

Town of Bowden - Regular Council Meeting

AGENDA

A Regular Council Meeting of the Town of Bowden
to be held in Council Chambers, at 2101 – 20th Avenue, Bowden,
on **Monday, August 10th, 2026, 7:00 pm**

- 1. CALL TO ORDER**
1.a Land Acknowledgement.
- 2. ADDITIONS / DELETIONS TO THE AGENDA & ADOPTION OF THE AGENDA**
2.a Agenda.
- 3. ADOPTION OF PREVIOUS MINUTES**
3.a Regular Council Meeting (July 27th, 2026).
3.b Special Council Meeting (July 28th, 2026).
- 4. PUBLIC HEARING**
4.a None scheduled.
- 5. DELEGATIONS**
5.a Waste Collection Services/Contract Review. **CLOSED SESSION**
Municipal Government Act, s. 197; Access to Information Act, ss. 19 (Business Interests of a Third Party), 29 (Advice from Officials), and 30 (Economic and Other Interests of a Public Body).
- 6. BUSINESS ARISING FROM PREVIOUS MINUTES**
6.a Council Resolutions Follow-Up Action.
6.b Key Dates.
6.c Land Use Bylaw / MDP / Strategic Plan Graphics Update.
- 7. BYLAWS & POLICIES**
7.a Scent-Free Policy 01-2026.
- 8. NEW BUSINESS**
8.a Red Deer County Regional Funding Study Letter July 28, 2026.
8.b Memorial Benches.
8.c Community Showcase and Booth September 17, 2026.
- 9. FINANCIAL**
9.a Utilities: Information Report and Pumphouse Server Update.
- 10. CORRESPONDENCE**
10.a Correspondence.
- 11. REPORTS**
11.a CAO's Report.
11.b Council Committee Reports.
11.c Society & Other Reports.
- 12. CLOSED SESSION**
- 13. ADJOURNMENT**

Regular Council Meeting: 2026-08-10	Agenda Item: 2
Prepared by: CAO	Approved By: Mayor
Report Type: RFD	Attachment(s): Agenda

Content:
2.a

Administration submits to Council the Agenda for Regular Council Meeting Monday, August 10, 2026.

2
Adoption of the Agenda:

Council is requested to pass a motion to adopt the agenda as presented and printed.

Recommended Motion:
Motion 2.a

MOVED by Councillor _____ that Council adopts the agenda, as presented and printed, for the Regular Council Meeting of August 10, 2026.

Regular Council Meeting: 2026-08-10	Agenda Item: 3.a and 3.b
Prepared by: CAO	Approved By: CAO
Report Type: RFD	Attachment(s): Minutes July 27 th , 2026, Regular Meeting. Minutes July 28 th , 2026, Special Meeting.

Content: Minutes.

3.a

Administration submits to Council the minutes of the previous Regular Council Meeting held on:

- Monday, July 27th, 2026.

4.b

Administration submits to Council the minutes of the previous Special Council Meeting held on:

- Tuesday, July 28th, 2026.

3

Adoption of Minutes of Previous Minutes:

Council is requested to pass a motion to adopt the minutes of the previous meeting(s) (as attached).

Recommended Motion:

Motion 3.a

MOVED by Councillor _____ that Council adopts the minutes, as presented and printed, for the Regular Council Meeting of July 27th, 2026.

Motion 3.b

MOVED by Councillor _____ that Council adopts the minutes, as presented and printed, for the Special Council Meeting of July 28th, 2026.



Town of Bowden - Regular Council Meeting

MINUTES

A Regular Council Meeting of the Town of Bowden
to be held in Council Chambers, at 2101 – 20 Avenue, Bowden,
on **Monday, July 27th, 2026, 7:00 pm**

1. CALL TO ORDER

Mayor Laurie Miller called the meeting to order at 7:01 pm.

PRESENT	Mayor	Laurie Miller
	Councillor	Randy Brown
	Councillor	Ryan Howlett
	Councillor	Cam Morrison
	Councillor	Amanda Peffers
	Councillor	Carol Pion
	Councillor	Marietta Tuckwell
	CFO	Jacqui Molyneux
	CAO	Christiaan Liebenberg (Recorder)
	Delegate	Rio Empringham, President, Empringham Disposal

1. Land Acknowledgement

We respectfully acknowledge that we are gathered on the traditional territories of the Treaty 7 First Nations - including the Blackfoot Confederacy (Siksika, Kainai, and Piikani First Nations), the Tsuut'ina Nation, and the Îyârhe Nakoda Nations - as well as the homeland of the Métis Nation of Alberta, Region 3. We honour the Indigenous Peoples who have cared for this land, and we are grateful to live, learn, and build community on this land.

2. ADDITIONS / DELETIONS TO THE AGENDA & ADOPTION OF THE AGENDA

Motion 2

MOVED by Councillor Randy Brown that Council adopt the agenda for the July 27th, 2026, Regular Council Meeting as presented and printed with the following additions:

- Item 8c Meeting with Minister Williams July 29th at 4.20pm Olds or July 30th at 9.30am Red Deer County Office.
- Item 9.c Financials ATB 90-day accounts closure and open High Interest Savings Account as per ATB advice July 23rd, 2026.
- Item 11.c CAEP Economic Development Committee Meeting Date.

CARRIED

3. ADOPTION OF PREVIOUS MINUTES

3.a Regular Council Meeting (July 13th, 2026).

Motion 3.a

MOVED by Councillor Marietta Tuckwell that Council adopt the minutes, as presented and printed, for the Regular Council Meeting of July 13th, 2026.

CARRIED

4. PUBLIC HEARING

None scheduled.

5. DELEGATIONS

5.a Waste Collection Services/Contract Review (CLOSED SESSION Access to Information Act, ss. 19).

Motion 5.a (i)

MOVED by Councillor Ryan Howlett at 7:03 pm that Council moves into a closed session to discuss the Waste Collection Cost Review and Service Delivery Options.

CARRIED

Motion 5.a. (ii)

MOVED by Councillor Amanda Peffers that Council returns to open session at 7:54 pm.

CARRIED

Motion 5.a (iii)

MOVED by Councillor Ryan Howlett that Council accepts the Waste Collection Cost Review RFD 1 (Bowden Proposal - Final) as information.

CARRIED

5.b Legal Counsel Recycling (CLOSED SESSION Access to Information Act, ss. 19).

Motion 5.b

MOVED by Councillor Cam Morrison that Council receives, accepts and approves the signed master services agreement for Circular Materials' recycling services for implementation October 1st, 2026.

CARRIED

6. BUSINESS ARISING FROM PREVIOUS MINUTES

6.a Council Resolutions Follow-Up Action.

Motion 6.a

MOVED by Councillor Randy Brown that Council accepts the Council Resolutions Follow Up Action Report as information.

CARRIED

6.b Key Dates.

Motion 6.b

MOVED by Councillor Amanda Peffers that Council accepts agenda item 6.b Key Dates as amended with additions: Mountain Regional Water Services Commission September 9th, SRDRWC October 7th and for September: Regular Council meetings will be held September 14th and 28th.

CARRIED

7. BYLAWS & POLICIES

7.a None Scheduled.

8. NEW BUSINESS

8.a Park Names.

Motion 8.a

MOVED by Councillor Randy Brown that Council receive as information the suggested park names, as presented by the Special Events Committee July 14th, 2026, and Council postpone the gathering of suggested Park (A, B & C) names until September 28th, 2026.

CARRIED

8.b Gift Cards Library Board Student Volunteers.

Motion 8.b

MOVED by Councillor Ryan Howlett that Council in recognition of young volunteer services, award each of the two Bowden Daze Breakfast Volunteers with a Walmart gift card to the value of \$50.00.

CARRIED

Motion 8.c

MOVED by Councillor Carol Pion that Council accepts the invitation to meet with Minister Dan Williams (Municipal Affairs) on July 29th at 4.20pm in Olds discussing the following topics:

- Council Code of Conduct.
- LGFF funding to keep up with Inflation and Cost of Living.
- The Provincial Government with appreciation still adds a lot of costs onto municipalities like the Police Funding Model which is a hard sell on tax billing come April.

CARRIED

Recess at 8:15 pm. Reconvene at 8:18 pm.

9. FINANCIAL

9.a Mower.

Motion 9.a

MOVED by Councillor Randy Brown that Council accept the mower purchase as information and have Administration bring back an RFP to Regular Council in January 2027.

CARRIED

9.b Financial Report YTD January 2026 to June 2026.

Motion 9.b

MOVED by Councillor Cam Morrison that Council receives, accepts and approves the YTD financial report as presented for the period January 1st, 2026, to June 30th, 2026.

CARRIED

9.c ATB 90-day accounts versus ATB High Interest Savings Account = 0.01 % difference lower.

Motion 9.c

MOVED by Councillor Amanda Peffers that Council receives, accepts and approve the closure of both ATB 90-day accounts on advice from ATB and moving these funds into a High Interest Savings Account and authorize the Mayor and CAO sign the required documents.

CARRIED

10. CORRESPONDENCE

10.a Sandman Signature Hotel Cancellation Policy: July 14th, 2026.

10.b Call to Action: National Police Federation: July 14th, 2026.

10.c National Police Federation Alberta; Wave: 9 May 2026 (email July 13th).

10.d Enforcement Report RDC Protective Services: June 2026 (email July 13th).

10.e BeeNet Data Hive AB Munis September 23rd & 24th Booth No. 31: (letter June 18th).

10.f Letter of Appreciation RDC Protective Services: May 4th, 2026.

