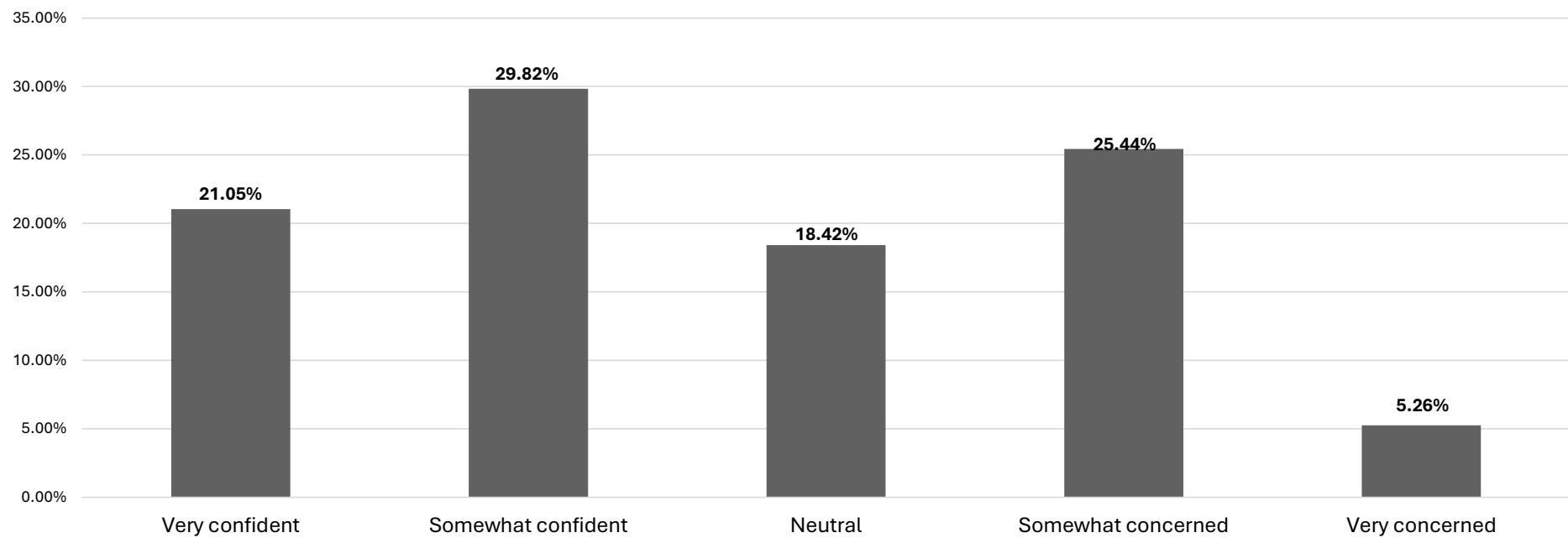
Vast majority of responding businesses are small businesses

Almost  $\frac{3}{4}$  have less than 20 employees

Nearly 40% have just 1 to 5 employees

# Commercial Confidence: 12-month outlook

How confident are you in your business economic outlook over the next 12 months?



# Commercial Confidence



51% Confident



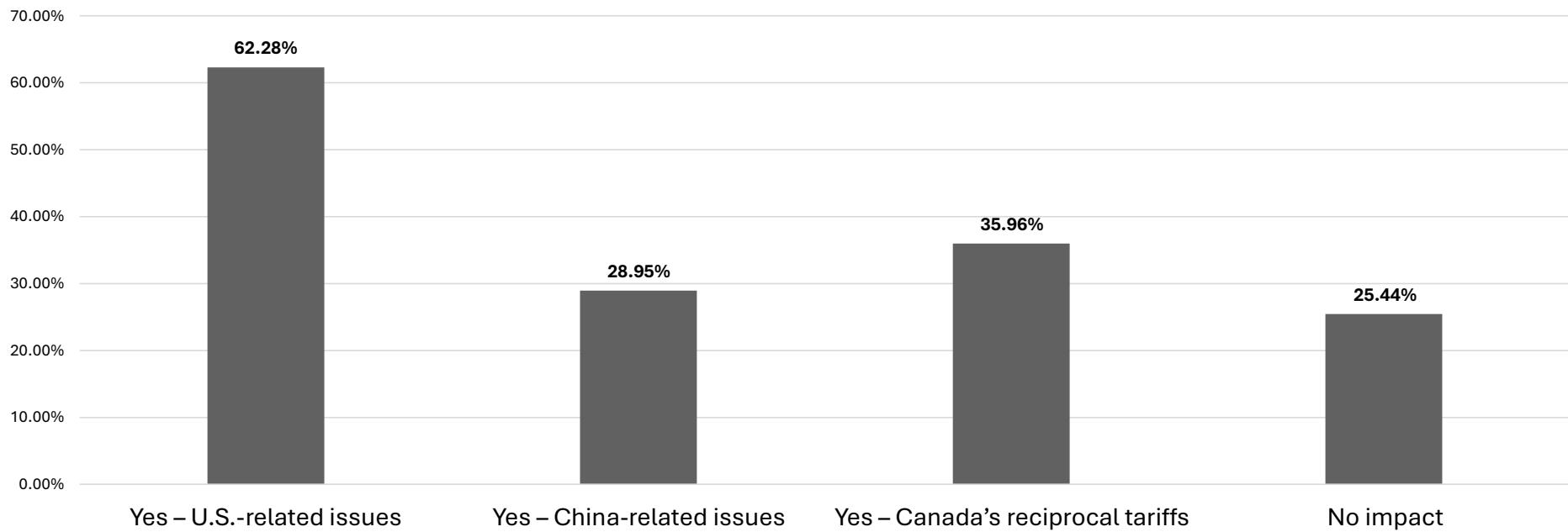
31% Concerned



18% Neutral (aka: not  
confident?)

