



# AGENDA

## Regular Council Meeting

4:00 PM - January 20, 2026

Council Chambers, Hinton Government Centre

Page

### 1. ORDER

*The Town of Hinton respectfully acknowledges that it is located on the First People's traditional lands. We recognize this traditional territory to show respect and understanding to those who walked this land since time immemorial. Today, we uphold our ongoing responsibility to work together in the spirit of the intent of the Treaties with all the First Peoples and Nations that call this place home. The Town expresses gratitude for the opportunity to build a better community on these sacred lands for generations to come.*

1.1. Call to Order

### 2. ADOPTION OF AGENDA

2.1. Regular Council Agenda

### 3. COUNCIL MINUTES FOR ADOPTION

2 - 10

3.1. Regular Council Meeting January 6, 2026 and the Committee of the Whole Meeting January 13, 2026

### 4. MINUTE WITH COUNCIL

### 5. ACTION ITEMS

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5.1. CAO Bylaw No. 1159-1

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5.2. CAO Performance Review Policy CL 1111 and CAO Recruitment Policy No. CL 1109 Amendments

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5.3. Freedom Express - Unit 504 Replacment

55 - 60

5.4. Council Action Pending List Review

### 6. NOTICES OF MOTION

### 7. REPORTING

7.1. Council Reports

- Boards and Committees of Council

7.2. Chief Administrative Officer

- Reporting and Status Report

### 8. ADJOURNMENT

8.1. Call for Adjournment of Meeting



## TOWN OF HINTON

### Regular Council Meeting Minutes

### Tuesday, January 6, 2026

#### **COUNCIL PRESENT:**

Brian LaBerge  
Kristen Chambers  
Gail Dunn  
Don MacLean  
Bill McDonald  
Dewly Nelson

#### **COUNCIL ABSENT:**

Natalie Charlton

#### **STAFF PRESENT:**

Jordan Panasiuk, Chief Administrative Officer  
Jennifer Davey-Campbell, Executive Assistant  
Alicia Bourbeau, Director of Corporate Services  
Chris Murphy, Director of Community and Protective Services  
Winston Rossouw, Director of Strategic Projects  
Trent McLaughlin, Director of Infrastructure and Development Services  
Natasha Buck, Communications Coordinator  
Anna Leismester, Municipal Intern  
Alex Corpodean, Operations Manager

### **1. ORDER**

*The Town of Hinton respectfully acknowledges that it is located on the First People's traditional lands. We recognize this traditional territory to show respect and understanding to those who walked this land since time immemorial. Today, we uphold our ongoing responsibility to work together in the spirit of the intent of the Treaties with all the First Peoples and Nations that call this place home. The Town expresses gratitude for the opportunity to build a better community on these sacred lands for generations to come.*

#### **1.1. Call to Order**

Mayor LaBerge called the meeting to order at 4:00 p.m.

### **2. ADOPTION OF AGENDA**

#### **2.1. Regular Council Agenda**

#### **RC-260106.01**

Motion by Councillor Dunn that Council adopt the Agenda as presented.

Carried unanimously

### **3. COUNCIL MINUTES FOR ADOPTION**

#### **3.1. Regular Council Meeting - December 16, 2025**

#### **RC-260106.02**

Motion by Councillor Nelson that Council adopt the meeting minutes from December 16, 2025.

Carried unanimously

#### 4. MINUTE WITH COUNCIL

- 4.1. Mr. Jan VasBotten and Mr. Rick Zroback informed Council of the upcoming 50th Anniversary celebrations for the Hinton Nordic Skiers. Events planned for the week include a Community Ski Day, historical displays, and an anniversary banquet. A legacy project will also be unveiled during the celebrations to commemorate five decades of Nordic skiing in Hinton.
- 4.2. Ms. Suzanne Stevenson addressed Council to express her opposition to Short-Term Rentals for Principal Residences. She urged Council to review the current number of these rentals and consider phasing them out over time to preserve housing availability and community integrity.

#### 5. DELEGATIONS

- 5.1. 186 Sutherland Ave-Sanitary Sewer Repair  
Presented by Mr. Jesse Mercier

Mr. Jesse Mercier appeared before Council to formally dispute the Town of Hinton Infrastructure Services' determination that he is responsible for the recent sanitary sewer line repair completed on the roadway in front of his residence.

##### **RC-260106.03**

Motion by Councillor MacLean that Council accept the presentation for information.

Carried unanimously

#### 6. CLOSED SESSION

*Section 197(2) of the Municipal Government Act specifies that a council may close all or part of a meeting to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of ATIA. The exceptions include matters where disclosures could be harmful to personal privacy, individual or public safety, law enforcement, intergovernmental relations, or economic or other interests. No bylaw or resolution can be passed at a closed meeting except a resolution to revert to the open council meeting in public or to recess.*

- 6.1. Trans Mountain Town of Hinton Bursary Awards - Closed per s. 20 of ATIA

##### **RC-260106.04**

Motion by Councillor Dunn that Council move into Closed Session at 4:16 p.m.

Carried unanimously

##### **RC-260106.05**

Motion by Councillor MacLean that Council move out of Closed Session at 4:31 p.m.

Carried unanimously

#### 7. ACTION ITEMS

- 7.1. Trans Mountain Town of Hinton Bursary Awards

##### **RC-260106.06**

Motion by Councillor Nelson that Council allocate 4 recipients for the Trans Mountain Bursary intake.

Carried unanimously

**RC-260106.07**

Motion by Councillor Nelson that Council announces recipient(s) of the Trans Mountain Pipeline L.P. Bursary for the intake period that closed on September 23, 2025, as:

- Ethan Braucht
- Mavric Cortes
- Cody Jones
- Gracey Kempin

Carried unanimously

7.2. Borrowing Line of Credit to Finance Operating Expenditures Bylaw No. 2026

**RC-260106.08**

Motion by Councillor MacLean that Council gives First Reading to Borrowing Line of Credit to Finance Operating Expenditures Bylaw No. 2026.

Carried unanimously

**RC-260106.09**

Motion by Councillor Nelson that Council gives Second Reading to Borrowing Line of Credit to Finance Operating Expenditures Bylaw No. 2026.

Carried unanimously

**RC-260106.10**

Motion by Councillor Nelson that Council gives unanimous consent to move to Third Reading of Borrowing Line of Credit to Finance Operating Expenditures Bylaw No. 2026.

Carried unanimously

**RC-260106.11**

Motion by Councillor Nelson that Council gives Third Reading to Borrowing Line of Credit to Finance Operating Expenditures Bylaw No. 2026.