Motion 10.a

MOVED by Councillor Carol Pion that Council accepts agenda items 10.a, 10.d, 10.e, and 10.f as information.

CARRIED

Councillor Marietta Tuckwell called for a recorded vote on Items 10.b and 10.c

Motion 10.b

MOVED by Councillor Randy Brown to accept agenda items 10.b and 10.c.as information.

IN FAVOUR Mayor Laurie Miller
Councillor Randy Brown
Councillor Ryan Howlett
Councillor Cameron Morrison
Councillor Amanda Peffers
Councillor Cameron Pion
Councillor Cameron Morrison

OPPOSED Councillor Marietta Tuckwell

CARRIED

11. REPORTS**11.a CAO's Report.****Motion 11.a**

MOVED by Councillor Carol Pion that the Town of Bowden annually observe September 30th as a Statutory Holiday in acknowledgement of the National Day for Truth and Reconciliation.

CARRIED

Motion 11.a (i)

MOVED by Councillor Randy Brown that Council receive and accept as information the submitted CAO report.

CARRIED

11.b Council Committee Reports.

- i. Special Events Committee: Meeting July 14th, 2026.
- ii. Councillor Reports Sample Template.

Motion 11.b (i)

MOVED by Councillor Amanda Peffers that Council accepts the submitted reports as information.

CARRIED

Motion 11.b (ii)

MOVED by Councillor Carol Pion that the Economic Development Committee meet on August 25th, 2026, at 7:00 pm.

CARRIED

11.c Society & Other Reports.

- i. FCSS June 2026 Community Navigator Report.

Motion 11.c

MOVED by Councillor Ryan Howlett that Council accepts the submitted reports as information.

CARRIED

12. CLOSED SESSION

None scheduled.

13. ADJOURNMENT**Motion 13**

MOVED by Councillor Marietta Tuckwell at 9:31 pm to adjourn the meeting.

CARRIED

Unapproved

Minutes signed by:

**Mayor
Laurie Miller**

**CAO
Christiaan Liebenberg**



Town of Bowden
Special Council Meeting

Town of Bowden Council - Special Council Meeting
Held on July 28th, 2026, at 7:00 PM
in Council Chambers 2101 20th Avenue, Bowden AB

MINUTES

1. CALL TO ORDER

Mayor Laurie Miller called the meeting to order at 7:00 PM.

PRESENT

Mayor	Laurie Miller
Councillor	Randy Brown
Councillor	Ryan Howlett
Councillor	Cam Morrison (departed the meeting at 8:04 PM)
Councillor	Amanda Peffers
Councillor	Carol Pion
Councillor	Marietta Tuckwell
CAO	Christiaan Liebenberg (Recorder)

2. ADDITIONS / DELETIONS TO THE AGENDA & ADOPTION OF THE AGENDA

Motion 2.a

No agenda was prepared as the meeting was called on short notice.

3. CLOSED SESSION OF COUNCIL

Staffing (Confidential).

An exception to disclose under Division 2 of Part 1 of the Access to Information Act, Statutes of Alberta 2024, Chapter A-1.4 (as amended over time) therefore applies on the basis of: Section 20 "harmful to personal privacy."

Motion 3.i

MOVED by Councillor Randy Brown at 7:01 PM that Council moved to a "closed" session.

CARRIED

Motion 3.ii

MOVED by Councillor Amanda Peffers at 8:16 PM that Council return to an "open meeting" of Council.

CARRIED

Motion 3.iii

MOVED by Councillor Carol Pion at 8:16 PM that the Council receive and accept as information the Chief Administrative Officer's Organizational Review.

CARRIED

4. NEW BUSINESS**4.a AB Muni's feedback – Councillor Accountability Framework: August 7th, 2026.****Motion 4.a**

MOVED by Councillor Ryan Howlett that Council receive and accept as information the AB Muni's Councillor Accountability Framework Correspondence from July 23rd, 2026.

CARRIED**5. MEETING ADJOURNMENT****Motion 5.a**

MOVED by Councillor Ryan Howlett at 8:20 PM to adjourn the meeting.

CARRIED

Meeting adjourned.

Minutes signed by:

Mayor
Laurie Miller

CAO
Christiaan Liebenberg

Regular Council Meeting: 2026-08-10	Agenda Item: 5.a
Prepared by: CAO	Approved By: CAO
Report Type: RFD / Information	Attachment(s): New Services Discussion – pdf will be shared separately please do not share as its Confidential.

CLOSED SESSION OF COUNCIL

Waste Collection Services Review RFP 2 (Confidential).

Reason for Closed Session: Administration will present confidential financial analysis, procurement considerations, contractor pricing information, and strategic recommendations relating to the Town's waste collection services. Public disclosure at this stage could prejudice the Town's negotiating position and affect the business interests of third parties.

Municipal Government Act, s. 197 – authorizes Council to close all or part of a meeting when the matter falls within an exception in the ATIA.

ATIA s. 29 – Advice from Officials, where Administration is presenting recommendations, analysis, options, or negotiation strategies to Council. Section 29 specifically protects advice, recommendations, analyses, policy options, and positions developed for contractual negotiations.

ATIA s. 30 – Disclosure Harmful to the Economic and Other Interests of a Public Body, where disclosure could prejudice the Town's financial or negotiating position in relation to waste collection contracts or procurement.

ATIA s. 19 – Disclosure Harmful to Business Interests of a Third Party, if contractor pricing, proprietary methodologies, or confidential commercial information will be discussed. This section is commonly relied upon for procurement and contract matters

Delegations

5.a Waste Collection Services Review

Motion 5.a (i)

MOVED by Councillor _____ at _____ am/pm that Council moves into a closed session to discuss the Waste Collection Cost Review and Service Delivery Options (RFD 2).

Motion 5.a (ii)

MOVED by Councillor _____ at _____ am/pm that Council return to an “open meeting” of Council.

AND/OR

Motion 5.a.(iii)

MOVED by Councillor _____ that Council accept as information the presentation on Waste Collection Cost Review and Service Delivery Options RFD 2

Business Arising (1) Council Resolutions

Regular Council Meeting: 2026-08-10	Agenda Item: 6.a
Prepared by: Executive Assistant	Approved by: CAO
Report Type: Information	Attachment(s): Council Resolutions.

Matters arising from past minutes (2026).

6.a Council Resolutions Requiring Follow Up Action Report.

A up to date summary of past Council resolutions that require follow-up action is attached for information.

Recommended Motions:

Motion 6.a

MOVED by Councillor _____ that Council accepts the Council Resolutions Follow Up Action Report as information.

Town of Bowden

COUNCIL RESOLUTIONS & FOLLOW UP ACTION

(updated comments in red - updated 2026-08-05)

Meeting Date	Resolution	Action By Whom	Date back to Council
24 Nov 25	Agenda item 8.a Administration to adopt a scent-free environment policy. OHS tasked to complete. Discussed with OHS July 28th, 2026, OHS to meet with RD City staff to discuss a template or format. See 2 draft options available under Item 7.	CAO	Progress August 10 th for Review and Comment
12 Jan 26	Agenda Item 12.a – Recruitment CAO	Cttee	Completed
26 Jan 26	Agenda Item 10.h – Brownlee – Emerging Trends in Municipal Law Follow-up for offering later in the year.	CAO	Pending
26 Jan 26	Agenda Item 12.a – Strategic Planning Administration to engage McCarroll Consulting to provide ½ day workshop to the council. Determine availability for either February 20 or 21. Tabled for review with LUB/MDP. 2026-06-15: Final document received from consultant. Will coordinate with CAO to incorporate graphics and photos. Email Aug 4th	CAO/Council	Pending
23 Feb 26	Agenda Item 11.a – ATCO Process for Renewal March 23 RCM: 1 st reading of by-law 03-2026: Done Step 10 Send Proof & Feedback to ATCO 2026-06-25: Done (Proof of Publication, Public Feedback & Confirmation of Advertising): Done Step 11: next step: Responsibility ATCO: Apply to AUC for renewal and fee rate: ToB awaits this step now. 45 days	CAO	In progress
23 Mar 26	Agenda Item 6.b – MDP – LUB April 20: drafts reviewed, waiting on second draft. CAO Reached out to Planning consultant July 28, 2026, for update and next steps? Received and included Item 6C.	CAO	Pending August 10 th Update provided
23 Mar 26	Agenda Item 11.a – Solar Energy Projects New CAO to investigate full cost/benefit report.	CAO	Pending
27 Apr 26	Agenda Item 8.a – CAEP Membership Table for February 2027. Was this done? Confirm Aug 10th	CAO	Pending
11 May 26 22 June 26 13 July 26 27 July 26	Agenda Item 11.a – Black and Green Bin Service One cost presentation was made at RCM July 27 and one at this RCM on Aug 10. For the Blue Bin Circular Materials – this item was presented RCM November 25, 2024, and accepted as information by Council at the time. Administration has reached out to legal to review the signed agreement Jan 2025 and provide opinion = signed contract is binding. At RCM July 27th Council moved the recycling on Oct 1 as binding.	CAO	Pending July 27 Aug 10

Regular Council Meeting: 2026-08-10	Agenda Item: 6.b
Prepared by: Executive Assistant	Approved by: CAO
Report Type: Information	Attachment(s): as presented below.