# Affect of Trade Uncertainty

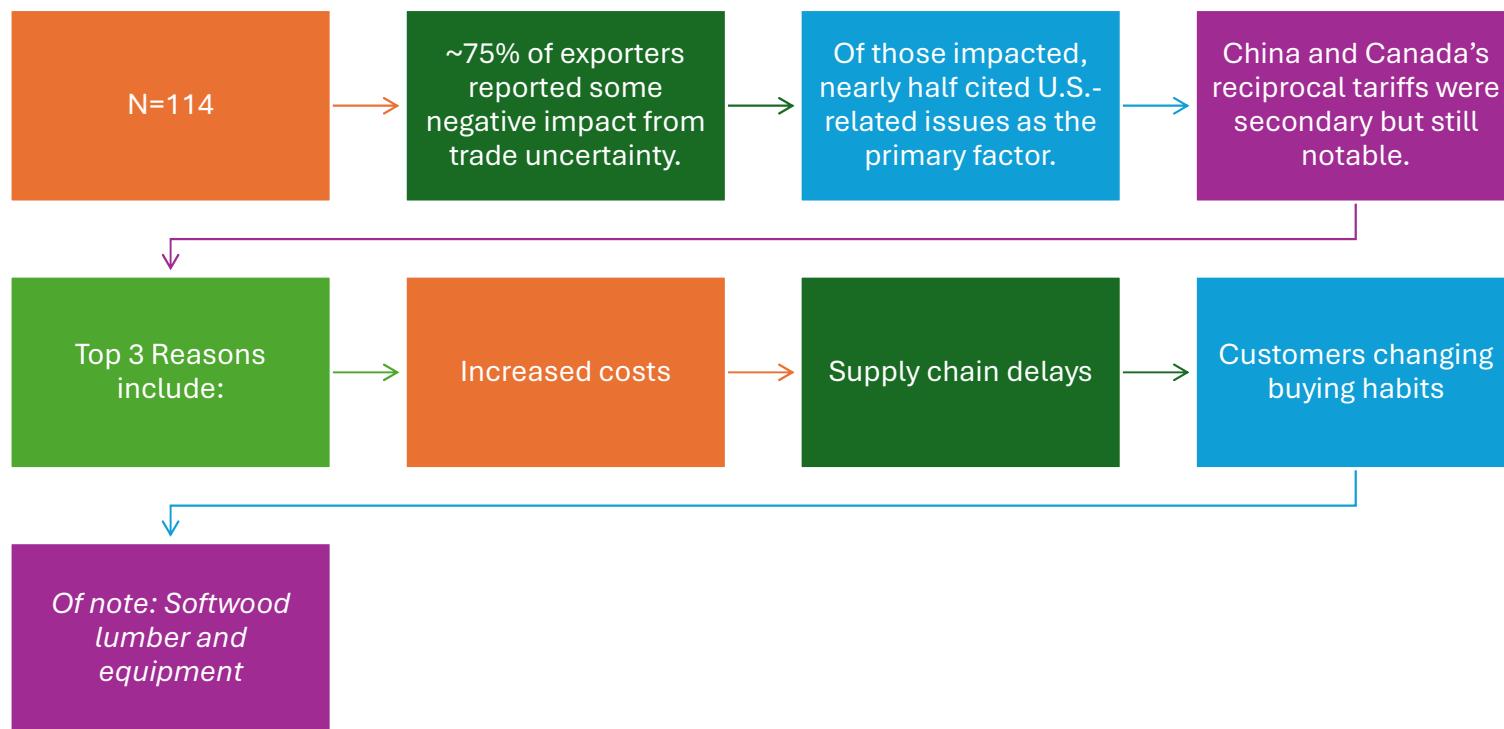
Has trade uncertainty affected your business operations?



# Business Affectation – Summary Insights

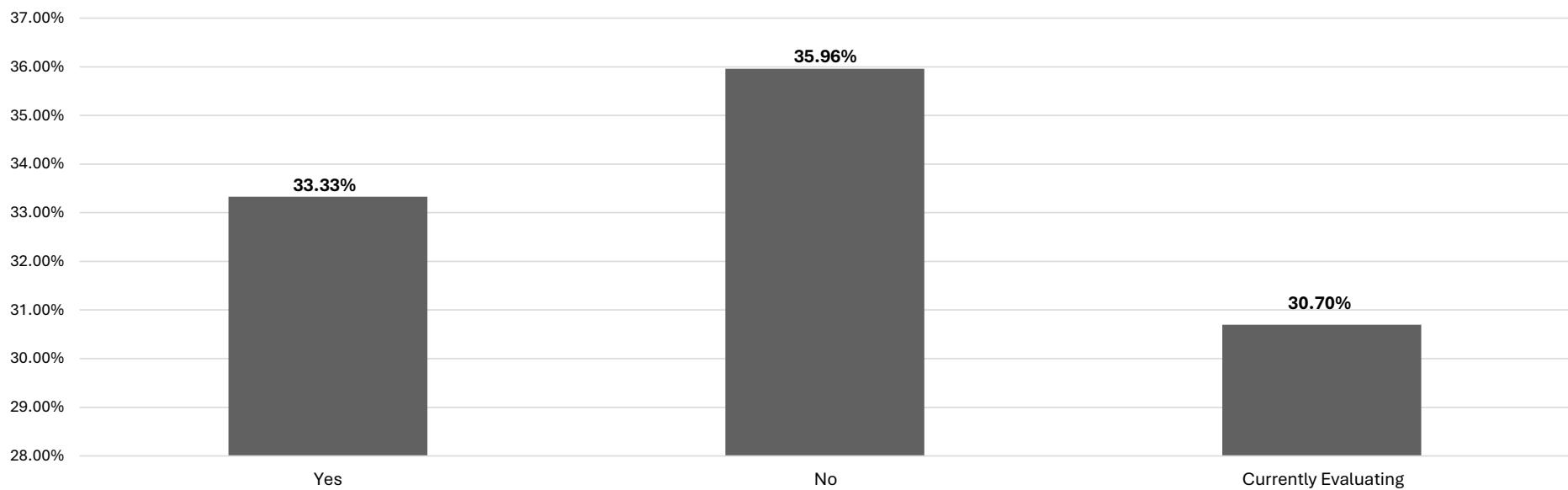
| Category         | % of all respondents | % of impacted respondents | Comment                                   |
|------------------|----------------------|---------------------------|---|
| U.S.-related     | 62%                  | 83%                       | <b>Most common</b> trade concern          |
| China-related    | 29%                  | 39%                       | Significant secondary factor              |
| Canada's tariffs | 36%                  | 48%                       | Affects nearly half of impacted exporters |
| No impact        | 25%                  | –                         | 1 in 4 firms unaffected                   |

# Business Affectation



# Trade Uncertainty Impact on Investment Plans

Have trade-related uncertainties caused you to delay or reconsider any investment plans?



# Investment Planning

**Nearly evenly split (ranging 30-36%) between**

Delaying/Reconsidering

No change

Evaluating

**Noted responses include:**

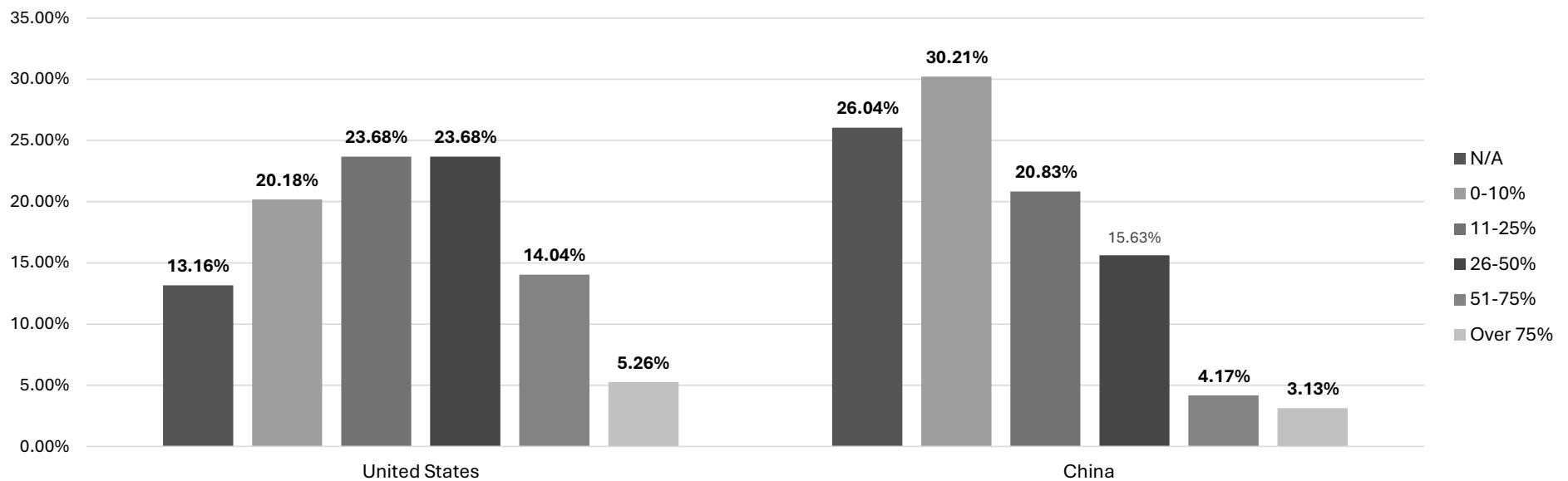
Delaying expansions/down-sizing

Banking lending reluctance

Some shifting to alternative suppliers in Canada, EU, Asia, etc.