Carried unanimously

7.3. Vehicle for Hire Bylaw No. 2024

**RC-260106.12**

Motion by Councillor Nelson that Council give Second Reading to Vehicle for Hire Bylaw No. 2024.

DEFEATED. 3-3

(In Favour: Mayor LaBerge, Councillor Dunn, and Councillor Nelson).

(Opposed: Councillor Chambers, Councillor MacLean, and Councillor McDonald).

**RC-260106.13**

Motion by Councillor Chambers that Council refer the Vehicle for Hire Bylaw No. 2024 to the Committee of the Whole Meeting prior to the end of January 2026.

Carried unanimously

7.4. Fees, Rates and Charges Bylaw Amendment No. 2001-6

**8. INFORMATION ITEMS**

8.1. 186 Sutherland Ave-Sanitary Sewer Repair

Regular Council Meeting  
January 6, 2026

**RC-260106.14**

Motion by Councillor Dunn that Council directs Administration to cover the sanitary sewer repair at 186 Sutherland Avenue and *return* the Sewer and Wastewater Bylaw No. 2006 to a future Committee of the Whole Meeting.

**RC-260106.15**

Motion by Councillor Nelson Amendment - *minus the auguring and steaming*

Carried unanimously

**RC-260106.16**

Motion by Councillor Dunn that Council directs Administration to cover the sanitary sewer repair at 186 Sutherland Avenue, *minus the auguring and steaming, and return* the Sewer and Wastewater Bylaw No. 2006 to a future Committee of the Whole Meeting.

Carried unanimously

8.2. 2025 Whistleblower Annual Report

**RC-260106.17**

Motion by Councillor Nelson that Council accept the 2025 Whistleblower report as information.

Carried unanimously

8.3. Alzheimer's Awareness Month Proclamation

**RC-260106.18**

Mayor LaBerge read the Proclamation for Alzheimer's Awareness Month.

**9. NOTICES OF MOTION**

9.1. None.

**10. REPORTING**

10.1. Council Reports

- Boards and Committees of Council
  - Council reported on meetings and events they attended.

10.2. Chief Administrative Officer

- Reporting and Status Report

**11. ADJOURNMENT**

11.1. Call for Adjournment of Meeting

**RC-260106.19**

Motion by Councillor MacLean that Council adjourn the meeting at 5:20 p.m.

Carried unanimously

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Mayor

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Chief Administrative Officer

draft



## TOWN OF HINTON

### Committee of the Whole Meeting Minutes

### Tuesday, January 13, 2026

#### **COUNCIL PRESENT:**

Brian LaBerge  
Gail Dunn  
Kristen Chambers  
Don MacLean  
Bill McDonald  
Dewly Nelson

#### **COUNCIL ABSENT:**

Natalie Charlton

#### **STAFF PRESENT:**

Jordan Panasiuk, Chief Administrative Officer  
Jennifer Davey-Campbell, Executive Assistant  
Alicia Bourbeau, Director of Corporate Services  
Chris Murphy, Director of Community and Protective Services  
Debbi Smith, Strategic Projects Facilitator  
Trent McLaughlin, Director of Infrastructure and Development Services  
Winston Rossouw, Director of Strategic Projects  
Nikiea Hope, Human Resources Manager

#### **1. ORDER**

*The Town of Hinton respectfully acknowledges that it is located on the First People's traditional lands. We recognize this traditional territory to show respect and understanding to those who walked this land since time immemorial. Today, we uphold our ongoing responsibility to work together in the spirit of the intent of the Treaties with all the First Peoples and Nations that call this place home. The Town expresses gratitude for the opportunity to build a better community on these sacred lands for generations to come.*

##### **1.1. Call to Order**

Deputy Mayor Chambers called the meeting to order at 4:00 p.m.

#### **2. ADOPTION OF AGENDA**

##### **2.1. Committee of the Whole Agenda**

##### **COW-260113.01**

Motion by Mayor LaBerge Addition 6.3 - Closed Session Negotiations - Closed per s. 19 of ATIA

Carried unanimously

##### **COW-260113.02**

Motion by Councillor Nelson that Committee adopt the agenda as amended.

Carried unanimously

### 3. MINUTE WITH COUNCIL

3.1. n/a

### 4. REPORTS FROM ADMINISTRATION

4.1. CAO Bylaw No. 1159-1

#### **COW-260113.03**

Motion by Mayor LaBerge that Committee refers CAO Bylaw 1159 to the next Regular Council meeting with presented amendments.

Carried unanimously

4.2. CAO Performance Review Policy CL 1111 and  
CAO Recruitment Policy No. CL 1109 Amendments

#### **COW-260113.04**

Motion by Councillor Nelson that Committee refers Policy No. CL1111, Chief Administrative Officer Performance Review to the next Regular Council Meeting as presented.

Carried unanimously

#### **COW-260113.05**

Motion by Councillor Dunn that Committee refers Policy No. 1109, Chief Administrative Officer Recruitment to the next Regular Council Meeting as presented.

Carried unanimously

4.3. Access to Information Act Bylaw No. 2025

#### **COW-260113.06**

Motion by Councillor Dunn that Committee refer the draft ATIA Bylaw No. 2025 to the next Regular Meeting of Council, as presented.

Carried unanimously

4.4. Access to Information Policy AD-1209

#### **COW-260113.07**

Motion by Mayor LaBerge that Committee refer the draft Access to Information Policy AD-1209 to the next Regular Meeting of Council, as presented.

Carried unanimously

4.5. Council Action Pending List Review

#### **COW-260113.08**

Motion by Councillor MacLean that Committee refers the Action Pending List Review to the January 20, 2026, Regular Meeting of Council with an option available to rescind Motions: MD - 3193, MD - 3194, MD - 2965, MD - 3585, MD - 3586, MD - 3587, MD - 3588, MD - 3589, MD - 3590, MD - 3591, MD - 3592, MD - 3593, MD - 3594, MD - 3595, MD - 3596, MD - 2031.

Carried unanimously



**COW-260113.09**

Motion by Councillor Nelson that Committee seek consensus that the Community Grant Program return to a Committee of the Whole Meeting prior to the end of Q2, 2026.

Carried unanimously

**COW-260113.10**

Motion by Councillor MacLean that Committee seek consensus to accept the Action Pending List for information.

Carried unanimously

4.6. Freedom Express - Unit 504 Replacement

**COW-260113.11**

Motion by Mayor LaBerge that Committee refer Freedom Express – Unit 504 Replacement to the next Regular Council Meeting.