6.b Key Dates *(for information).*
JULY 2026

- July 16** **SRD Special Meeting 9:00 AM Teams.**
- July 27** **RCM 7:00 PM Council Chambers.**
- July 29** **Expanding Horizons, Paterson Hall 7:00 PM.**

AUGUST 2026

- August 10** **RCM 7:00 PM Council Chambers.**
- August 17** **Special Events Committee. 6.30 PM.**
- August 24** **RCM 7:00 PM Council Chambers.**
- August 25** **Economic Development Committee Meeting 7:00 PM Council Chambers.**

SEPTEMBER 2026

- September 1** **Bowden Public Library Board 4:15 PM.**
- September 3** **CAEP Mayors and Reeves Roundtable 9:30 AM - Innisfail Public Library.**
- September 8** **Expanding Horizons/FCSS.**
- September 9** **CAEP Lunch and Learn.**
- September 9** **Mountain View Regional Water Services Commission.**
- September 14** **RCM 7:00 PM Council Chambers.**
- September 17** **Parkland Regional Library Board 10:00 AM.**
- September 17** **Community Showcase Night FCSS Arena 3 – 8:00 PM.**
- September 22** **Bowden Grandview School.**
- September 22** **RCMP Division K Tour @ 10:00 AM: Edmonton.**



Business Arising (2) Key Dates

September 23-25 **AB Munis Fall Conference: Edmonton Convention Centre.**

September 28 **RCM 7:00 PM Council Chambers.**

OCTOBER 2026

October 1 **Parkland Foundation.**

October 7 **SRDRWC Elected Officials/CAO's Meeting 7:00 PM Innisfail Public Library.**

October 13 **RCM 7:00 PM Council Chambers.**

October 26 **Organizational Meeting 6:30 PM Council Chambers.**

October 26 **RCM 7:00 PM Council Chambers.**

Recommended Motion:

Motion 6.b

MOVED by Councillor _____ that Council accepts agenda item 6.b as information.

Regular Council Meeting: 2026-08-10	Agenda Item: 6.c (i) & (ii)
Prepared by: CAO	Approved by: CAO
Report Type: Information	Attachment(s): LUB / MDP update Aug 2026 & Strategic Plan Graphics = \$2,400 + GST.

6.c LUB / MDP / Strategic Plan Update August 2026 *(for information and approval).*

- See email update from our Planning Consultant.
- See email from Strategic Plan Consultant.

Recommended Motion:
Motion 6.c (i)

MOVED by Councillor _____ that Council accepts agenda item 6.c the Land Use Bylaw and MDP rewrite next steps/August 2026 update as information.

AND
Motion 6.c (ii)

MOVED by Councillor _____ that Council receive, accept and approve the \$2,400 cost of having the consultant complete the Strategic Plan Graphics.



RE: Town of Bowden LUB / MDP next steps and or timeline.

From Liz Armitage <liz@viciniaplanning.com>

Date Thu 7/30/2026 9:04 AM

To CAO <cao@bowden.ca>

Hello Christiaan,

Good to meet you as well! Welcome to Bowden. I had been giving you some time to get settled before emailing you and introducing myself. I would love to stop by and meet you in-person next time I driving the QE2.

Here is a summary of the progress on each document:

- LUB
 - Edits have been made based on the last meeting with Council.
 - Graphics are currently being developed.
 - LUB map is currently being updated.
- MDP
 - Edits have been made based on the last meeting with Council.
 - Graphics are currently being created.
 - LUB map is currently being updated.
 - Requests
 - Does the Town have a database of local photography that I can have access to for the MDP?
 - Can I please get a copy of the Town's logo?
 - Assuming the town has one, can you provide the Town's land acknowledgement for the beginning of both documents?

Please let me know if you have any questions. I'm always happy to help out.

Cheers,
Liz

Elizabeth Armitage MEDes, RPP, MCIP

e. liz@viciniaplanning.com

p. 403.383.2366

From: CAO <cao@bowden.ca>

Sent: July 28, 2026 9:17 AM

To: Liz Armitage <liz@viciniaplanning.com>

Subject: Town of Bowden LUB / MDP next steps and or timeline.

Hi Liz hope you are well.

Good to meet you.



Outlook

Re: Fw: Council Strategic Planning

From Lindsay Humber <lindsay@tiliaconsulting.ca>

Date Tue 8/4/2026 3:34 PM

To CAO <cao@bowden.ca>

Absolutely we'd be happy to help with the graphic design.

The one thing I wanted to flag is that my understanding was that Council was hoping to use a different photo than the one included in the Word draft (I pulled that photo from the Town's website). If that's still the case, just send along any photos you'd like included, and we'll incorporate those into the final design.

The graphic design would cost \$2,400 + GST. That includes the layout and formatting of the document, incorporating photos and the Town's branding, and preparing polished digital and print ready PDF files.

Once we have the final content and photos, we'd typically anticipate a turnaround time of 10–14 business days.

Hopefully that gives you a sense of what's involved as you consider your options internally. If any questions come up, I'm happy to chat.

Warmly,

Lindsay Humber, CP3, CPF, CTF

she/her

www.tiliaconsulting.ca

Want to meet? Check out my calendar & book a time to connect [here](#).

I honour and respect boundaries around personal time, caretaking and rest. If this email arrives while you are doing any of these, please protect your time and wait to respond until you are back at work or at your computer. Let's shape a culture that prioritizes joy and well being.

On Tue, Aug 4, 2026 at 3:19 PM CAO <cao@bowden.ca> wrote:

Thank you very much, Lindsay!

I'll check with Comms on the graphic design component and completing it internally.

Regular Council Meeting: 2026-08-10	Agenda Item: 7.a
Prepared by: CAO	Approved by: CAO
Report Type: Information	Attachment(s): Scent-Free Policy 01-2026 Drafts Options 1 & 2.

7.a Scent – Free Policy 01-2026 Draft Options 1 & 2 *(for information)*.

- See the 2 draft options for review and comment.
- Follow up Action from Nov 2025.

Recommended Motion:

Motion 7.a

MOVED by Councillor _____ that Council accepts as information the draft Scent Free Policies presented.



Box 338, 2101 20th Ave
Bowden, Alberta, T0M 0K0

Town of Bowden - Province of Alberta

Policy Document (01 - 2026)

SCENT - FREE WORKPLACE POLICY

1 INTRODUCTION

This policy states the standards to be adopted for a scent free workplace.

2 PURPOSE

The Town of Bowden is committed to providing a healthy, comfortable, and inclusive workplace for employees, Council members, contractors, and visitors. Exposure to scented products may cause adverse health effects for some individuals.

3 DEFINITIONS

Administration Policy

Means any policy that is written to provide direction to Town employees (or other stakeholders) on operating procedures and practices.

Chief Administrative Officer (CAO)

Is the person appointed by the Council to the position of Chief Administrative Officer for the Town in accordance with the MGA and is the administrative head of the Municipality.

Comprehensive Revision

Means any change to a policy document that affects the rules, principles, intent, scope, or accountability of the policy.

Scent Sensitivity

A physical reaction or adverse health effect caused by exposure to scented products. Symptoms may include headaches, dizziness, nausea, respiratory irritation, allergic reactions, or other health concerns.

Workplace

All Town of Bowden owned, leased, or operated facilities, vehicles, meeting rooms, and any location where Town business is conducted.

Staff

All full-time, part-time, casual, seasonal, and temporary employees of the Town of Bowden.

Council

The Mayor and Councillors elected to serve the Town of Bowden.

4 GUIDING PRINCIPLES

4.1

Employees, Council members, volunteers, contractors, and visitors are requested to refrain from using strongly scented products while attending or working in Town facilities.

5 POLICY CONTENT & RESPONSIBILITIES

5.1

Staff and Council will support a scent-free environment whenever possible.

Supervisors and management will promote awareness of this policy.

Individuals experiencing sensitivity to scents are encouraged to report concerns to their supervisor or the CAO.

5.2

Accommodation

The Town of Bowden will make reasonable efforts to accommodate employees, Council members, and visitors who experience health concerns related to exposure to scented products. Individuals requiring accommodation should notify their supervisor or the CAO.

5.3

Non-Compliance

- Individuals will be reminded of this policy and asked to comply.
- Repeated non-compliance may result in discussions with a supervisor, manager, or the CAO.
- Employees who repeatedly disregard the policy may be subject to corrective action in accordance with Town personnel policies and progressive discipline procedures.
- Council members may be reminded of their obligations under this policy by the mayor and/or CAO.
- Contractors, volunteers, and visitors may be asked to discontinue the use of scented products while on Town premises.

5.4

Signage and Communication

The Town may post signage at municipal facilities advising employees, Council members, contractors, and visitors that the workplace is a scent-free environment. The Town will communicate this policy and provide periodic reminders to promote awareness and voluntary compliance.

5.5

Compliance

The Town's preference is to address concerns through education, cooperation, and mutual respect.

Signatories

All Town of Bowden policies should be signed upon final review and approval as follows:

Council Policies:	the Mayor and the CAO.
Administration Policies	the CAO.

Laurie Miller
Mayor

Christiaan Liebenberg
Chief Administrative Officer

SAMPLE 1



TOWN OF BOWDEN

SCENT-FREE WORKPLACE POLICY

Policy Number: 01-2026

Approved By: Town Council

Effective Date: August 10, 2026

Review Date: July 2030

1. POLICY STATEMENT

The Town of Bowden is committed to providing a safe, healthy, respectful, and inclusive workplace for employees, elected officials, contractors, volunteers, and members of the public. Recognizing that exposure to scented products may trigger adverse health effects for some individuals, the Town supports a scent-free workplace by minimizing the use of scented products in all municipal facilities, vehicles, and workspaces.