# Supply Chain Origins

What proportion of your supply chain inputs or materials come from the following countries?

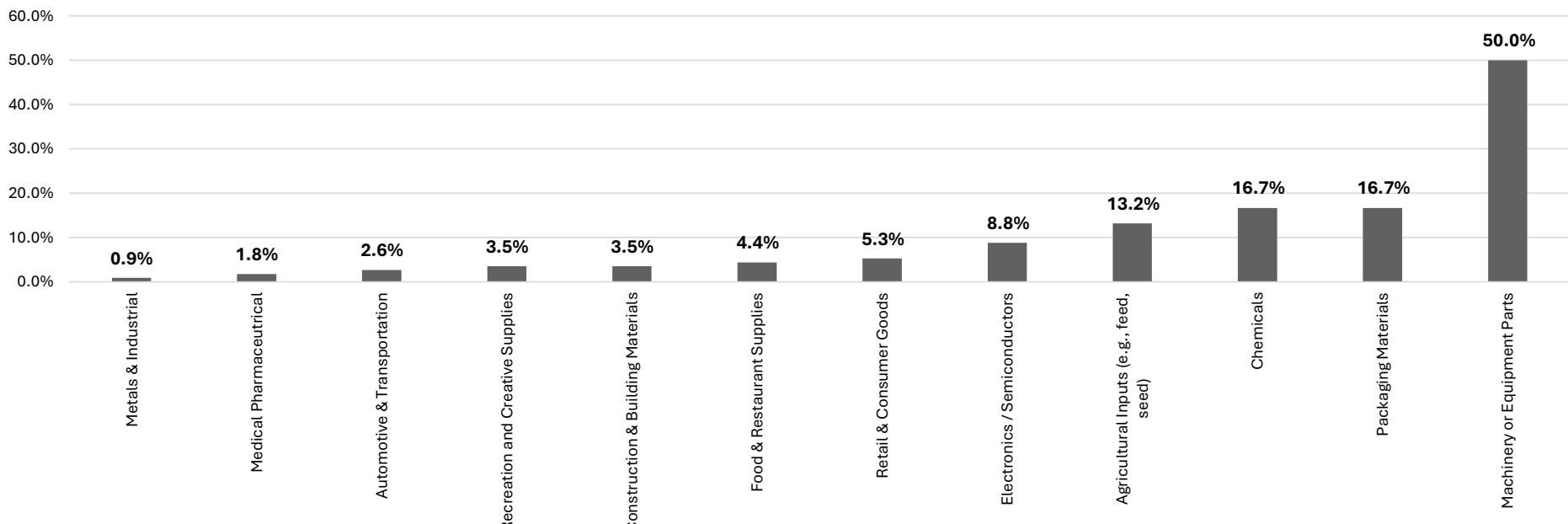


# Proportion of Inputs from US/China



# Goods & Services Imported

Types of goods or services imported



# Top 5 Imported Goods/Services



Machinery and  
Equipment Parts  
(by far)



Packaging  
materials



Chemicals



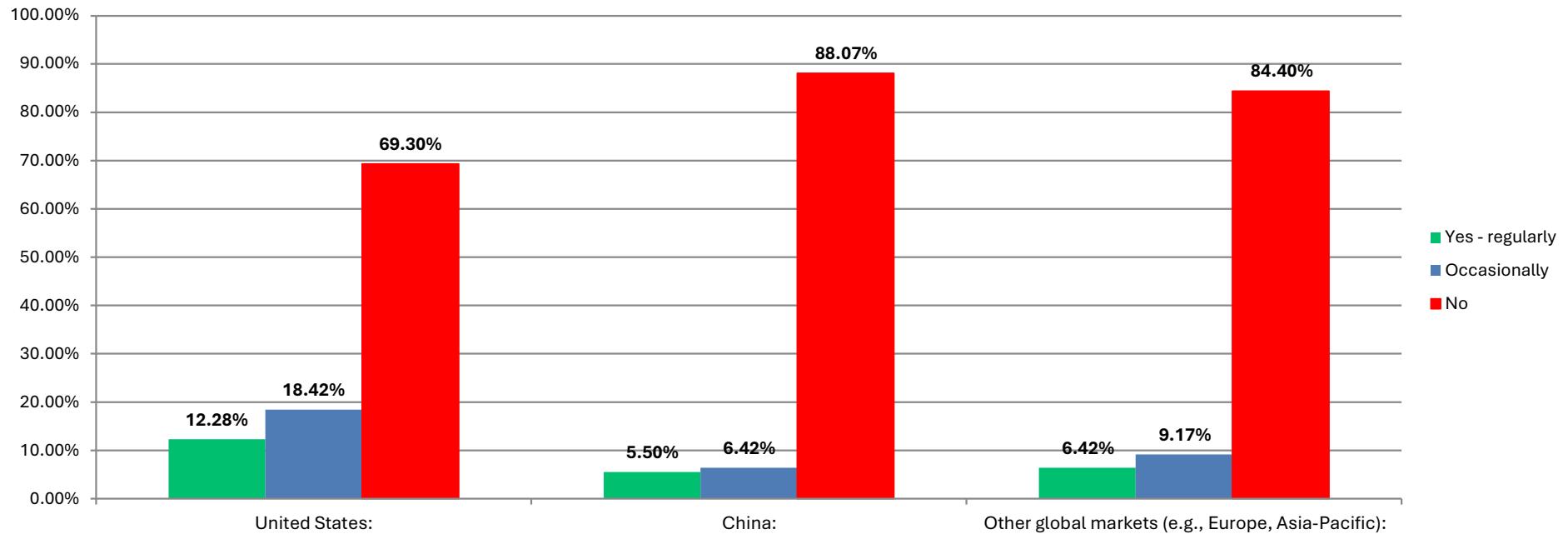
Ag inputs (feed,  
seeds)



Electronics/Semi-  
conductors

# Export Market Destinations

Do you export goods or services to the following regions?