Carried unanimously

## 5. REPORTING

### 5.1. Council Reports

- Boards and Committees of Council
  - Council reported on meetings and events they attended.

### 5.2. Chief Administrative Officer

- Reporting and Status Report

## 6. CLOSED SESSION

*Section 197(2) of the Municipal Government Act specifies that a council may close all or part of a meeting to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of ATIA. The exceptions include matters where disclosures could be harmful to personal privacy, individual or public safety, law enforcement, intergovernmental relations, or economic or other interests. No bylaw or resolution can be passed at a closed meeting except a resolution to revert to the open council meeting in public or to recess.*

### 6.1. Advocacy - Closed per s. 20 of ATIA

**COW-260113.12**

Motion by Mayor LaBerge that Committee move into Closed Session at 4:43 p.m.

Carried unanimously

### 6.2. Mutual Performance Discussion - Closed per s. 20 of ATIA

**COW-260113.13**

Motion by Councillor Nelson that Committee move out of Closed Session at 5:59 p.m.

Carried unanimously

### 6.3. Negotiations - Closed per s. 19 of ATIA

## 7. ADJOURNMENT

### 7.1. Adjournment

**COW-260113.14**

Motion by Councillor Nelson that Committee adjourn the meeting at 5:59 p.m.

Carried unanimously

Committee of the Whole Meeting  
January 13, 2026

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Mayor

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Chief Administrative Officer

DRAFT



## TOWN OF HINTON Administrative Report

☐ DIRECTION REQUEST   ☒ REQUEST FOR DECISION   ☐ INFORMATION ITEM

**DATE:** REGULAR COUNCIL MEETING, January 20, 2026  
**SUBMITTED BY:** Jordan Panasiuk, Chief Administrative Officer  
**PRESENTED BY:** Nikiea Hope, Human Resources Manager  
**RE:** **CAO BYLAW NO. 1159-1**

### Recommended Action

*That Council give First Reading to CAO Bylaw No. 1159-1*

*That Council give Second Reading to CAO Bylaw No. 1159-1*

*That Council give Unanimous Consent to proceed to Third Reading of CAO Bylaw No. 1159-1*

*That Council give Third Reading to CAO Bylaw No. 1159-1*

### Background

Bylaw No. 1159 establishes the roles and responsibilities of the Chief Administrative Officer (CAO) and came into effect on September 7, 2021. Bylaw No. 1159 was originally adopted to formalize the CAO's authority, duties, and reporting structure. Recent amendments to the Municipal Governance Act (MGA), including Bill 50, introduced changes to:

- Municipal oversight and delegation of authorities.
- Clarity on CAO powers regarding operational management, staff supervision, and reporting to Council.
- Definitions of statutory obligations and the CAO's accountability.

Bylaw No. 1159 was compared with the updated MGA provisions, and recommended revisions have been drafted as a redline version of Bylaw No. 1159 for Committee consideration.

During the Committee of the Whole meeting on January 14, 2026, the following motion was made.

*MD - 3939 That Committee refers the CAO Bylaw No. 1159 to the next Regular Council meeting with presented amendments.*

*Passed unanimously*

## Analysis

The purpose of this report is to review Bylaw No. 1159, which establishes the roles and responsibilities of the CAO for the Town, and to recommend updates to align the Bylaw with the current MGA, including amendments introduced through Bill 50.

Key MGA updates that affect Bylaw No. 1159 include the following.

<b>MGA Section / Bill 50 Update</b>	<b>Impact on Bylaw No. 1159</b>	<b>Notes / Required Change</b>
<b>Section 207 (CAO powers)</b>	Clarifies CAO's authority to supervise all staff and implement Council's decisions	Bylaw should explicitly reference this authority; no required change.
<b>Section 209 (Delegation)</b>	Expands CAO's ability to delegate powers to staff	Include delegation language reflecting statutory allowance
<b>Bill 50 amendments</b>	Introduce clearer accountability measures and reporting requirements	Bylaw should add annual performance review references, reporting expectations, and alignment with Council policy updates

Below is a summary of key redline changes recommended for Bylaw No. 1159 to align with MGA/Bill 50.

1. Section 3 Appointment, Terms & Conditions
  - Update 3.7 to be more consistent with MGA s.209: "The CAO may, in accordance with s.208 of the Act, delegate any powers, duties, or functions to an employee of the Town, provided such delegation is in writing and includes reporting and accountability measures."
2. Section 3 Responsibilities
  - Section 3.3.4 now includes duty to prepare and submit reports as required by Council, in alignment with Bill 50 reporting obligations; and
  - Added explicit reference to ensuring compliance with all statutory requirements and municipal policies.
3. Section 4 Conduct of the CAO
  - Section 4.1.7, new clause: "Participate in an annual performance review conducted by Council, which shall consider statutory obligations, implementation of Council decisions, and overall organizational effectiveness."
4. Section 8 Definitions
  - Update "CAO" definition to explicitly reference statutory powers under MGA s.207.
  - Add definition for "Delegation" consistent with MGA s.208.
5. General Updates
  - Update all cross-references to MGA sections to reflect Bill 50 amendments.
  - Remove outdated language referencing roles or powers that have been superseded by MGA changes.
  - Changed "Operational Plan" to "Strategic Plan".
  - Changed "him/herself" to "themselves".

## Implications of Decision

### Financial Implications

Items	Comments
Operating Cost/Implications	N/A
Capital Cost	N/A
Budget Available	N/A
Source of Funds	N/A
Unbudgeted Costs	N/A

### Legislative Implications

Conforms with:	Yes/No/: Partial/N/A:	Comments:
Council's Strategic Plan	Yes	Council's Key Principles; Strategic Priorities: Organizational Effectiveness
Municipal Policies or Bylaws	N/A	
Provincial Laws or MGA	Yes	Municipal Government Act (MGA), RSA 2000, c. M-26 Bill 50
Other plans or policies	N/A	

### Level of Service Implications

No additional operational resources are required to implement these bylaw changes.

### Public Engagement

The proposed bylaw amendments focus on statutory alignment and internal governance. No formal public engagement is required. Updates may be communicated to the public via the Town's website and annual governance reporting.

### Communications

The revised bylaw will be posted on the Town's website following Council approval, to ensure transparency and accessibility.

### Risk / Liability

Risks of non-compliance with MGA include potential legal liability or administrative inefficiencies. Updating the bylaw mitigates these risks and clarifies the CAO's authority and accountability.