2. PURPOSE

The purpose of this policy is to:

- Promote a healthy and respectful workplace.
- Reduce exposure to scented products that may cause allergic reactions, asthma, migraines, respiratory distress, or other medical conditions.
- Encourage cooperation in creating an environment that is comfortable and accessible for everyone.

3. SCOPE

This policy applies to:

- All Town of Bowden employees.
- Members of Council.
- Contractors and consultants.
- Volunteers.

- Visitors and members of the public attending Town facilities, worksites, or events.

4. POLICY

To help maintain a healthy workplace, individuals entering or working in Town-owned or leased facilities are requested to refrain from wearing or using strongly scented products.

Examples include, but are not limited to:

- Perfume and cologne.
- Body sprays.
- Aftershave.
- Strongly scented lotions or creams.
- Hair sprays and styling products with strong fragrances.
- Essential oils with noticeable fragrances.
- Air fresheners or other fragrance-producing products.

The Town of Bowden will make reasonable efforts to reduce unnecessary scents within municipal workplaces by:

- Purchasing unscented or low-scent cleaning and maintenance products whenever practical.
- Limiting the use of air fresheners and scented deodorizers in Town facilities.
- Posting scent-free reminders at public entrances and employee areas, where appropriate.
- Promoting awareness of fragrance sensitivities among staff.

5. RESPONSIBILITIES

Employees

Employees are expected to:

- Support this policy by avoiding the use of scented products while at work.
- Respect requests to reduce or eliminate fragrances.
- Notify their supervisor if they experience health concerns related to scented products in the workplace.

Supervisors

Supervisors are responsible for:

- Promoting awareness of this policy.
- Addressing concerns respectfully and confidentially.

- Working with employees to identify practical solutions where fragrance sensitivities are identified.
- Consulting Human Resources regarding accommodation where appropriate.

Visitors

Visitors are encouraged to refrain from wearing scented products when attending Town facilities or meetings.

6. ACCOMMODATION

The Town of Bowden recognizes that fragrance sensitivity may be a medical condition requiring accommodation. Where an employee provides appropriate medical documentation, the Town will work collaboratively with the employee to identify reasonable workplace accommodations in accordance with applicable legislation and Town policies.

7. COMPLIANCE

This policy is intended to promote awareness, cooperation, and mutual respect rather than impose disciplinary measures.

Employees, visitors, contractors, or volunteers who inadvertently introduce strong scents into the workplace may be reminded of this policy and asked to help reduce fragrance exposure whenever reasonably possible.

Repeated employee non-compliance may be addressed through normal supervisory processes.

8. COMMUNICATION

The Town will:

- Include this policy in employee orientation materials.
- Communicate the policy periodically to employees and Council.
- Display scent-free signage in municipal facilities where appropriate.

9. REVIEW

This policy will be reviewed every four (4) years or sooner if operational requirements, legislation, or workplace needs warrant.

Approved by Town Council: August 10, 2026.

Date: August 10, 2026.

Policy Number: 01-2026

SAMPLE 2

Regular Council Meeting: 2026-08-10	Agenda Item: 8.a
Prepared by: CAO	Approved By: Mayor
Report Type: Information/RFD	Attachment(s): Email & Letter July 28 th

8.a Red Deer County Regional Funding Study Letter July 28, 2026.

Please see the attached letter from Mayor Ramsay re: Request for Participation in Regional Recreation Facility Inventory Study.

Recommended Motions:

Motion 8.a

MOVED by _____ that Council receive and accept the Red Deer County Regional Funding Letter and direct Administration to draft and submit a letter of support.



FW: Request for Participation in Regional Recreation Facility Inventory Study

From Mayor <mayor@bowden.ca>

Date Thu 7/30/2026 2:19 PM

To CAO <cao@bowden.ca>

1 attachment (645 KB)

Request for Participation in Regional Recreation Facility Inventory Study.pdf;

Please add to our August 10 agenda. Any funding opportunities we can pursue for the arena roof would be beneficial.



Mayor Laurie Miller

Town of Bowden
Box 338, 2101 20th Ave
Bowden, Alberta, T0M 0K0

Email: mayor@bowden.ca

Phone: 403 224 3395

Cell: 587-321-7495

From: Mayor <mayor@rdcounty.ca>

Sent: July 30, 2026 10:35 AM

To: MayorMailbox <mayor@reddeer.ca>; Mayor <mayor@bowden.ca>; Mayor Jean Barclay <jean.barclay@innisfail.ca>; myargeau@townofpenhold.ca; Megan Hanson <mhanson@sylvanlake.ca>; jeff.bourne@delburne.ca; Inelson@villageofelnora.com

Cc: Brent Ramsay <BRamsay@rdcounty.ca>; Lee Girard <lgirard@rdcounty.ca>; Kelli Ritz <kritz@rdcounty.ca>; Dana Depalme <DDepalme@rdcounty.ca>; Julie Brewster <jbrewster@rdcounty.ca>; Carly Hansen <chansen@rdcounty.ca>; Ryanna Hansen <rhansen@rdcounty.ca>

Subject: Request for Participation in Regional Recreation Facility Inventory Study

Good morning Mayors,
Please see the attached letter from Mayor Ramsay re: Request for Participation in Regional Recreation Facility Inventory Study.

Regards,

Jennifer Hankey

Executive Assistant to Council and Chief Administrative Officer

p: 403.350.2152

38106 Range Road 275 | Red Deer County, AB T4S 2L9

jhankey@rdcounty.ca



OFFICE OF THE MAYOR
 38106 Range Road 275
 Red Deer County, AB T4S 2L9
 Phone: 403.350.2152
 Fax: 403.350.2164

July 28, 2026

City of Red Deer
 Town of Bowden
 Town of Innisfail
 Town of Penhold
 Town of Sylvan Lake
 Village of Delburne
 Village of Elnora

Re: Request for Participation in Regional Recreation Facility Inventory Study

Dear Municipal Neighbours,

This spring Red Deer County and our new Council was excited to host a regional forum to connect with our region. We were appreciative of the willingness in the region to attend and participate in these conversations. We received some formal and informal feedback following the event which was appreciated. We want to clarify that our intent was not to say that the County is spending too much on recreation or that our contributions are higher than the ones you make in your own communities. Our goal was to be proactive and express the need for a regional approach to ensure there is a sustainable and organized approach to meeting the recreational needs for all our residents.

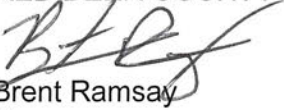
From our ongoing discussions with our neighbours, we believe that we require accurate information to build possible next steps and further the conversation. Red Deer County is interested in pursuing a grant application under the Alberta Community Partnership grant program for a regional recreation facility inventory study. We believe that this study could be a good fit under the Intermunicipal Collaboration stream as it would be a shared planning project that will help partner municipalities understand recreation assets, identify gaps or overlaps, and support future decisions on service levels, cost-sharing or joint planning. We recognize that our neighbours have existing plans for recreation needs in their communities and we hope that by compiling the various information that already exists we can look at our recreation needs through a regional lens.

Red Deer County would require at least one other partner in order to apply however we are requesting all urban municipalities within our boundaries participate to ensure that a study could accurately represent our region. Red Deer County would be the managing partner. Once we have confirmed the parties who are willing to participate we will look to further develop the project scope and budget.

A response from your municipality would be appreciated by the end of August 2026 to allow time to complete the grant application. If you are willing to share a letter of support we also believe that would strengthen our application.

We greatly appreciate your consideration of this matter and hope that we will be able to move forward to increase our understanding of recreation in our region.

Sincerely,
RED DEER COUNTY



Brent Ramsay
Mayor

cc: Red Deer County Council

Regular Council Meeting: 2026-08-10	Agenda Item: 8.b
Prepared by: CAO	Approved By: Mayor
Report Type: Information	Attachment(s): email July 30 th

8.b Memorial Benches.

Submission.

Recommended Motions:

Motion 8.b

MOVED by Councillor _____ that Council receive and accept as information the Memorial Benches submission.



RE: memorial bench/tribute bench

From Mayor <mayor@bowden.ca>
Date Thu 7/30/2026 2:23 PM
To Amanda Peffers <amandapeffers@bowden.ca>
Cc CAO <cao@bowden.ca>

Thank you Amanda.

I've copied our CAO to place this on the agenda August 10. I am unable to access the 2nd link however. Please resend and provide a few other examples if possible.



Mayor Laurie Miller
 Town of Bowden
 Box 338, 2101 20th Ave
 Bowden, Alberta, T0M 0K0

Email: mayor@bowden.ca
 Phone: 403 224 3395
 Cell: 587-321-7495

From: Amanda Peffers <amandapeffers@bowden.ca>
Sent: July 30, 2026 8:52 AM
To: Mayor <mayor@bowden.ca>
Subject: memorial bench/tribute bench

Good morning Mayor,

Can I please request for this to be added to our next RCM meeting. There are memorial bench programs through many municipalities throughout Alberta, through structured donation programs that define, purchasing, placement and maintenance rules. We would need to review and discuss adding something to our bi-law.

I was hoping to discuss at council the possibility of either not having a time limit meaning it is a one time purchase and not a 10 year lease, many larger municipalities have a 10 year lease so you pay for example \$2500.00 for 10 years and the city will then give you the option to renew and if you don't your plaque will be mailed to you etc. Because we are such a small town I thought we could implement a one time, life time purchase? Obviously for further discussion at council.

Just a couple of examples below, some municipalities also do large decorative memorial rocks so that could also be an idea.