# Tariffed Export Market Exposure

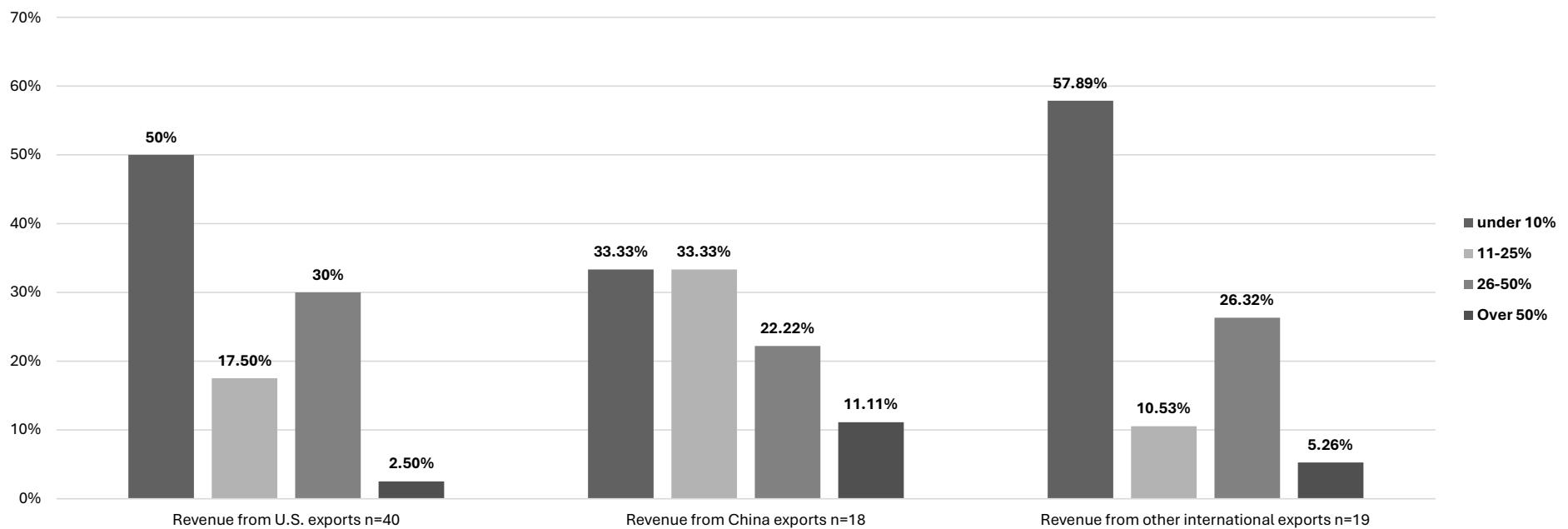
Although 13 in 15 have exposure to US and/or Chinese **inputs** (imports), the vast majority (69% to 88%) do not have any **exports** to these or other regions.

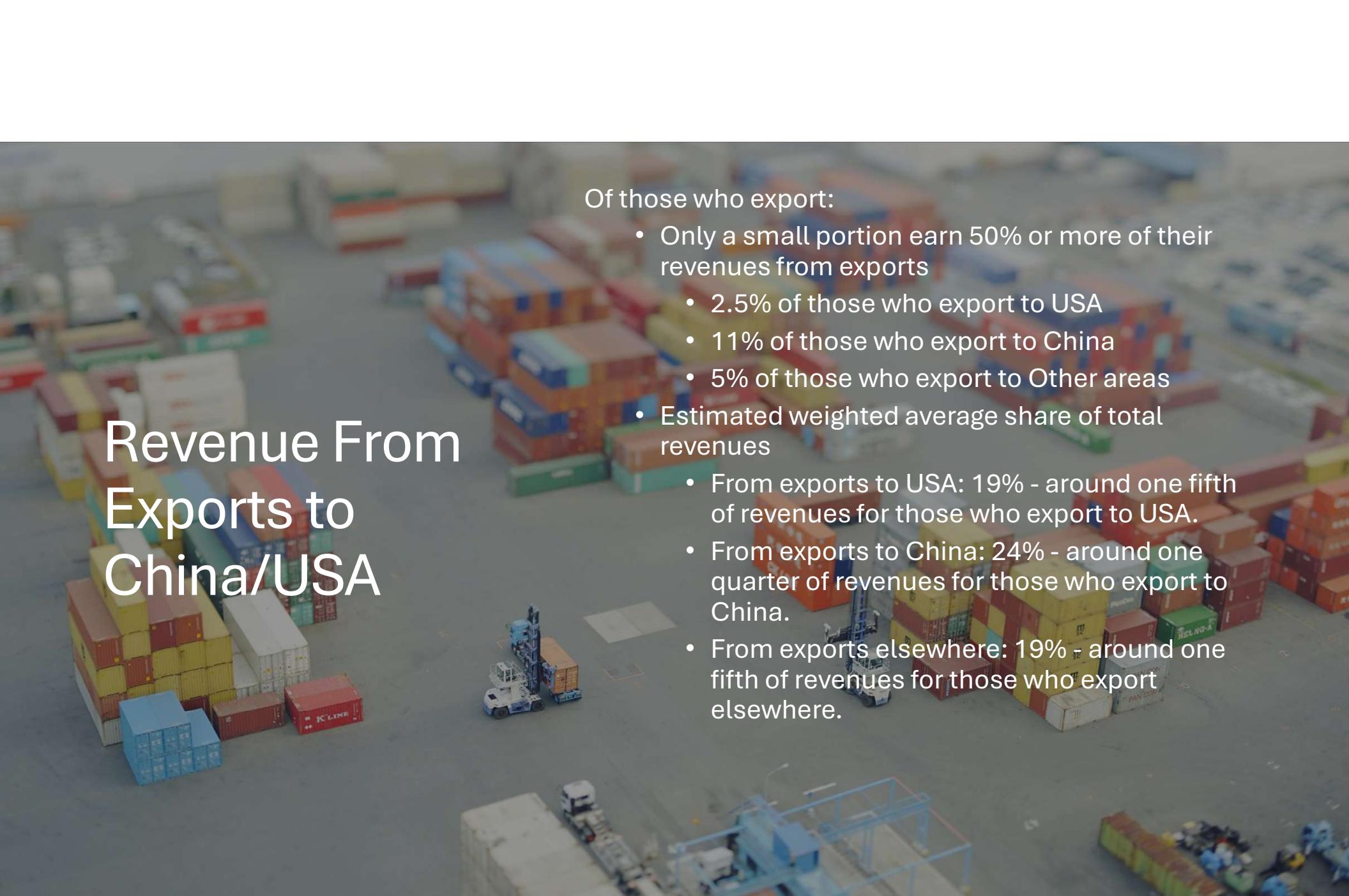
This is a major strategic weakness, signaling a one-way relationship.

This also means of the businesses that responded, most will not be directly affected by tariffs, but instead by the impact of tariffs on the overall economy.

# Proportion of Revenue Derived from Exports

What is your revenue from export goods and services?