### Options / Alternatives

1. That Council give First Reading to CAO Bylaw No. 1159-1

That Council give Second Reading to CAO Bylaw No. 1159-1

That Council give Unanimous Consent to proceed to Third Reading of CAO Bylaw No. 1159-1

That Council give Third Reading to CAO Bylaw No. 1159-1

2. That Council refer Bylaw No. 1159 to a future Committee of the Whole Meeting for further discussion.

#### **Attachments / Links**

[Red Lined CAO Bylaw No. 1159-1](#)



**TOWN OF HINTON**  
**BYLAW NO. 1159-1**

**A BYLAW OF THE TOWN OF HINTON TO ESTABLISH THE ROLE  
 AND RESPONSIBILITIES OF THE CHIEF ADMINISTRATIVE  
 OFFICER**

**WHEREAS**, pursuant to section 205(1) of the *Municipal Government Act*, Council must establish by Bylaw a position of Chief Administrative Officer;

**AND WHEREAS**, Council may, in accordance with Section 203 of the *Municipal Government Act*, delegate executive and [Administrative](#) duties, powers, and functions;

**NOW THEREFORE**, the Council of the Town of Hinton, in the Province of Alberta, duly assembled, hereby enacts as follows:

**1.0 SHORT TITLE**

1.1 This Bylaw may be referred to as the “CAO Bylaw.”

**2.0 APPOINTMENT, TERMS & CONDITIONS**

2.1 Council hereby establishes the position of Chief Administrative Officer (CAO).

2.2 Council must, by resolution, appoint an individual to the position of CAO.

2.3 The person appointed by Council to the position of CAO will hold the position under terms and conditions established by an employment agreement as determined by Council.

2.4 Council may, by resolution, appoint an Interim CAO. The Interim CAO must act as the CAO if the CAO will be absent for over a month or is otherwise prevented from fulfilling the role of the CAO:

2.4.1 The Interim CAO shall have all the duties, powers, and functions of the CAO as provided in the Act, this Bylaw, the job description for the CAO, and other Provincial legislation and Town Bylaws, Policies, and Procedures.

2.5 The CAO may appoint an Acting CAO where such absences are for a period of less than one month:

2.5.1 The Acting CAO shall have all the duties, powers, and functions of the CAO as provided in the Act, this Bylaw, the job description for the CAO, and other Provincial legislation and Town Bylaws, Policies and Procedures.

~~2.6 The appointment of a person to the position of Chief Administrative Officer may only be made, suspended, or revoked if the majority of the whole Council votes to do so.~~

2.67 The appointment, suspension, or revocation of the CAO may only be made by a resolution of Council approved by a majority of the whole Council, in accordance with the Act.

2.6.1 Council shall not require a voting threshold greater than a simple majority.

### **3.0 RESPONSIBILITIES**

3.1 In order to carry out the responsibilities of the position, in accordance with any Bylaw or Policy of Council, Sections 207 and 208 of the Act, and any other enactment, the CAO has the authorities and responsibilities set out in this section. The CAO also has all of the powers, duties, and functions that are given to a CAO under the Act or any other enactment.

3.2 CAO Administrative Management Duties:

- 3.2.1 Hire, dismiss, promote, demote, reward, or discipline any municipal employee;
- 3.2.2 Direct, supervise, and review the performance of all departments and employees of the Municipality;
- 3.2.3 Implement any internal reorganization of responsibilities and duties required for the effective and efficient operation of the Municipality;
- 3.2.4 Determine the structure of Administration including establishing, merging, dividing, and eliminating Departments and establishing a managerial hierarchy as required for the effective, efficient, and safe operation of the Town;
- 3.2.5 Bring to Council for approval any change to the structure of the Administration of the Town which requires an increase to the approved budget and the approved Operating Strategic Plan;
- 3.2.6 Seek approval from Council regarding the creation or elimination of a Deputy CAO position;
- 3.2.7 Implement all Programs and Policies of the Municipality; and
- 3.2.8 Present the Organizational Chart to Council on a yearly basis as an information item.

3.3 CAO Council-Related Duties:

- 3.3.1 Meeting Attendance:
  - a) Be present at any meeting of Council unless excused therefrom,
  - b) Attend meetings of such boards, committees, commissions, or other bodies as may be required.
- 3.3.2 Budgeting:
  - a) Oversee the preparation of budgets for operating and capital programs annually or more often as required or directed by Council.



- b) At the end of each fiscal year, or as required or directed by Council, prepare and submit a complete financial report on all financial activities of the Town during the preceding year<sup>17</sup>
- c) Monitor and report on the operating and capital budgets approved by Council<sup>17</sup> and<sup>7</sup>
- d) At no time may the CAO authorize cumulative operating and capital expenditures in excess of the approved total operating and capital budgets unless in accordance with established Policy and Procedure respecting unbudgeted expenditures<sup>17</sup>

### 3.3.3 Communication:

- a) Advise and inform Council or Council committees on the operation and affairs of the Municipality<sup>17</sup>
- b) Provide reports and updates to Council regarding activities and community concerns<sup>17</sup>
- c) Ensure that Council is aware of any key aAdministrative and pPolitical issues as they arise<sup>17</sup>
- d) Ensure that Council is made aware of all available information for each issue, at least to the extent that Administration is aware of such information<sup>17</sup>
- e) Keep Council informed on progress, recommended changes, and new matters that relate to the strategic plan and work programs on a regular basis<sup>17</sup> and<sup>7</sup>
- f) Prior to the execution of Section 3.2.4 above, the CAO must consult and inform Council of any substantial impact to the function and/or focus of Administration resulting from the structural change<sup>17</sup>

### 3.3.4 Council and Committee Reports:

- a) Prepare and submit reports and recommendations as required by Council and Council committees,
- b) Ensure that Council has access to reasonable decision options as well as the recommendation of the CAO,
- c) Utilize a consistent format and be proactive in providing a full range of information, background, issues defined, available options, and implications in the Requests for Decision reports and Direction Requests required for decision-making.
- d) The CAO must comply with statutory reporting requirements under the Act, including providing written reports to Council regarding exercise of natural person powers and sharing information with all members of Council.

## 3.4 CAO Bylaw & Policy Development Duties:

- 3.4.1 Develop and recommend, for Council approval, Bylaws and Policies dealing with non-administrative matters as directed by Council, or at the initiation of Administration; and
- 3.4.2 Develop, approve, and implement Policies, Procedures, and Practices dealing strictly with Aadministrative matters.