<https://www.reddeer.ca/city-services/cemetery-services/memorial-and-dedication-program/memorial-benches/>

chrome-extension://efaidnbmnnnibpcajpcgiclfindmkaj/https://www.oldscollege.ca/_media/tribute-bench-program.pdf

ATTENTION:

This message is intended only for the use of the individual or entity to which it is addressed. This message, including any attachments, may contain information that is privileged, confidential and exempt from disclosure under applicable law. If the reader of this message is not the intended recipient, you are notified that any dissemination, distribution or copying of this communication is strictly prohibited.

If you have received this communication in error, please notify the sender by return email and delete this message and any attachments from your system.

If you no longer wish to receive electronic messages from this sender, please respond and advise accordingly in your return email.

Regular Council Meeting: 2026-08-10	Agenda Item: 8.c
Prepared by: CAO	Approved By: Mayor
Report Type: Information	Attachment(s): FCSS Poster / email July 30 th

8.c Community Showcase September 17, 2026.

Please see the attached email and poster.

Recommended Motions:

Motion 8.c

MOVED by _____ that Council receive, accept and approve the FCSS Community Showcase for September 17 2026.



FW: 2026 Bowden Community Showcase & BBQ

From Mayor <mayor@bowden.ca>

Date Thu 7/30/2026 2:25 PM

To CAO <cao@bowden.ca>

1 attachment (6 MB)

Community Showcase Poster 2026.png;

Let's put this on the agenda as well to plan our booth.



Mayor Laurie Miller

Town of Bowden
Box 338, 2101 20th Ave
Bowden, Alberta, T0M 0K0

Email: mayor@bowden.ca

Phone: 403 224 3395

Cell: 587-321-7495

From: Bowden FCSS <fcss@bowden.ca>

Sent: July 30, 2026 8:44 AM

Subject: 2026 Bowden Community Showcase & BBQ

******2026 BOWDEN COMMUNITY SHOWCASE – YOU ARE INVITED******

We are thrilled to announce that we have a new location for the **2026 Bowden Community Showcase**.

The Bowden IGLOO ARENA (2213-19 Ave) is the place to be on Thursday, September 17th from 5:00 – 7:00 p.m.

Calling ALL Bowden & Area serving organizations, sports, small business and beyond to participate in this intergenerational event.

This is more than just registration night; it is a chance to see what services are available for all ages in our community. Everyone welcome!

If your organization serves Bowden & area, we invite you to participate in the showcase:

Serving seniors yes please!

Serving youth – you bet!

Registration for activities absolutely!

Small local business – that goes too! (no MLM or product sales, just information tables, contact for more info)

Set up will take place between 4:00 – 5:00 p.m.

Friends of Grandview (FOG) will host its fundraising BBQ on site, so bring cash & your appetite.

Contact me directly to register for the event.

We really hope to see you there, let's show everyone how much Bowden has to offer.

Thank you,

Jade Scott
FCSS Community Navigator
Town of Bowden
FCSS: 403-224-2207
Cell: 403-586-5028
Fax: 403-224-2244
Email: fcss@bowden.ca



This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. If you have received this email in error please notify the system manager. This message contains confidential information and is intended only for the individual named. If you are not the named addressee you should not disseminate, distribute or copy this e-mail. Please notify the sender immediately by e-mail if you have received this e-mail by mistake and delete this e mail from your system. If you are not the intended recipient you are notified that disclosing, copying, distributing or taking any action in reliance on the contents of this information is strictly prohibited.

COMMUNITY SHOWCASE NIGHT & BBQ

SEPTEMBER 17 5:00 PM

NEW LOCATION!

Bowden Igloo Arena 2213 - 19 Avenue

Explore what Bowden & Area has
to offer for ALL AGES & interests.

An intergenerational event!

- + Learn about local organizations
- + Discover new clubs & activities
- + Connect with Volunteers
- + Find out what services are offered in Bowden
- + **Friends of Grandview (FOG) Fundraiser BBQ**

BOWDEN



INTERESTED IN A TABLE?

fcss@bowden.ca

CHILDREN MUST BE ACCOMPANIED BY A GUARDIAN

Regular Council Meeting: 2026-08-10	Agenda Item: 9.a i and ii
Prepared by: CAO	Approved by: CAO
Report Type: Information	Attachment(s): Utilities as a Revenue Tool – it's just an information piece and a cost and scope of work estimate on the Bowden Pumphouse Server Replacement from March 2026. A slightly revised quote is on its way email August 5 th .

9.a (i & ii) Budget Planning 2027 – Utilities & Pumphouse Server Update.

Information pieces as Town of Bowden moves into Budget Planning season and Pumphouse Server Update (required) and **operational**.

It includes:

- i. **An Information piece on Municipal Utilities as a Revenue Tool** that should and could contribute to long term financial stability.
- ii. **Bowden Pumphouse Server Replacement** from March 2026: Benefits/Scope of Work: Johnson Controls will supply and install a new server for Bowden Pump House. The current server is outdated. The server is using Windows 10 which is no longer supported by Microsoft and Metasys 13.0.50.1214. The current version of Metasys is 15.0.1.125. The existing server does not meet some of hardware requirements to be upgraded with new hardware. in addition to new hardware the server will also run faster due to more Ram as well as this version of Metasys uses the windows x64 while the previous version is windows x32.

Recommended Motions:

Motion 9.a (i)

MOVED by Councillor _____ that Council accept the Budget Planning 2027 Utilities Report as information.

Motion 9.a (ii)

MOVED by Councillor _____ that Council receive, accept and approve Johnson Controls Option 1 Bowden Pumphouse Controls Server Update = \$39,880.00.



THE REVENUE TOOL WE LOVE TO IGNORE

Why Municipal Utilities Deserve a Seat at the Budget Table

By Tim Duhamel
President, Bloom Centre for Municipal Education

FEATURE INSIGHT

The Revenue Tool We Love to Ignore: Why Municipal Utilities Deserve a Seat at the Budget Table

Every year, municipalities across Canada dedicate hundreds of hours to developing their annual budgets. Administration carefully analyzes revenues and expenditures, departments prepare business cases, Council debates priorities, and the public is invited to participate in discussions about taxation and service levels. It is one of the most important exercises undertaken each year because it determines how communities will be funded and what services residents can expect.

Yet amid all of this thoughtful planning, one of the municipality's most significant financial responsibilities often receives only a fraction of the attention.

Municipal utilities.

For many municipalities, utility rates are reviewed quickly, adjusted modestly—or not at all—and then forgotten until the following year. Unfortunately, this approach overlooks one of the few revenue tools municipalities actually control and one of the most important contributors to long-term financial sustainability.



Reliable utilities are often most noticeable only when they stop working.

Municipalities Have a Very Small Revenue Toolbox

Unlike provincial or federal governments, municipalities have very limited options when it comes to generating revenue. They cannot create new income taxes or sales taxes, and they have little flexibility to respond to changing economic conditions through new revenue streams.

In reality, municipalities rely on only a handful of funding sources:

- Property taxation
- User fees
- Development-related revenues
- Utility rates
- Franchise fees
- Government grants

That is an incredibly small toolbox considering the vast range of services municipalities are expected to provide.

Because revenue options are so limited, every tool must perform its intended function. If one revenue source is underperforming, the financial pressure almost always shifts somewhere else—typically onto property taxes.

Ironically, while municipalities spend months carefully reviewing taxation strategies, utility rates frequently receive only limited discussion despite representing one of the largest and most controllable sources of municipal revenue.

ESSENTIAL SERVICES

Utilities Are Far More Than Monthly Bills

Most residents think about utilities only when the monthly bill arrives.

Municipal professionals, however, know that behind every utility bill exists one of the most complex and expensive public infrastructure systems a community owns.

- ✓ Utilities are responsible for delivering services that residents simply expect to work every single day.
- ✓ Clean drinking water protects public health and supports every home and business.
- ✓ Wastewater systems safely collect and treat sewage, protecting both public health and the environment.
- ✓ Stormwater systems quietly manage rainfall and snowmelt, reducing flood risks, protecting infrastructure, and increasingly helping communities adapt to more frequent extreme weather events.

- ✓ Reuse and recycling programs keep communities clean while supporting waste diversion, environmental stewardship, and sustainability initiatives.

These services are fundamental to the quality of life in every municipality. In fact, one could argue that no municipal service has a greater direct impact on the daily lives of residents than the utilities that operate almost entirely out of sight. Perhaps that is why they are so often overlooked.

When water flows, toilets flush, stormwater drains properly, and garbage disappears every week, nobody notices. Success, in the utility world, is often invisible.



Municipal utilities include visible services such as waste collection and extensive infrastructure operating behind the scenes.

THE COST OF STANDING STILL

The Hidden Cost of Holding Utility Rates Constant

One of the most common discussions during budget deliberations is the desire to "hold the line" on utility rates. At first glance, that sounds fiscally responsible. Residents appreciate stable utility bills, elected officials avoid difficult conversations, and administration can move on to other priorities. The problem is that utility costs never stand still.

Every year municipalities experience increasing costs associated with:

- ✓ Water purchases

- ✓ Chemicals and treatment

- | | |
|-------------------------|--------------------------|
| ✓ Electricity | ✓ Fuel |
| ✓ Labour | ✓ Equipment maintenance |
| ✓ Regulatory compliance | ✓ Infrastructure renewal |

Inflation does not pause simply because utility rates remain unchanged. When revenues stay flat while costs continue rising, municipalities are forced to make difficult choices. Maintenance is deferred, reserve contributions are reduced, capital replacement is postponed, or operating deficits quietly emerge within utility operations.