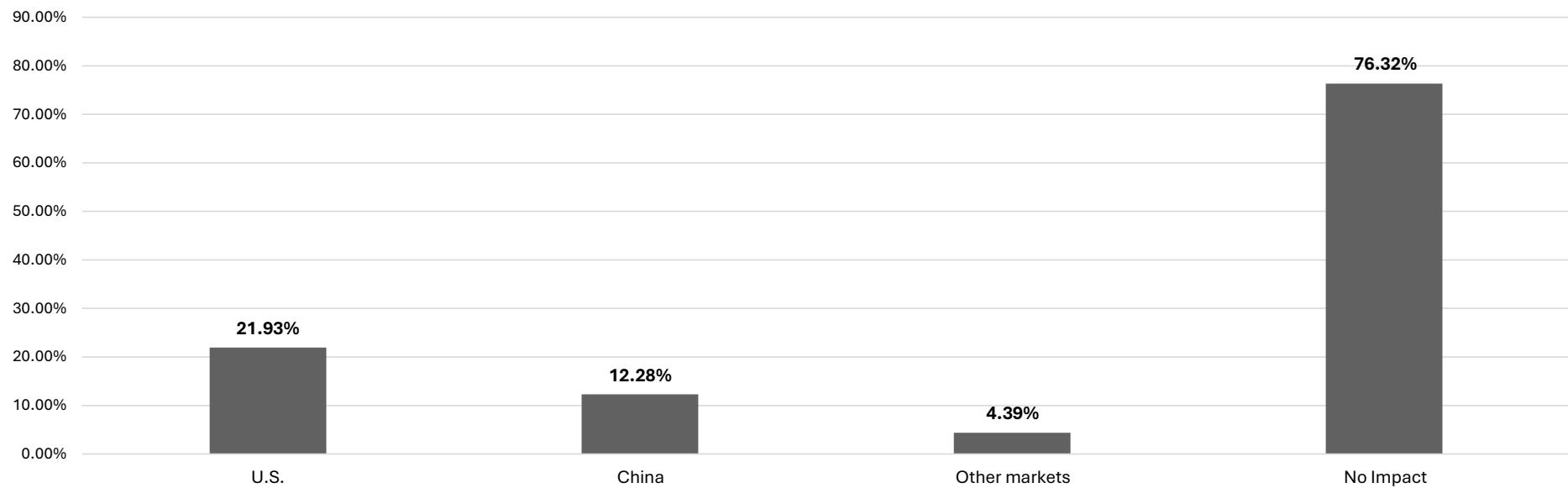
# Revenue From Exports to China/USA

Of those who export:

- Only a small portion earn 50% or more of their revenues from exports
  - 2.5% of those who export to USA
  - 11% of those who export to China
  - 5% of those who export to Other areas
- Estimated weighted average share of total revenues
  - From exports to USA: 19% - around one fifth of revenues for those who export to USA.
  - From exports to China: 24% - around one quarter of revenues for those who export to China.
  - From exports elsewhere: 19% - around one fifth of revenues for those who export elsewhere.

# Impact by Tariffing Country

Have your exports been impacted by international trade restrictions or tariffs?  
(Check all that apply)



## Top Export Impacts

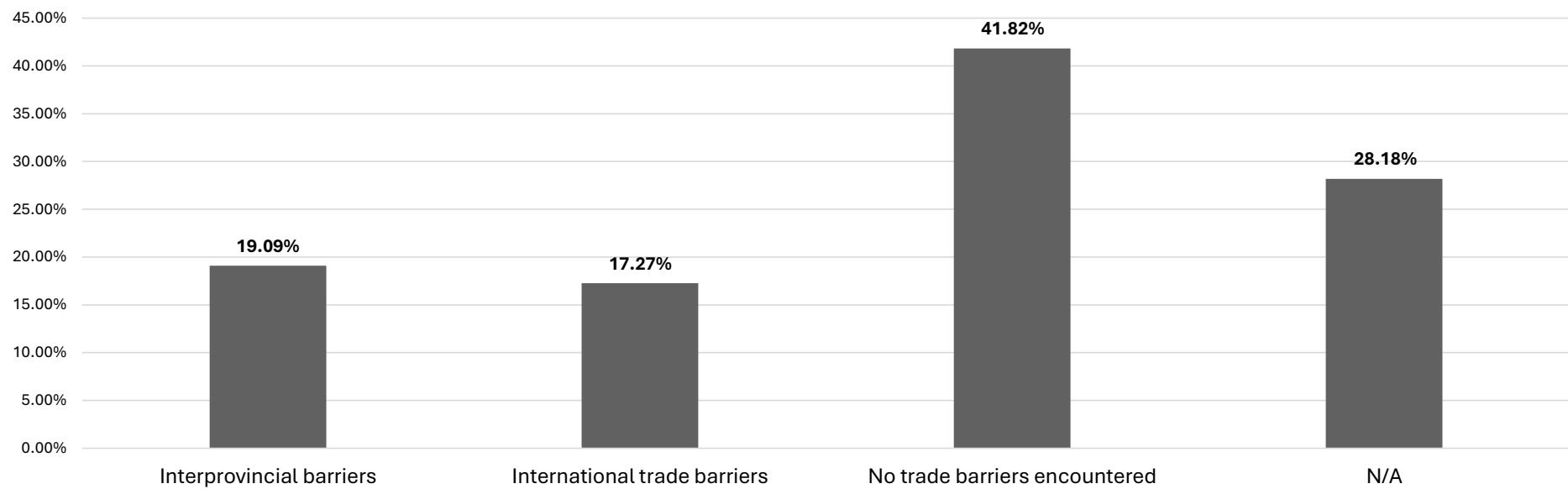
Thinner margins

Uncertainty from US buyers

Sector-specific barriers

# Businesses Experiencing Barriers to Trade (International & IntraCanada)

Have you encountered trade barriers within Canada that affect your business?  
(Select all that apply)