### 3.5 CAO Third Party Relations Duties:

- 3.5.1 Negotiate contracts, agreements, and transactions required for the effective operation of the Municipality provided the expenditure does not exceed the amount approved by Council in its annual budget or result in a decrease to anticipated revenue which will impact the budget;
  - a) Should the contract, agreement, or transaction result in a budgetary impact as outlined in Section 3.5.1, the CAO is to bring a Report and recommend the approval of such to Council,
- 3.5.2 Conclude contract negotiations on behalf of the Municipality to a financial limit established by Policy or resolution; and
- 3.5.3 Sign any order, agreement, cheque, negotiation instrument, or document made or executed on behalf of the Municipality.

### 3.6 CAO Other Duties:

- 3.6.1 Hire or retain legal counsel on behalf of the Municipality;
- 3.6.2 In the case of an emergency, while still following the Procurement Policy FN-1300 as amended, authorize any expenditure not previously approved by Council provided a detailed report on such expenditure and its need is presented at the next meeting of Council;
- 3.6.3 Maintain a current understanding of applicable Municipal ~~L~~egislation and leadership, as well as relevant ~~p~~Programs, Policies, and ~~i~~nitiatives of the provincial and federal governments; and
- 3.6.4 Take such other actions as necessary to carry out the responsibilities and duties assigned by Council.

3.7 ~~In accordance with Section 209 of the Act, the CAO may delegate any of their powers, duties, or functions under the Act, or any other enactment or Bylaw to a designated officer or an employee of the Municipality. The CAO may, in accordance with s.209 of the Act, delegate any powers, duties, or functions to an employee of the Town, provided such delegation is in writing and includes -reporting and accountability measures.~~

## 4.0 CONDUCT OF THE CAO

### 4.1 In their relationship with Council, the CAO must:

- 4.1.1 Conduct him/herself themselves as the Municipality's Chief Policy Advisor in an honest and ethical manner;
- 4.1.2 Provide professionally sound, ethical, and legal advice that is in accordance with the Policies and objectives of Council;
- 4.1.3 Share information to all Members of Council when deemed appropriate in responding to a request from one Councillor;
- 4.1.4 Ensure that Members of Council are accorded respect in all personal and public comments;
- 4.1.5 Treat Members of Council with respect and integrity;

- 4.1.6 Lead, establish, and maintain a positive and constructive environment for Members of Council, residents, stakeholders, businesses, and Town employees;
- 4.1.7 Listen carefully to the concerns of Council via the CAO's performance review and seek to improve any deficiencies on an ongoing basis; and
- 4.1.8 Admit to mistakes of substance made by the CAO or Administration and take corrective action.

4.2 Through the process of carrying out their [Administrative](#) duties, the CAO must:

- 4.2.1 Act on the will of Council as a whole only, not on the will of an individual Councillor, as established by Resolutions, Policies, and Bylaws of Council;
- 4.2.2 Implement Council's directions and [Strategic Plan](#), provide decision-making advice, and communicate customer needs;
- 4.2.3 Direct the actions of Administration so that it is in accordance with the Policies and objectives of Council;
- 4.2.4 Forward any complaints or concerns to the appropriate area or individual so that reasonable and prompt follow up is assured; and
- 4.2.5 Address Administration activities that harm relationships with Members of Council, citizens, or stakeholders.

4.3 The CAO must refrain from abusive conduct, public comments on staff performance, personal charges, or verbal attacks upon the character or motive of Members of Council, citizens, stakeholders, boards and committees, or staff.

## 5.0 INDEMNIFICATION

The Town shall indemnify the CAO provided that the CAO was acting in good faith to carry out the powers, duties, and functions given to the CAO by this Bylaw, the Act, any other applicable agreement binding on the Town, enactment or any other applicable Bylaw, Resolution, Policy, or Procedure.

## 6.0 CONFLICT

The provisions of this Bylaw shall prevail in any case where there is conflict between this Bylaw and any previous resolution or Bylaw of Council.

## 7.0 SEVERABILITY

7.1 If any portion of this Bylaw is found by a court of competent jurisdiction to be invalid, such portion shall be severed from the Bylaw, and the remainder is to remain valid.

## 8.0 DEFINITIONS

8.1 In this bylaw, words have the meanings set out in the Act, except as defined in section 8.2 to 8.164.

8.2 **Act:** the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended.

- 8.3 **Acting CAO:** Short-term appointment to carry out the duties of CAO due to an absence of the CAO.
- 8.4 **Administration:** the administrative and operational arm of the Municipality, comprised of the various Departments and including all employees who operate under the leadership and of the CAO.
- 8.4 **Chief Administrative Officer/(CAO):** the person appointed by Council to the position of Chief Administrative Officer of the Town of Hinton, or their designate, [who shall exercise all powers, duties, and functions assigned under the Act s. 207, including supervision of all employees and implementation of Council decisions.](#)
- 8.5 **Consult:** A two-way conversation between Council and the CAO which allows the CAO to understand Council's position on a matter, when the matter is under the CAO's authority.
- 8.6 **Council:** the municipal council of the Town of Hinton, including the Mayor and six (6) Councillors.
- 8.6 **Delegation:** [The authority granted by the CAO to an employee to exercise powers, duties, or functions, in accordance with of the Act s. 208.](#)
- 8.76 **Department:** The second highest level of the Administrative structure, lead by the Director.
- 8.87 **Deputy CAO:** The person appointed by the CAO to the position of Deputy Chief Administrative Officer of the Town of Hinton, or their designate.
- 8.98 **Division:** The highest level of the Administrative structure, lead by the CAO.
- 8.109 **Mayor:** the chief elected official of the Town of Hinton.
- 8.119 **Member of Council:** a member of Council including Councillors and the Mayor.
- 8.124 **Municipality/Town:** the municipal corporation of the Town of Hinton.
- 8.132 **Interim CAO:** Appointed by Council to carry out the duties of CAO for a specific period of time beyond which an Acting CAO should cover, due to a vacancy in the CAO position.
- 8.143 **Organizational Chart:** a graphic representation of the structure of an organization showing the relationships of the positions or jobs within it.

## 7.0 REPEAL

- 7.1 [Bylaw No. 916-2 and A](#)all former versions are hereby repealed.

## 8.0 ENACTMENT

8.1 This Bylaw will come into force and effect when it receives third reading and is duly signed.

READ a First time this ~~7<sup>th</sup>~~20<sup>th</sup> day of ~~September~~January 2026~~1~~.

READ a Second time this 20~~7~~<sup>th</sup> day of ~~September~~January 2026~~1~~.

READ a Third time this ~~7~~20<sup>th</sup> day of ~~September~~January 2026~~1~~.