Eventually, the shortfall has to be funded somehow. More often than not, that funding comes from property taxes.

THE HIDDEN SUBSIDY

The Subsidy Nobody Talks About

Many municipalities unknowingly subsidize their utility operations. This rarely happens because of a deliberate policy decision. Instead, it develops gradually over many years.

- ✓ Rates remain unchanged.
- ✓ Operating costs increase.
- ✓ Reserve contributions disappear.
- ✓ Infrastructure replacement is delayed.
- ✓ The general tax levy quietly absorbs costs that should properly be funded through utility revenues.

While this may appear harmless in the short term, it creates two significant problems. First, it shifts costs from utility users onto all taxpayers, reducing transparency and fairness.

Second, it increases pressure on future property tax increases because utilities are no longer financially supporting themselves. Ironically, municipalities often spend considerable time debating whether taxes should increase by two or three percent while overlooking the opportunity to reduce that pressure through proper utility rate planning.

That is a conversation worth having.

Utilities Are Businesses Within Municipalities

One of the greatest misconceptions surrounding municipal utilities is that they are simply another municipal department.

They are not.

Utilities function much more like individual businesses operating within the municipality.

Each utility has:

- Customers
- Operating expenses
- Infrastructure replacement requirements
- Reserve requirements
- Revenue
- Capital assets
- Debt obligations
- Long-term financial risks

Like any well-managed business, they require long-term financial planning rather than annual adjustments based solely on affordability or political considerations. Utility rates should be based on the true cost of delivering the service—not simply on what seems acceptable in a given budget year.



Utility systems require operating discipline, capital planning, reserves, and long-term financial management.

✦ ASSET MANAGEMENT

Asset Management Begins with Utility Rates

Municipalities across Canada have invested tremendous effort in developing asset management programs.

- ✓ Asset inventories are improving.
- ✓ Condition assessments are becoming more sophisticated.
- ✓ Long-term capital plans are being developed.

Yet many municipalities continue to fund those same assets using utility rates that have changed very little over the past decade.

There is an obvious disconnect.

A long-term asset management strategy is only meaningful if it is supported by a long-term financial strategy. Utility rates should do far more than simply pay today's operating bills.

They should also provide sustainable funding for:

- | | |
|---------------------------------|---------------------------|
| • Infrastructure rehabilitation | • Asset replacement |
| • Debt servicing | • Future system expansion |
| • Capital reserves | • Emergency contingencies |

Without those components, municipalities are effectively asking future taxpayers to pay for today's infrastructure decisions.

That is not sustainability. It is simply deferred funding.

✦ SUSTAINABILITY

Environmental Sustainability Requires Financial Sustainability

There is another important connection that is often overlooked. Strong utility funding leads directly to stronger environmental outcomes. Communities that invest in their utilities are better positioned to:

- ✓ Reduce water loss through leak detection and system renewal.
- ✓ Improve wastewater treatment performance.

- ✓ Expand recycling and waste diversion programs.
- ✓ Protect rivers, lakes, and groundwater.
- ✓ Build resilient stormwater systems capable of managing increasingly severe weather events.
- ✓ Reduce greenhouse gas emissions through more efficient infrastructure.

Environmental sustainability is often discussed as though it exists independently from finance. In reality, the two are inseparable.

Without sustainable funding, environmental objectives quickly become unfunded aspirations rather than achievable outcomes.

💡 STRATEGIC CONVERSATION

It's Time to Change the Conversation

Perhaps the most important shift municipalities need to make is philosophical rather than financial. Utility rates should no longer be viewed as an annual administrative exercise.

They should become a strategic discussion about the long-term health of the municipality.

Every municipality should routinely ask itself:

- ? Are our utilities fully recovering their costs?
- ? Are property taxpayers subsidizing utility operations?
- ? Are we adequately funding future infrastructure replacement?
- ? Are reserves sufficient for major capital renewal?
- ? Are today's customers paying their fair share?
- ? Are our utility systems financially sustainable for the next generation?

These are not accounting questions.

- ✓ They are governance questions.
- ✓ They are asset management questions.
- ✓ And ultimately, they are community sustainability questions.

 THE BOTTOM LINE

The Bottom Line

Municipal utilities rarely receive the attention they deserve. Roads, recreation facilities, parks, and community projects often dominate public discussion because they are highly visible. Utilities, by contrast, operate quietly beneath our streets and behind the scenes.

Yet every glass of clean drinking water, every properly functioning sewer system, every storm that passes without flooding neighbourhoods, and every recycling truck that arrives at the curb is made possible by an extraordinary network of infrastructure that municipalities have spent generations building.

- ✓ Those systems represent some of the largest public investments our communities will ever make.
- ✓ They deserve more than an annual glance during budget season.

If municipalities are serious about financial sustainability, asset management, environmental stewardship, and limiting future tax increases, utility rates must become a regular part of strategic financial planning—not simply an afterthought once the tax discussion is complete.

After all, the best utility systems are the ones nobody notices. The challenge is ensuring we don't forget about them either.

BLOOM CENTRE FOR MUNICIPAL EDUCATION

Practical education. Stronger municipalities.

Regular Council Meeting: 2026-08-10	Agenda Item: 10
Prepared by: Executive Assistant	Approved by: CAO
Report Type: Information	Attachment(s): Correspondence Items 10.a through 10.c

Agenda Item 10 Correspondence.

Content:

- 10.a** TNPI Edition Summer 2026.
- 10.b** Red Deer Regional Health Foundation.
(email & letter July 27th, 2026).
- 10.c** Red Deer County Funding = Total 141,554.00.
(letter July 23rd, 2026).

Suggested Motion(s)

Motion 10

MOVED by Councillor _____ that Council accepts all the correspondence presented as information.



Trans-Northern //
Trans-Nord
Operators of Alberta Products Pipe Line Ltd.

Why you may need an on-site inspector for your project

You have a project in mind and have requested your free locates from Utility Safety Partners. The locator has come out and marked the pipeline, they may have advised that a written agreement is required for your work, and that a Trans-Northern/Alberta Products Pipe Line inspector needs to be on site. But what is the role of that inspector?

Trans-Northern's inspector is there to ensure all work is done safely to protect the community, the environment, and the pipeline. Part of the inspector's responsibilities may include:

- Ensure equipment can safely cross over the pipeline – depending on the soil type and the weight of the equipment, additional precautions may need to be taken to prevent a serious incident and injury from occurring from equipment crossing.

- Ensure the work performed near the pipeline and the backfill of exposed pipeline segments does not cause integrity and maintenance issues now – and in the future.
- Ensure the work performed meets the requirements outlined in the crossing agreement or locate report, which outline all the precautions needed to ensure safe work.

Before you begin work, review the conditions provided by the locator and contact a Trans-Northern representative if you have questions. When a Trans-Northern inspector is required, the safety condition is that no excavation activity near the pipeline will begin prior to the inspector's arrival. Without an inspector on site to witness the uncovering of the pipeline,

excavators (you or your contractor) may be faced with the cost of repairs even if the damage was previously caused by others. If the work site is backfilled without an inspector present, re-excavation may be required when the inspector arrives. Regulations require that Trans-Northern be provided the opportunity to inspect its own pipeline prior to backfilling.

COLOUR CODES FOR MARKING UNDERGROUND UTILITY LINES



WHITE: Proposed Excavation



PINK: Temporary Survey Markings



RED: Electricity



YELLOW: Gas, Oil, Steam



ORANGE: Communications



BLUE: Potable Water



GREEN: Sewer, Storm drain



PURPLE: Reclaimed Water, Irrigation, Slurry



Impact of damages to buried infrastructure

The Canadian Common Ground Alliance (CCGA) estimated in 2021 that the societal cost of damages to buried energy and utility infrastructure in Canada is in excess of \$1 billion per year.

The good news is, the number of reported damages has been declining since 2020. The bad news is, more than 8,000 instances of damaged buried infrastructure occurred in 2024.

These incidents can result in serious and even fatal consequences, and the majority are preventable.

In Canada, liability for third-party damage to pipelines can be attributed to the party responsible for the damage if they were negligent or failed to adhere to safety protocols such as obtaining permits for excavation and adhering to the conditions of those permits and established safety standards.



Pipeline operators such as Trans-Northern/APPL conduct monitoring of the pipeline right-of-way through aerial and ground patrols to, among other things, ensure no unauthorized activities are taking place that could lead to pipeline damages. Unauthorized activities that lead to damage to the pipeline are reported to the Alberta Energy Regulator.

⚠️ IMPORTANT REMINDERS



**CALL OR CLICK BEFORE
YOU DIG OR CROSS**

We *all* play a role in pipeline safety and damage prevention.

Pipelines are recognized as the safest method of transporting refined petroleum products over long distances. Although pipeline leaks are very rare, it's important to know the signs and what to do if you suspect a leak.

If you suspect a leak due to visible flow or pooling of a petroleum product, an unusual oil stain on land or the appearance of a sheen or bubbles in water, the smell of gasoline or oil, or the appearance of dead or discoloured vegetation on or near the pipeline right-of-way...



Shut down any operating machinery and move to a safe location



Call 9-1-1 if required due to fire or visible product



Call our Emergency line at 1-800-361-0608
Available 24 hours a day, 7 days a week

Your safety, and that of the community and the environment, are Trans-Northern's top priority.

Did you
know...

The Trans-Northern Pipelines web site has resources for those who live and work near our pipeline?

These include:

✉ **EMAIL ADDRESS**

📄 **FEEDBACK SURVEY**

TAP TO LEARN MORE

Moving?

New to this address?