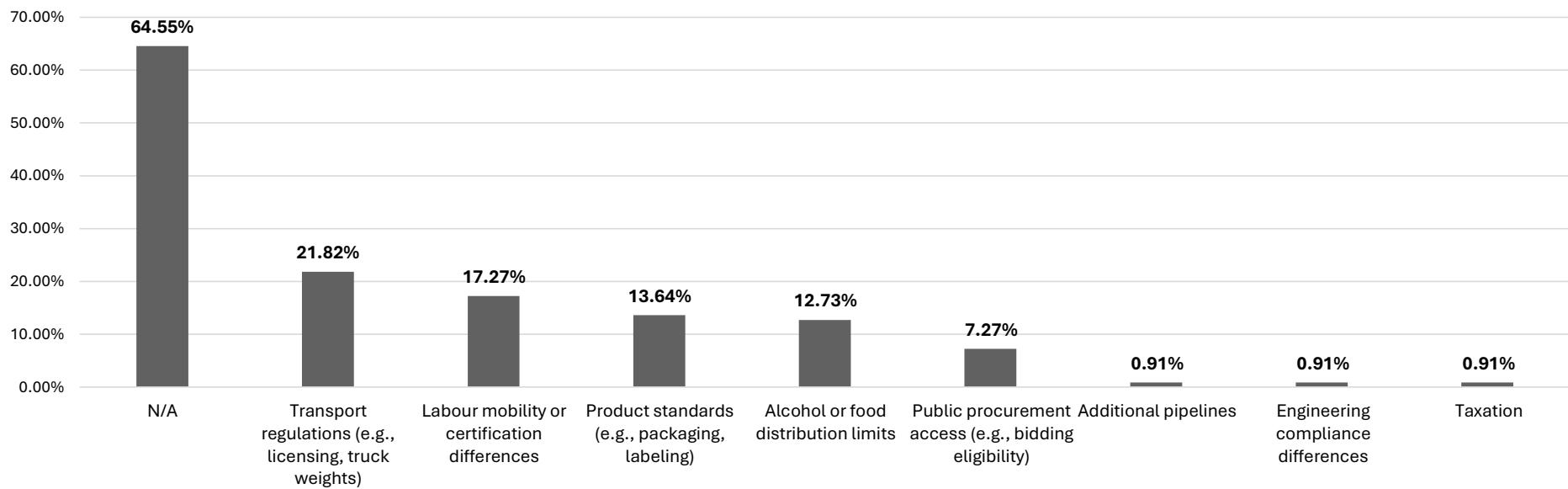
# Perceived Canadian Trade Barriers

- **Perceived barriers include:**

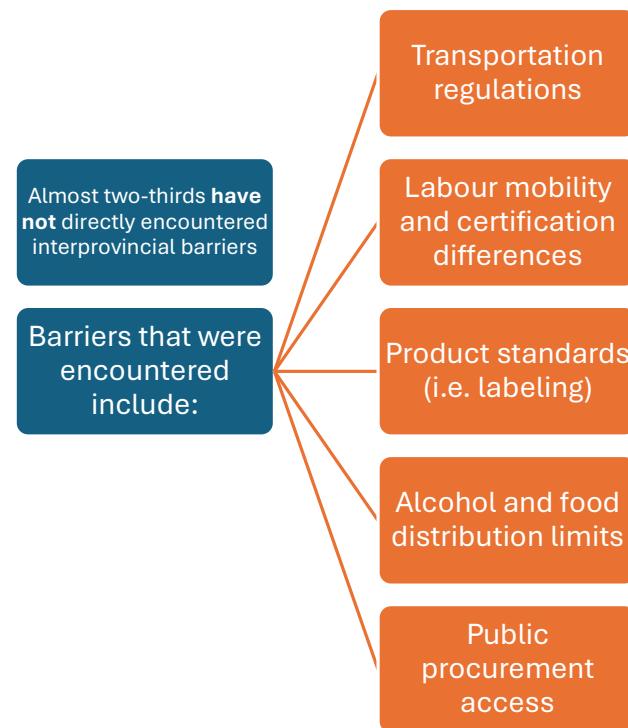
- Provincial permitting variations (i.e. trucking laws)
- Interprovincial restrictions (i.e. products limited to one province, beverage limits, etc.)
- Lack of single national market
- Canadian regulations more costly vs international counterparts

# Interprovincial Trade Barriers

Which types of interprovincial barriers have you faced or would like to see addressed?



# Actual Interprovincial Trade Barriers



# Adaptation to Change

Have you made any operational changes to adapt to these trade barriers?



# Operational Adaptation – Culture or Affectation?

Over 80% have no changes to adapt to trade barriers.

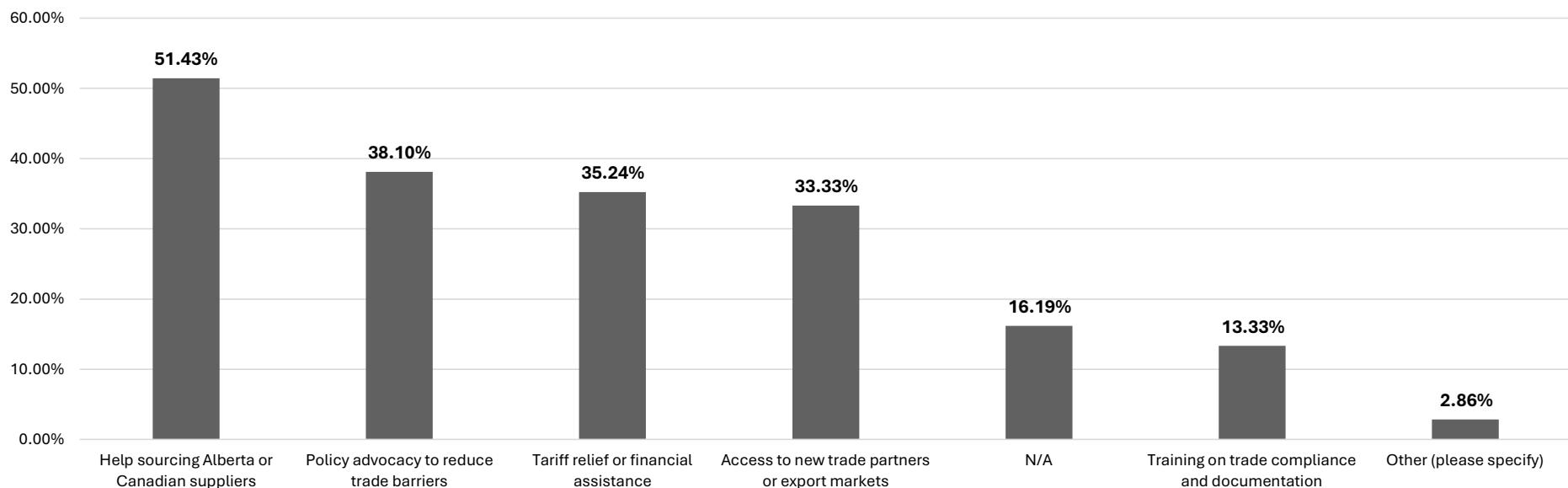
- Since 70% of respondents did not feel they were too affected by tariffs, they might therefore not need to adapt.

On the other hand: This could be a culture issue, potentially directly tied to our productivity challenges in our country.

- We need to be more leading edge, adaptive, innovative.

# Desired Business Supports

What types of support would help your business address trade-related challenges in the next year? (Select all that apply)



# Desired Business Supports



HELP SOURCING LOCAL  
ALBERTA/CANADIAN  
PRODUCTS (IMPORT  
REPLACEMENT)



REDUCTION IN TRADE  
BARRIERS



FINANCIAL ASSISTANCE



ACCESS TO NEW TRADE  
MARKETS



TRADE COMPLIANCE AND  
DOCUMENTATION  
TRAINING



## REQUEST FOR DECISION

|                               |   |
|-------------------------------|---|
| <b>COUNCIL DATE</b>           | <b>January 12, 2026</b>                             |
| <b>SUBJECT</b>                | <b>RFD Council Committee Reports, December 2025</b> |
| <b>ORIGINATING DEPARTMENT</b> | <b>Legislative Services</b>                         |
| <b>AGENDA ITEM</b>            | <b>10.1</b>   |

### **BACKGROUND/PROPOSAL:**

Council committed to providing monthly committee reports, either verbally or in writing at the first meeting of each month under Motion of Council 426-08-12-25 at the Regular Council Meeting held on December 8, 2025.

### **DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:**

See attached reports.

### **ALIGNMENT WITH STRATEGIC PLAN**

Aligns with Pillar 5 of the Strategic Plan, Sustainable & Responsible Governance

### **ADMINISTRATION RECOMMENDATIONS:**

That Council accept the verbal or written reports as submitted as information.

### **MOTIONS:**

That the Town of Sundre Council accept Councillor Anderson's verbal report for December 2025 as information.

That the Town of Sundre Council accept Councillor Buchan's verbal report for December 2025 as information.

That the Town of Sundre Council accept Councillor Dalke's verbal report for December 2025 as information.

That the Town of Sundre Council accept Councillor Isaac's verbal report for December 2025 as information.

That the Town of Sundre Council accept Councillor Marr's written report for December 2025 as information.

That the Town of Sundre Council accept Councillor Petersen verbal report for December 2025 as information.

That the Town of Sundre Council accept Mayor Warnock's written report for December 2025 as information.

That the Town of Sundre Council accept Mayor Warnock's written report for December 2025 as information.