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MAYOR

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CHIEF ADMINISTRATIVE OFFICER



## TOWN OF HINTON

### Administrative Report

☐ DIRECTION REQUEST   ☒ REQUEST FOR DECISION   ☐ INFORMATION ITEM

**DATE:** REGULAR COUNCIL MEETING, January 20, 2026  
**SUBMITTED BY:** Jordan Panasiuk, Chief Administrative Officer  
**PRESENTED BY:** Nikiea Hope, Human Resources Manager  
**RE:** **CAO PERFORMANCE REVIEW POLICY CL 1111 AND CAO RECRUITMENT POLICY NO. CL 1109 AMENDMENTS**

#### Recommended Action

*That Council approves Policy No. CL1111, Chief Administrative Officer Performance Review, as presented.*

*That Council approves Policy No. 1109, Chief Administrative Officer Recruitment, as presented.*

#### Background

During the Regular Council Meeting of October 7, 2025, the following motion was made.

*RC-251007.19 That Council direct Administration to bring forward the Town of Hinton Bylaw No. 1147 Chief Administrative Officer Oversight Committee to the next Organizational Meeting of Council for discussion on disbanding the Committee.*

*Carried Unanimously*

During the Organizational Meeting of Council on October 28, 2025, Council made the following motion.

*OCM – 251028.07 That Council dissolve the CAO Oversight Committee, rescind Bylaw No. 1147, and assign all responsibilities for CAO recruitment and performance evaluation to Council, with corresponding amendments made to Policy No. CL1111 and Policy No. 1109 to reflect Council as the governing body.*

*Carried Unanimously*

During the Committee of the Whole meeting on January 13, 2026, the following motions were made.

*MD-3941 that Committee refers Policy No. CL1111, Chief Administrative Officer Performance Review to the next Regular Council Meeting as presented.*

*Carried Unanimously*

*MD-3940 That Committee refers Policy No. 1109, Chief Administrative Officer recruitment to the next Regular Council Meeting as presented.*

*Carries Unanimously*

## Analysis

This report presents the required updates to Policy No. CL1111, CAO Performance Review and Policy No. CL1109, CAO Recruitment, as directed by Council through Motion OCM-251028.07. The amendments formally shift responsibility for CAO recruitment and performance evaluation from the former Oversight Committee to Council and Committee of the Whole, ensuring both policies remain aligned with legislation and good governance practices.

### Policy CL1111, CAO Performance Review

Key updates include:

- Removing all references to the CAO Oversight Committee.
- Council now holds full responsibility for initiating and approving the annual CAO performance review.
- Committee of the Whole now holds full responsibility for discussions and recommendations regarding the annual CAO performance review.
- Removal of the Executive Assistant role and responsibilities as business is conducted within the Council and Committee meeting schedule.
- Updated timelines to align with Council's meeting schedule and decision-making process.
- Schedule A: Revised performance review timeline to reflect Council-led process.
- Schedule D: Revised Bylaw number reference and removed the signature line, as approval of the document is through Council motion.
- Schedule E: Removed the signature line as approval of the document is through Council motion.

### Policy CL1109 – CAO Recruitment

Key Updates include:

- Removing all references to the CAO Oversight Committee.
- Council now leads recruitment with the Human Resource Manager providing administrative support.
- Adjusted steps for interim appointments and candidate screening to reflect Council authority.

## Implications of Decision

### Financial Implications

Items	Comments
Operating Cost/Implications	N/A
Capital Cost	N/A
Budget Available	N/A
Source of Funds	N/A
Unbudgeted Costs	N/A

### Legislative Implications

Conforms with:	Yes/No/ Partial/N/A:	Comments:
Council's Strategic Plan	Yes	Council's Key Principles; Strategic Priorities: Organizational Effectiveness
Municipal Policies or Bylaws	Yes	Policy No. CL1111, Chief Administrative Officer Performance Review Policy Policy No. CL 1109, CAO Recruitment Policy
Provincial Laws or MGA	Yes	Municipal Government Act, R.S.A. 2000, c. M-26
Other plans or policies	N/A	

### Level of Service Implications

None identified.

### Public Engagement

No direct impact on operational service levels. Administrative workload shifted slightly due to the reassignment of committee duties.

### Communications

None identified.

### Risk / Liability

Council remains legally responsible for the recruitment and performance evaluation of the CAO under the *Municipal Government Act (MGA)*. Clear processes exist to ensure that timelines for evaluations, documentation practices, and confidentiality measures are upheld. Administrative support and structured reporting are in place to ensure consistency, accuracy, and accountability across both recruitment and performance management processes.

## Options / Alternatives

1. That Council approves Policy No. CL1111, Chief Administrative Officer Performance Review as presented.

That Council approves Policy No. 1109, Chief Administrative Officer Recruitment as presented.

2. That Council refers Policy No. CL1111, Chief Administrative Officer Performance Review to a future Regular Council Meeting as amended.

That Council refers Policy No. 1109, Chief Administrative Officer Recruitment to a future Regular Council Meeting as amended.

3. That Council refers Policy No. CL1111, Chief Administrative Officer Performance Review to a future Committee of a Whole Meeting for further discussion.

That Council refers Policy No. 1109, Chief Administrative Officer Recruitment to to a



future Committee of a Whole Meeting for further discussion.

### **Attachments / Links**

- [1. Draft CAO Performance Review Policy CL1111 Schedule A Timeline](#)
- [2. CAO Performance Review Policy CL1111 Schedule B Council CAO Performance Review Form](#)
- [3. CAO Performance Review Policy CL1111 Schedule C Director CAO Performance Review Form](#)
- [4. CAO Performance Review Policy CL1111 Schedule D Goal Setting Form](#)
- [5. CAO Performance Review Policy CL1111 Schedule E Prof Dev Salary](#)
- [6. Red Lined CAO Roles and Responsibilities Bylaw 1159-1](#)
- [7. Red Lined Draft CAO Performance Review Policy CL1111](#)