Please let us know – contact us at INFO@TNPI.CA today!



July 27th, 2026

Dear Mayors and Reeves,

Thank you once again for the opportunity to join you at the recent Central Alberta Mayors and Reeves Quarterly Meeting. We greatly appreciated the opportunity to share more about the *Our Legacy* Campaign and valued your interest and engagement during the discussion.

As mentioned in our previous correspondence on July 6th, I would welcome the opportunity to meet with you, together with Amber, to continue the conversation and learn more about your community. We value your insight as municipal leaders and would appreciate the opportunity to discuss your community's priorities, explore how philanthropy can help strengthen healthcare across Central Alberta, and seek your guidance on engaging individuals, families and organizations who may have an interest in supporting this important work.

We believe these conversations are an important part of building strong partnerships across Central Alberta. Your perspective will help ensure our approach reflects the unique strengths, priorities and relationships within each community we serve as we continue building momentum for the *Our Legacy* Campaign.

The meeting would be informal and is expected to take approximately 45–60 minutes. We're happy to meet at a time and location that is most convenient for you.

We look forward to meeting with you and would appreciate it if you could share your availability with Amber over the next couple of weeks. She will coordinate a suitable date and time with me.

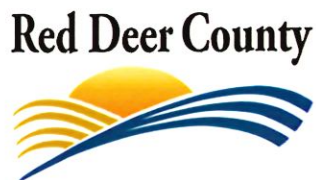
Thank you once again for your leadership and your continued commitment to strengthening healthcare across Central Alberta. We appreciate your ongoing support and look forward to continuing the conversation.

With kind regards,

Ken Johnston

Campaign Co-Chair
Our Legacy Campaign

Amber Aitken
Development Officer, Major Gifts & Corporate Relations
Red Deer Regional Health Foundation
amber.aitken@ahs.ca | 403-348-1560



OFFICE OF THE MAYOR
38106 Range Road 275
Red Deer County, AB T4S 2L9
Phone: 403.350.2152
Fax: 403.350.2164

July 24, 2026

Mayor Miller and Members of Town Council
Town of Bowden
2101-20 Avenue
Box 338
Bowden, AB T0M 0K0

**RE: INTERMUNICIPAL RECREATION & CULTURE GRANT AND LIBRARY GRANT AGREEMENT
PAYMENT**

Dear Mayor Miller and Members of Town Council,

Please find enclosed a direct deposit statement in the amount of \$141,554, representing payment from Red Deer County to the Town of Bowden for the following grant agreements:

- Year 4 - Recreation & Culture Grant Agreement – \$139,554
- Year 4 - Library Grant Agreement – \$2,000

These payments reflect the continued strength of the intermunicipal relationship between Red Deer County and the Town of Bowden. Red Deer County values the ongoing partnership between our municipalities and the shared commitment to ensuring County residents have access to recreation, culture, and library services.

We appreciate the Town's continued collaboration and look forward to maintaining this positive working relationship in support of our residents and communities.

Yours truly,

RED DEER COUNTY

A handwritten signature in black ink, appearing to read 'B. Ramsay', written over a horizontal line.

Brent Ramsay, Mayor

Enclosure

Check Remittance

Page: 1/1

Red Deer County

38106 Rge Rd 275

Red Deer County Alberta T4S 2L9

Vendor ID	Vendor Name	Cheque Name		Payment Number	Cheque Date	Cheque Number	
TOWN003	TOWN OF BOWDEN	TOWN OF BOWDEN		PMT0057318	2026-07-24	EFT000000031891	
Our Voucher Number	Your Voucher Number	Date	Amount	Amount Paid	Discount	Writeoff	Net
000000000118847	2026GRANTFUNDING	2026-06-29	\$ 141,554.00	\$ 141,554.00	\$ 0.00	\$ 0.00	\$ 141,554.00
000000000118836	9580	2026-06-30	\$ 52.50	\$ 52.50	\$ 0.00	\$ 0.00	\$ 52.50
Totals			\$ 141,606.50	\$ 141,606.50	\$ 0.00	\$ 0.00	\$ 141,606.50

DD



Regular Council Meeting: 2026-08-10	Agenda Item: 11.a
Prepared by: CAO	Approved by: CAO
Report Type: Information	Attachment(s): as listed

CAO Report August 10, 2026.

CAO

- <https://www.bloomcme.com/council-orientation-training>
- offers some unique training options targeting very specific areas – perhaps after AB Munis. Conference we can initiate a workshop at the behest of Council?

Operations

- Had our summer staff recognition and OHS meeting on July 30th at the public works shop.
- Some long-term staff will also celebrate 10 years soon and recognition is planned.
- Tree trimming will commence in the Fall-end of September.

Training

- CAO signed up for AB Munis Fall conference.

Newsletter August

- A piece was added about Circular Materials and roll out October 1 encouraging residents to start reviewing the information.

IT Newsletter - Ransomware

- See attached.

Recommended Motion:

MOVED by Councillor _____ that Council accept the submitted CAO report as information.

RANSOMWARE: UNDERSTANDING THE THREAT BEFORE IT STRIKES

Lessons from the past, and protections for the future

RANSOMWARE

THIS MONTH'S TOPICS:

Ransomware Attacks

Five incidents that changed everything

Hidden Costs of Ransomware

More than a ransom payment

Actions to Reduce Risk

Small steps to make a difference

Scam of the Month:

Dictionary Attacks

Ransomware has become one of the most disruptive cyber threats facing organizations of every size. While headlines often focus on multimillion-dollar ransom demands, the real damage extends far beyond the payment itself.

In this month's newsletter, we'll look back at some of history's most significant ransomware attacks, uncover the hidden costs organizations face after an incident, and explore practical steps every employee can take to help reduce ransomware risk. By understanding how these attacks happen, we can all play a role in making our workplaces more resilient.

Ransomware Attacks That Changed Cybersecurity

Ransomware isn't a new threat, but over the last decade, several major attacks have changed how businesses think about cybersecurity. These incidents demonstrated that ransomware can disrupt hospitals, pipelines, schools, governments, and global companies in just a matter of hours.



WannaCry (2017)

A vulnerability in older Windows systems allowed WannaCry to spread rapidly across more than 150 countries. Hospitals canceled appointments, businesses shut down operations, and more than 200,000 computers were infected worldwide.



NotPetya (2017)

Initially disguised as ransomware, NotPetya was actually designed to permanently destroy data. The attack disrupted global shipping, manufacturing, and pharmaceutical companies, causing an estimated \$10 billion in damages worldwide.



Colonial Pipeline (2021)

A ransomware attack forced Colonial Pipeline to temporarily shut down fuel deliveries across the East Coast, leading to widespread fuel shortages and demonstrating how cyberattacks can disrupt critical infrastructure.



MGM Resorts (2023)

Attackers used social engineering to trick the IT help desk into resetting employee credentials. The attack disrupted hotel operations, digital room keys, reservation systems, and casino services, resulting in approximately \$100 million in financial losses.



Change Healthcare (2024)

One of the largest healthcare cyberattacks in U.S. history disrupted insurance claims, pharmacy services, and patient care nationwide, demonstrating how ransomware can directly affect healthcare delivery.



HIDDEN COSTS OF RANSOMWARE

When ransomware makes the news, the ransom payment usually grabs the headlines. However, many organizations discover that the ransom itself represents only a fraction of the total cost.

**1**

Business Downtime

Employees may be unable to access files, systems, or applications for days—or even weeks.

**2**

Lost Productivity

Teams often return to manual processes while systems are restored.

**3**

Recovery Expenses

IT teams must rebuild systems, investigate the attack, restore backups, and strengthen security.

**4**

Legal & Regulatory Costs

Organizations may need to notify customers, investigate potential data breaches, and meet legal reporting requirements.

**5**

Reputation Damage

Customers and business partners may lose confidence after an attack, affecting future business opportunities.

**6**

Employee Stress

Cyber incidents create uncertainty, longer workdays, and added pressure on staff throughout the recovery process.



Most ransomware attacks don't begin with sophisticated hacking. They begin with everyday mistakes that attackers know how to exploit.

ACTIONS TO REDUCE RISK

PAUSE BEFORE CLICKING
UNEXPECTED LINKS OR
ATTACHMENTS

REPORT
SUSPICIOUS EMAILS
OR ACTIVITY
IMMEDIATELY,
EVEN IF YOU'RE
UNSURE

VERIFY UNUSUAL
REQUESTS
THROUGH
ANOTHER
COMMUNICATION
METHOD

SAVE IMPORTANT
WORK TO APPROVED
COMPANY STORAGE
LOCATIONS SO
BACKUPS REMAIN
AVAILABLE

USE STRONG, UNIQUE
PASSWORDS AND
ENABLE MULTI-FACTOR
AUTHENTICATION

KEEP SOFTWARE
UPDATED
WHENEVER
UPDATES ARE
AVAILABLE

Remember, cybersecurity isn't only an IT responsibility. Every employee who recognizes suspicious activity, follows company policies, and reports concerns helps strengthen the organization's defenses against ransomware.

When Emily arrived at work on Monday morning, she was surprised to find herself locked out of several company accounts. IT quickly discovered that someone had successfully logged in using her password: Summer2025! Emily hadn't clicked on a phishing email or downloaded any suspicious files. Instead, attackers had used an automated tool that rapidly tested thousands of common words, names, and predictable password combinations until they found the right one.