### **ATTACHMENTS:**

10.1e\_Councillor Marr's written report

10.1g\_Mayor Warnock's written report

Date Reviewed: January 7, 2026

CAO: Andrea Nelson

717 Main Avenue West | P.O. Box 420 | Sundre, Alberta, Canada T0M 1X0 | T. 403.638.3551 | F. 403.638.2100 | E. townmail@sundre.com

**For the Month of DECEMBER**

**Bylaw Policy Review Committee**

**Date of Meeting:** TBD

No meeting scheduled.

**Emergency Management Advisory Committee**

**Date of Meeting:** TBD

No meeting scheduled.

**Grants Committee**

**Date of Meeting:** TBD

No meeting scheduled

**GNP / FCSS (Alternative)**

**Date of Meeting:** TBD

See designated councillor for report.

**SDHS & Museum**

**Date of Meeting:** December 18, 2025

Attended 1<sup>st</sup> meeting as council rep. Met new board and reviewed 2026 budget. Museum was successful in receiving the AMA Staffing Grant (congratulations). Working on a new Strategic Plan, online auction fundraiser, Winterfest, discussing replacing printer/photocopier, and new digital sign computer. Finance committee is set to meet in January.

**ICC**

**Date of Meeting:** No meeting.

No meeting scheduled.

**Other:**

**Date of Meeting:**

December 4, 2025 – Meeting with CAO

December 5, 2025 – Sundown in Sundre

December 5, 2025 – Town Christmas Party & awards ceremony

December 8, 2025 – Regular Council Meeting

December 17, 2025 – Council LAEO Training (online, emergency management)

December 22, 2025 – Regular Council Meeting

717 Main Avenue West | P.O. Box 420 | Sundre, Alberta, Canada T0M 1X0 | T. 403.638.3551 | F. 403.638.2100 | E. [townmail@sundre.com](mailto:townmail@sundre.com)  
 For the Month of December 2025

**Bylaw Policy Review Committee**

**Date of Meeting:**

No December Meeting

**Emergency Management Advisory Committee**

**Date of Meeting: December 29**

I completed the Alberta Government mandatory Local Authority Elected Official course on Alberta Emergency Management – This course is very informative for elected officials to total understand roles and responsibilities under different levels of emergency management in the event of an actual emergency – including State of Local Emergency and a Provincial State of Emergency.

**Intermunicipal Collaboration Committee**

**Date of Meeting:**

No December Meeting

**Mountain View Senior's Housing**

**Date of Meeting: December 11**

Regular Board Meeting held at MVSH Olds -Agenda items covered- - Sustainability, Board Schedule, Financial dashboard, Debt summary, 2025 operating budget variance and 2025 capital budget variance. In addition, several policies were reviewed, amended and passed.

**Sundre & District Chamber of Commerce**

**Date of Meeting: December 11**

Regular Board Meeting held at the Sundre VIC – Agenda items covered – New members that have joined, Review of the Sundown in Sundre event, Winterfest meeting, Staffing update, Office update, Grant applications that have been submitted and AGM (Jan 28.2026) planning.

**Intermunicipal Planning Commission**

**Date of Meeting:**

No December Meeting

**Red Deer River Municipal Users Group**

**Date of Meeting:**

No December Meeting

**Red Deer River Watershed Alliance**

**Date of Meeting:**

No December Meeting – the Executive Committee met twice for preliminary discussion on 2026.

**Greenwood Neighbourhood Place Board**

**Date of Meeting: December 16**

Regular Board Meeting held at GNP – Agenda items covered – Staff reports, Financials, Communications & Fundraising committee, Board meeting dates and times, MVC updates and Sundre updates.

**Sundre Wellness Advocacy Committee****Date of Meeting:** December 08

Meeting held to review the Terms of Reference, the AB Munis resolution that passed at the annual conference and starting a work plan for 2026 that included possible guest speakers.

**Other:****Date of Meeting:** December 2025

Dec. 04 – Coffee with the Mayor at Sundre Seniors Supportive Living

Dec. 05 – Attended Minister Nixon’s Open House - Very Good Discussions with Town and County Residents.

Dec. 08 – Regular Council Meeting - Agenda and Minutes – [www.sundre.com](http://www.sundre.com)

Dec. 11 – Attended by request the Chinook Edge School Division update meeting with Trustee Terry Leslie and Superintendent Dr. Ryan Sawula at Minister Nixon’s office.

Dec. 18 – Attended the Central Alberta Mayor’s and Reeve’s quarterly meeting held in Red Deer. This was an opportunity to meet the newly elected and the re-elected leaders to review what has been happening in their areas after the election. In addition, Minister of Transportation and Economic Corridors Devin Dreeshen gave us a presentation on latest news and the election boundary process.

Dec. 22 – Regular Council Meeting – Agenda and Minutes – [www.sundre.com](http://www.sundre.com)

Dec. 23 - The Albertan – Dan Singleton interview regarding the Police Funding Model (PCM). This can be read in The Alberta December 30,2025 newspaper.

Dec. 27 – Attended with Councillor Anderson the Guild of Filipino-Canadians of Sundre Christmas Celebration held at the Sundre Community Center. This event was very well attended and supported by Sundre Residents, Rocky Mountain House Residents, Olds Residents as well as representation from some Calgary delegates.



## REQUEST FOR DECISION

|                        |  |
|------------------------|--|
| COUNCIL DATE           | January 12, 2026                       |
| SUBJECT                | RFD Council Key Messages December 2025 |
| ORIGINATING DEPARTMENT | Legislative Services                   |
| AGENDA ITEM            | 10.2                                   |

### **BACKGROUND/PROPOSAL:**

Each month the key messages from the Office of Council is included in the mailing of the Town of Sundre's Utility bills, posted on the Town's website, and an electronic version of the message is posted to the website and the Town's social media site.

### **DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES:**

The Key Monthly Messages will be incorporated into the Town of Sundre Regular Council Meeting Agenda at the first meeting of Council of each month to ensure we reach as many residents as possible.

### **ALIGNMENT WITH STRATEGIC PLAN**

This item aligns with Pillar 5 of the Strategic Plan-Sustainable and Responsible Governance.

### **MOTION:**

That the Town of Sundre Council accept the Key Messages of Council for the month of December 2025 as information.

### **ATTACHMENTS:**

10.2a\_ Key Messages from the Office of Council for December 2025.

Date Reviewed: January \_\_\_\_\_, 2026

CAO: Amila Nelson

## FROM THE OFFICE OF THE COUNCIL

## For the Month of December 2025

December 08, 2025

The Library presented their budget and annual report. Council is always impressed with the detail in the report, and the great work the library provides to the Town and surrounding area.

Council made a motion that Councillors will report on their monthly activities on the roles as Councillor's at the first monthly regular council meeting of each month. The report can be either written or verbal.

Council requested changes to the operating budget, and the decision was referred to the December 22 Council meeting

December 22, 2025

Council passed the 2026 Operating and Capital budgets and the 5 year capital plan.

The departmental reports for the month of November were presented. Council is continuously impressed with the great work that staff provide to the community each and every day.

As we welcome the New Year, I want to thank our residents, businesses, volunteers, and community partners for supporting our town every day. In Alberta, mid-sized communities like ours play a vital role in the province's strength—serving as regional service hubs, economic anchors, and places where people truly know one another.