## CAO Performance Review Policy No. CL1111 Schedule A Chief Administrative Officer Performance Review Timeline

### Annual CAO Performance Review Timeline

Last Regular of July (7.1)	<ul style="list-style-type: none"> <li>• <b>Council</b> determines if the process will be facilitated by the Mayor or a Consultant</li> <li>• <b>Council</b> determines which 3 Directors can provide input into the performance review</li> </ul>
Week prior to 1st COW of Aug (7.2)	<ul style="list-style-type: none"> <li>• <b>HR Manager</b> provides the CAO, Mayor / Consultant with forms (Schedule B, C, D), and any additional documents</li> </ul>
1st COW of Aug (7.3, 7.4)	<ul style="list-style-type: none"> <li>• <b>Mayor / Consultant</b> provides Committee with the performance review and goal setting forms (Schedule B, D)</li> <li>• <b>Mayor / Consultant</b> sends evaluation form to Directors (Schedule C)</li> </ul>
prior to end of Aug (7.2.2, 7.3.2, 7.4.2)	<ul style="list-style-type: none"> <li>• <b>CAO</b> submits written input on the status of current goals, self-evaluation, wage / benefit adjustment requests to the Mayor / Consultant (Schedules B, C, D)</li> <li>• <b>Mayor / Consultant</b> receives input from CAO, Council and Directors and compiles the input to present to Committee</li> </ul>
1st COW in Sep (7.5)	<ul style="list-style-type: none"> <li>• <b>Mayor / Consultant</b> consolidates the performance review (Schedule B, C), goals (Schedule D), and presents to Committee in closed session</li> </ul>
1st &/or 2nd COW in Sep (7.6)	<ul style="list-style-type: none"> <li>• <b>Committee</b> reviews the information (Schedules B, C), goals (Schedule B, D), and recommends any salary / benefits adjustments (Schedule E) in closed session</li> <li>• <b>CAO and Committee</b> meet to discuss the review, goals, any salary / benefits adjustments (Consultant report and/or Schedules B, C, D, E) in closed session</li> </ul>
Last Regular in Sep or 1st Regular in Oct (7.7)	<ul style="list-style-type: none"> <li>• <b>Council</b> approves the performance review, goals, and any salary / benefits adjustments (Schedule E) in closed session</li> </ul>
Last Regular in Sep or 1st Regular in Oct (7.8)	<ul style="list-style-type: none"> <li>• <b>CAO and Council / Consultant</b> meet to discuss approved goals, and any salary / benefits adjustments (Schedule E) in closed session</li> </ul>



**CAO Performance Review Policy No. CL1111 Schedule A**  
**Chief Administrative Officer Performance Review Timeline**

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Bi Annual CAO Goal Setting & Review Timeline

CAO Hire	<ul style="list-style-type: none"><li>• <b>Council</b> set goals for CAO (Schedule D) within three months of hire in closed session</li><li>• <b>Council</b> meets with CAO to review goals in closed session</li></ul>
Week prior to 1st COW in Feb (7.9)	<ul style="list-style-type: none"><li>• <b>CAO</b> submits written input on the status of the current goals to Committee (Schedule D)</li></ul>
1st &/or 2nd COW in Feb (7.9)	<ul style="list-style-type: none"><li>• <b>Mayor</b> presents information to Committee (Schedule D), receives input from Committee in closed session, and compiles all the information</li><li>• <b>CAO</b> and Committee meet to discuss the status of current goals (Schedule D) in closed session</li></ul>
1st Regular in Mar (7.9)	<ul style="list-style-type: none"><li>• <b>CAO</b> and <b>Council</b> meet to approve current goals (Schedule D)</li></ul>



**CAO Performance Review Policy No. CL1111 Schedule B  
Council & Chief Administrative Officer Performance Review Form**

Date: \_\_\_\_\_ Completed by: \_\_\_\_\_

Type of Review

☐ Annual ☐ Other

Purpose of Performance Review

In accordance with Section 205(1) of the Act, Council must provide the Chief Administrative Officer (CAO) with an annual written performance review of the results the CAO has achieved with respect to fulfilling the CAO's responsibilities under Section 207 of the Act.

Performance review for the CAO can serve any or all of the following purposes:

- To formally review the relationship that exists between the municipality and its CAO in order to maintain, strengthen, or change the relationship if required.
- To assess performance in relation to the role, responsibilities, authority, and duties of the CAO.
- To set forward thinking goals and objectives with criteria for evaluation.
- To recognize achievements and address shortcomings.
- To determine professional development opportunities reflecting the best interest of the CAO and the Town.
- To serve as a basis for salary adjustment.

Rating Scale

- |                       |                         |
|-----------------------|-------------------------|
| 1. Unacceptable       | 4. Exceeds Expectations |
| 2. Needs Improvement  | 5. Outstanding          |
| 3. Meets Expectations |                         |

Performance Review – Council and CAO to Complete

1.0 Relationship with Council

1.1 Demonstrates understanding of Council's mandate and responsibilities in relation to that of the CAO:

Rating: 1 2 3 4 5

1.2 Demonstrates ability and willingness to respond quickly and appropriately to the direction of Council:

Rating: 1 2 3 4 5



**CAO Performance Review Policy No. CL1111 Schedule B**  
**Council & Chief Administrative Officer Performance Review Form**

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- 1.3 Communicates well with Council including the presentation of reasonable and professional views and advice in both formal and informal settings:

**Rating: 1 2 3 4 5**

- 1.4 Conveys support of Council to staff and to those in the organization:

**Rating: 1 2 3 4 5**

- 1.5 Facilitates a reasonable working relationship with the Mayor and Council:

**Rating: 1 2 3 4 5**

- 1.6 Communicates well with Council including presentation of reasonable and professional views and advice in both formal and informal settings:

**Rating: 1 2 3 4 5**

- 1.7 Understands the limitations of his/her own position:

**Rating: 1 2 3 4 5**

**2.0 Public Service**

- 2.1 Responds promptly and effectively to public concerns/complaints with satisfactory outcomes. Ensures good public service throughout the organization:

**Rating: 1 2 3 4 5**



**CAO Performance Review Policy No. CL1111 Schedule B**  
**Council & Chief Administrative Officer Performance Review Form**

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2.2 Communicates with the public appropriately and effectively:

**Rating: 1 2 3 4 5**

**3.0 Understanding the Community**

3.1 Has a clear understanding of the background of most of the major issues and demonstrates understanding in the decision-making process:

**Rating: 1 2 3 4 5**

3.2 Takes steps to make sure he/she is aware of the key decision makers within the community and their views on the issues of the day:

**Rating: 1 2 3 4 5**

3.3 Finds suitable ways of ensuring the public is informed with regards to any new services available:

**Rating: 1 2 3 4 5**

3.4 Demonstrates effectiveness in dealing with the public and stakeholders:

**Rating: 1 2 3 4 5**

3.5 Publicly portrays his/her support to the corporate goals of the Council:

**Rating: 1 2 3 4 5**



## CAO Performance Review Policy No. CL1111 Schedule B Council & Chief Administrative Officer Performance Review Form

### Current Year Goal Review

Referencing the current CAO goals from the last year's review, please outline any successes in achieving the goals and likewise identify any issues/roadblocks which prevented goal achievement.