Because Emily had reused that same password across multiple work applications, the attackers were able to access several systems before the account was secured. Fortunately, multi-factor authentication stopped them from causing even more damage. The incident served as a reminder that simple, easy-to-guess passwords, even with numbers or symbols added, can still be vulnerable to dictionary attacks, where cybercriminals systematically try common words and familiar password patterns until one works.



- ▶ The password was based on a common word and a predictable pattern.
- ▶ The same password was reused across multiple accounts.

HOW TO PROTECT YOURSELF



Enable multi-factor authentication (MFA) wherever possible to add an extra layer of protection.



Regular Council Meeting: 2026-08-10	Agenda Item: 11.b
Prepared by: Executive Assistant	Approved by: CAO
Report Type: Information	Attachment(s): As listed below.

Content:

Agenda Item 11.b Council Committee Reports

- i. CAEP Lunch and Learn Sept 9th, 2026.
- shared via email July 24th, 2026.
- ii. SRDRWC July 16th, 2026, Meeting
- shared via email July 24th, 2026.
- iii. Freezie Friday
- shared via email July 27th, 2026.

Motion 11.b

Recommended Motion:

MOVED by Councillor _____ that Council accept all the Council Committee Reports as submitted for information.



CAEP Lunch and Learn Session: New Economic Data Portal - recording available!

From Marta Bristow <mbristow@investcentralalberta.ca>

Date Fri 7/24/2026 4:15 PM

To Marta Bristow <mbristow@investcentralalberta.ca>

Cc Paul Salvatore <psalvatore@investcentralalberta.ca>; Sasha Bogdanovic <sasha@cityviz.ca>

Dear CAEP members:

A huge thanks to all of you who have joined us at one of our Lunch and Learn sessions about CAEP's new [Economic Data Portal](#), powered by CityViz.

Our third session is coming up on Wednesday, September 9, 2026. All CAEP members have received a calendar invitation and are welcome to attend.

We recorded the July 22nd session for those of you who'd like to view Sasha's presentation, which runs through all the portal features:

[VIDEO: CAEP Lunch and Learn Session - New Economic Data Platform](#)

COMMUNITY PROFILE FEATURE:

CAEP has partnered with CityViz to create a reporting feature that allows CAEP municipal members to generate PDF reports with population, demographic, workforce and housing data specific to their own community.

This can be accessed through the [Report Studio](#) section of the portal.

- Click on "Community Profile"
- Select the data sets you'd like to include in the report (all data are checked by default--deselect any data you'd like to exclude)
- You may customize the report title by entering a title in the "Report Title" text box
- Click on "Generate Report"
- A window will pop up—fill in your email address, then click on "Generate Report" at the bottom of the contact page
- A link to the PDF report will be emailed to you within a few minutes (be sure to check your spam folder if you don't receive it in your Inbox)

Have questions about the portal? Please reach out to us any time:



Sasha Bogdanovic, CEO
CityViz
250-317-5636
Sasha@cityviz.ca



Marta Bristow, Director, Strategic Initiatives
Central Alberta Economic Partnership (CAEP)
403-837-2190
www.investcentralalberta.ca

We acknowledge and honour that the land we work and live on is located in the Treaty 6 and Treaty 7 regions. This area is the traditional lands of the Cree, Niisitapi (Blackfoot), Tsuut'ina, Stoney Nakoda, Saulteaux, and Métis peoples.



SRD - Special Meeting Agenda including Alberta Utilities Commission Decision

From CAO SRDRWC <cao@srdwrc.com>

Date Thu 7/23/2026 3:26 PM

To Brent Williams <BWilliams@olds.ca>; CAO <cao@bowden.ca>; Todd Becker CAO Innisfail <todd.becker@innisfail.ca>; Richard Binnendyk <rbinnendyk@townofpenhold.ca>; Curtis Herzberg <cherzberg@rdcounty.ca>; Jeff Holmes <jholmes@mvcounty.com>

Cc Angela Aalbers <aaalbers@mvcounty.com>; Dan Daley <ddaley@olds.ca>; Randy Brown <randybrown@bowden.ca>; Jean Barclay <jean.barclay@innisfail.ca>; Tyrone Muller <tmuller@townofpenhold.ca>

1 attachment (1 MB)

SRDRWC - July 16, 2026 Special Meeting Agenda Package - Open Session.pdf;

Good afternoon everyone,

I have attached the agenda package from the recent SRDRWC Special Meeting held on July 16th, 2026 which was to review the AUC decision with the SRD board. The full version of AUC decision 30345 D01 2026 is provided within the attachment.

A high level summary of the decision is as follows:

1. AUC recognizes that the City has overcharged SRD every year since 2016, the first year after the removal of the true-up provisions of the original agreement.
2. The AUC has ordered the City and SRD to negotiate a replacement for the true-up process, and the information-sharing mechanism. This replacement should apply to the second half of 2026 and be finalized for use in 2027 and beyond.
3. The AUC has also ordered the City to file a compliance order by September 8, 2026 to correct four errors in the rate model that were either admitted by the City or found by SRD's expert witness.
 - o Reduce the cost of debt calculation to match actuals
 - o Revise the G&A functionalization formula
 - o Revise City corporate overhead functionalization formula
 - o Revise a cost allocation factor pointed out by the City.
4. The AUC overruled SRD's position that provincial funding constitutes zero-cost capital. The AUC chose to accept the words "all customers" as including the City residents, whereas SRD argued the City rate payers are owners.
5. The AUC overruled SRD's request for a reduced cost of capital.

SRDRWC has scheduled an information session for elected officials and CAO's for 7 pm on Wednesday October 7th, 2026 at the Innisfail Public Library.

<https://maps.app.goo.gl/hN7h6TwYS1EyMdJYA> <----Location pin for Innisfail library

SRD's Chair and CAO will present an overview of the AUC process, review the material changes to the relationship between SRD and the City of Red Deer, and discuss future wastewater treatment agreements with the City of Red Deer. Please share this invitation with all elected officials.

If you have any questions, please feel free to reach out directly.

Michael Wuetherick, P.Eng
Chief Administrative Officer
South Red Deer Regional Wastewater Commission
Bay 1, 7889 - 49th Avenue
Red Deer, AB T4P 2B4
Tel: (403) 507.5139

Regular Council Meeting: 2026-08-10	Agenda Item: 11.c
Prepared by: Executive Assistant	Approved by: CAO
Report Type: Information	Attachment(s): Items as listed or verbal or no report yet still listed.

Content:**Agenda Item 11.c Other Bodies and Organizations.**

- i. Bowden Agricultural Society.
-
- ii. Alberta Counsel.
- Newsletter 253 was shared by email on August 4th, 2026.
- iii. Parkland Foundation.
-
- iv. Rural Development Network.
-
- v. Expanding Horizons.
- July 29th, 2026, meeting.
- vi. Chinook Edge School Division.
-
- vii. FCSS Community Navigator Report: July 2026.
- email August 5th, 2026.
- viii. Bowden Friendship Centre.
-

Note:

All meeting minutes where submitted should be assumed to be “unapproved”. If there are verbal reports available on the night those can be presented and accepted as information.

Motion 11.c**Recommended Motion:**

MOVED by Councillor _____ that Council accept all the submitted society and other reports as information.

FCSS Community Navigator Report July 2026

Community:

- **Community Garden** – The garden is looking lovely; most crops are starting to produce. We have a beautiful variety of annual and perennial flowers growing around the garden & park place. They attract pollinators and add visual variety to the Community Garden. Many hours have been spent in the garden with weed control and assistance to our garden members in their boxes and plots.
- **Community Showcase** – The Community Showcase has a new venue for 2026. The IGLOO Arena will be host to the event on September 17th. Invitations have been sent out to over 100 individuals and organizations to participate in the event. We have over 15 tables signed up already. Friends of Grandview will host a community BBQ on the night of the event as well.

Food Security Support (ongoing):

- **The Good Food Box** -The July order had 19 boxes, including 3 sponsored families, 2 donation boxes and 3 deliveries.

Seniors Programs:

- **Tech Time** – We have arranged to start up Tech Time with Henday Association in September. The program will be offered at Park Place on the second Wednesday morning of each month through until December.
- **Golden Circle Outreach Bowden** – September will be the start up of GC Outreach in Bowden. There is a new coordinator working in our area and they will offer 2 drop-in sessions per month at Park Place. They will be on the 1st and 3rd Wednesday of each month and will alternate morning and afternoon sessions to accommodate folks.

Youth Programs:

- **YES & FCSS - SUMMER DAZE** youth program. Hosted July 13 – 16th at Park Place, Jade & Ireland had full program attendance with 13 kids. Open to grades 4-6 (Ages 9-12) from 11 a.m. to 3 p.m. each day.
 - **Monday** – Park Splash water fight, Giant Games, Higher or Lower (Price is Right style) gameshow slides, Dice Breaker.
 - **Tuesday** – Tie Dye Tiles, Taste Test Challenge, Trivia Game show games.
 - **Wednesday** – Bowden Pioneer Museum Day. Museum Tour & I spy challenge, Wooden button spinners (demo & make own), classical musical instruments demonstration, make your own sundae bar.
 - **Thursday** – Movie & Pizza Day. Ratatouille, colouring, jar of puns, pizza, fruit & veg.

Other Happenings:

- **AHS Mental Health Group** – hosts its meetings at Park Place in partnership with FCSS. In July we did “Dice Breakers” and Summer Rock painting at the July dates.
- **FCSS** Marshalled the Bowden Daze Parade on Saturday, July 11. FCSS decorated its Golf Cart with the theme of Community Garden.
- **FCSS** supported the Bowden Daze escape room with supplies from our events storage.
- **Planning** for fall programs and events.