2025 was a year of steady and responsible progress, with your Council focused on good governance, long-term planning, and delivering essential services while managing rising costs, infrastructure demands, and evolving provincial and federal funding programs. These pressures are not unique to our town, but how we respond to them defines us.

**As we look ahead to 2026, our expectations are clear, realistic, and grounded in Alberta's municipal reality.** In 2026, Council will continue to:

- **Prioritize core municipal services** such as roads, utilities, public safety, and recreation—services residents rely on every day.
- **Plan for growth responsibly** under the Municipal Government Act, ensuring development pays its fair share and supports long-term sustainability.
- **Exercise strong financial stewardship**, as we prepare the next four-year budget cycle 2027 to 2030, recognizing that careful budgeting and reserve planning are essential in times of economic uncertainty here in Alberta.
- **Advocate for additional supplemental provincial funding**, particularly for aging infrastructure renewal in mid-sized rural communities.
- **Support local economic resilience**, with a new 2026 Strategic Plan that responds to the survey results from Sundre residents and businesses. In addition, incorporating industry, and regional partners needs to respond to changing economic conditions.

A key infrastructure priority in 2026 will be **Centre Street North**. Detailed planning and public communication will take place ahead of **infrastructure upgrades scheduled for the spring and summer of 2026**. Work will address aging infrastructure, improve safety, and support long-term reliability. We recognize that construction can be disruptive, and Council and Administration are committed to providing clear timelines, advance notice, and ongoing updates as the project moves forward.

We also ask something of our community in return. In 2026, we encourage residents to stay engaged, participate in public discussions, and approach civic conversations with respect and understanding. Municipal decisions are often complex but made with our community (as a whole) interests in mind.

The year ahead will bring challenges and opportunities alike. With collaboration, transparency, and a shared commitment to our town's future, I am confident we will continue moving forward—together.

On behalf of Council and Administration, I wish you and your family a healthy, hopeful, and prosperous New Year. I look forward to collaborating with you in 2026.

Respectfully  
Mayor Warnock



## REQUEST FOR DECISION

**COUNCIL DATE** **January 12, 2026**

**SUBJECT** **RFD Correspondence / Invitations**

**ORIGINATING DEPARTMENT** **Legislative Services**

**AGENDA ITEM** **11.**

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Correspondence and invitations received by, and/or sent by Legislative Services.

### **ADMINISTRATION RECOMMENDATIONS:**

That Council accept the attached correspondence and invitation as information by separate motion.

#### **Motion:**

That the Town of Sundre Council accept the letter from the Honourable Ric McIver, Speaker of the Legislative Assembly of Alberta as information.

#### **Motion:**

That the Town of Sundre Council accept the letter from the Mayor of the City of Red Deer as information.

#### **Motion:**

That the Town of Sundre Council accept the invitation for Mayor Warnock to attend the annual Installation of Officers on January 17, 2026 at 6:00 p.m. at the Royal Canadian Legion Branch 223 as information.

### **ATTACHMENTS:**

11.1 Letter, Honourable Ric McIver

11.2 Letter, Mayor City of Red Deer

11.3 RCL 223 Invitation to Mayor

Date Reviewed: January 8, 2026

CAO Dinda Nelson



**Honourable Ric McIver, ECA, MLA**  
Calgary-Hays

December 16, 2025

To All Newly Elected Municipal Councils,

I am pleased to extend my warmest congratulations to both new returning councilors on your election to municipal office this past October. Serving your communities is both a privilege and a profound responsibility, and I commend you for stepping forward to represent the residents who have placed their trust in you.

As someone who previously had the honour of serving as on a municipal council and as Minister of Municipal Affairs, I want to express my deep appreciation for the dedication demonstrated by municipal leaders across our province. It was truly an honour working with you, and I remain grateful for the important role you play in strengthening local governance and improving the quality of life for your communities. Municipal governance is often closest to the day-to-day needs of residents. The decisions you make—whether related to infrastructure, community safety, local services, or neighbourhood development—have a direct and immediate impact on the lives of the people you serve. I encourage you to continue working with the new minister in this endeavor.

As we enter the Christmas season, I extend my heartfelt wishes to you, your councils, and your families for a joyful and peaceful Christmas, and a healthy and prosperous New Year. May the months ahead be filled with success as you carry out the vital work of serving your residents.

Sincerely,

*Ric McIver*

Honourable Ric McIver, ECA, MLA  
Speaker of the Legislative Assembly of Alberta  
Calgary-Hays



## OFFICE OF THE MAYOR

December 2, 2025

Mayor Richard Warnock  
 Town of Sundre  
 PO Box 420  
 Sundre AB T0M 1X0

Dear Mayor Warnock,

I am honoured to offer greetings and congratulations to you and your council, on behalf of Red Deer City Council, following our recent municipal elections. By way of introduction, my name is Cindy Jefferies, and I am delighted to have been elected Mayor of The City of Red Deer.

It has been a busy period of orientation since the election, and our new council is eager to get to work to strengthen and enhance our community. I am excited to serve as Mayor, drawing on all I have learned throughout my career, including four terms on City Council, nine years as a public school board trustee with the Red Deer Public School District, and a wide range of volunteer experiences.

I was pleased to meet many of you at the recent Alberta Municipalities convention, and I look forward to continuing those conversations and building stronger relationships in the months ahead. I am confident there will be meaningful opportunities where the Town of Sundre and The City of Red Deer can work together for the betterment of our citizens and communities, including through continued collaboration within the Central Alberta Regional Mayors and Reeves Caucus.

Congratulations again to you and the members of your Council. I look forward to seeing you in person at events in our region that bring us together.

If there are opportunities where we can work together in areas of mutual interest, please do not hesitate to reach out to me.

Yours truly,

  
 Mayor Cindy Jefferies  
 City of Red Deer

**Invitation to Mayor Warnock**

From: **Sundre Legion Secretary** <[rcl223secretary@gmail.com](mailto:rcl223secretary@gmail.com)>

Date: Thu, Jan 8, 2026 at 10:41 AM

Subject: Royal Canadian Legion 2026 Installation of Officers

To: <[richard.w@sundre.com](mailto:richard.w@sundre.com)>

Cc: Dick Cruickshank <[dcruick55@gmail.com](mailto:dcruick55@gmail.com)>

Your Worship Richard Warnock:

The Executive of Branch #223 Sundre Royal Canadian Legion wishes to invite you to the formal Installation of Officers for 2026 on Saturday, January 17th, 2026 at 6:00 p.m. for meet & greet. The Installation Ceremony will commence at 6:30 pm with light refreshments to follow.

Your presence will be appreciated. Please RSVP to: [rcl223secretary@gmail.com](mailto:rcl223secretary@gmail.com) or by phone to the Secretary, Heather Rayner at 403-638-9526.

Respectfully,

Heather Rayner

RCL #223 Secretary

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RSVP: January 8, 2026

*Good Afternoon Heather,*

*On behalf of Mayor Richard Warnock, please accept this email as the RSVP to attend the annual Installation of Officers for Royal Canadian Legion Branch 223, Sundre, scheduled for January 17, 2026 at 6:00 p.m.*

*Mayor Warnock is looking forward to seeing you all and will stay for the light refreshments after the installation ceremony.*

*Sincerely,*

*Betty Ann*