*Remember to use Schedule D CAO Goal Setting form to set the upcoming goals.*

*Remember to use Schedule D CAO Goal Setting form to populate this section.*

**Goals:** What is to be done and how does it relate to Council's strategic plan?

**Performance Measure:** How will we know it has been accomplished?

**Result:** What was accomplished? Did the methods reflect Town Policies and values?

**Follow-up:** Comments or suggestions

Goal		
<b>Rating: 1 2 3 4 5</b> Comments:		
Performance Measure	Results	Follow-up

Goal		
<b>Rating: 1 2 3 4 5</b> Comments:		
Performance Measure	Results	Follow-up

Goal		
<b>Rating: 1 2 3 4 5</b> Comments:		
Performance Measure	Results	Follow-up



**CAO Performance Review Policy No. CL1111 Schedule B**  
**Council & Chief Administrative Officer Performance Review Form**

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<b>Goal</b>		
<b>Rating: 1 2 3 4 5</b> Comments:		
<b>Performance Measure</b>	<b>Results</b>	<b>Follow-up</b>

<b>Goal</b>		
<b>Rating: 1 2 3 4 5</b> Comments:		
<b>Performance Measure</b>	<b>Results</b>	<b>Follow-up</b>





## CAO Performance Review Policy No. CL1111 Schedule C Director & Chief Administrative Officer Performance Review Form

Date: \_\_\_\_\_ Completed by: \_\_\_\_\_

### Type of Review

☐ Annual ☐ Other

### Purpose of Performance Review

In accordance with Section 205(1) of the Act, Council must provide the Chief Administrative Officer (CAO) with an annual written performance review of the results the CAO has achieved with respect to fulfilling the CAO's responsibilities under Section 207 of the Act.

Performance review for the CAO can serve any or all of the following purposes:

- To formally review the relationship that exists between the municipality and its CAO in order to maintain, strengthen, or change the relationship if required.
- To assess performance in relation to the role, responsibilities, authority, and duties of the CAO.
- To set forward thinking goals and objectives with criteria for review.
- To recognize achievements and address shortcomings.
- To determine professional development opportunities reflecting the best interest of the CAO and the Town.
- To serve as a basis for salary adjustment.

### Rating Scale

- |                       |                         |
|-----------------------|-------------------------|
| 1. Unacceptable       | 4. Exceeds Expectations |
| 2. Needs Improvement  | 5. Outstanding          |
| 3. Meets Expectations |                         |

### Performance Review – Director and CAO to Complete

#### 1.0 Relationship to Staff

1.1 Communicates the goals, objectives, priorities, and decisions of Council directly to senior staff:

**Rating: 1 2 3 4 5**

1.2 Delegates appropriate responsibilities and authority to staff:

**Rating: 1 2 3 4 5**



**CAO Performance Review Policy No. CL1111 Schedule C**  
**Director & Chief Administrative Officer Performance Review Form**

1.3 Provides follow-up assistance to staff as necessary. Encourages staffs individual growth:

**Rating: 1 2 3 4 5**

1.4 Spends time interacting with employees at all levels of the organization:

**Rating: 1 2 3 4 5**

1.5 Provides leadership by example in areas of ethical behavior, public service, accountability, and reliability:

**Rating: 1 2 3 4 5**

1.6 Ensures staff has a safe and healthy work environment and the tools and equipment required to do their job safely:

**Rating: 1 2 3 4 5**

1.7 Senior staff is appropriately involved in the decision-making process:

**Rating: 1 2 3 4 5**

1.8 Ensures staff is suitably informed with regards to the decisions of Council:

**Rating: 1 2 3 4 5**

1.9 Demonstrates supports of senior staff in pursuing the appropriate training necessary to further enhance their skills development:

**Rating: 1 2 3 4 5**



**CAO Performance Review Policy No. CL1111 Schedule C**  
**Director & Chief Administrative Officer Performance Review Form**

1.10 Demonstrates concern for, and listens to, staff input and responds accordingly:

**Rating: 1 2 3 4 5**

1.11 Motivates, coaches, and performance manages staff as necessary:

**Rating: 1 2 3 4 5**

**2.0 Management Practices**

2.1 Demonstrates and communicates concern for health and safety in the workplace. Ensures Policies, Directives, and Procedures are in place to protect employees and the public:

**Rating: 1 2 3 4 5**

2.2 Builds a strong cohesive senior team, ensures departmental teams are strong and people issues throughout the organization are dealt with in a fair and timely manner:

**Rating: 1 2 3 4 5**

2.3 Ensures that appropriate Policies and systems are in place and followed through with municipal finances, human resource management, and loss control:

**Rating: 1 2 3 4 5**

**3.0 Corporate Leadership**

3.1 Using the same ranking scale, rank to what extent the CAO demonstrates the following abilities and skills required for effective corporate leadership.

- |   |       |
|---|-------|
| a. Aligning values and visions                          | _____ |
| b. Thinking strategically                               | _____ |
| c. Focusing key resources while maintaining flexibility | _____ |
| d. Managing priorities                                  | _____ |
| e. Balancing quality and quantity to achieve results    | _____ |
| f. Taking ownership, responsibility, and accountability | _____ |



**CAO Performance Review Policy No. CL1111 Schedule C**  
**Director & Chief Administrative Officer Performance Review Form**

- g. Influencing while maintaining interpersonal awareness \_\_\_\_\_
- h. Continually improving people, products, and processes \_\_\_\_\_

3.2 What areas does the CAO provide strong administrative leadership in:

3.3 Define the areas of leadership which are important and list them from strongest to weakest to identify improvement areas for the CAO.

3.4 Provides quality advice, guidance, and direction to staff in the day-to-day decision making of the organization:

**Rating: 1 2 3 4 5**

3.5 Demonstrates ability to plan ahead by setting and accomplishing short- and long-term targets. Employs strategy during reassessment of unsuccessful targets:

**Rating: 1 2 3 4 5**



**CAO Performance Review Policy No. CL1111 Schedule D**  
**Chief Administrative Officer Goal Setting Form**

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*A Bylaw to Establish the Role and Responsibilities of the Chief Administrative Office Bylaw #1159 should accompany this form.*

**Goals**

*Goals:* What is to be done and how does it relate to Council's strategic plan?

*Performance Measure:* How will we know it has been accomplished?

*Result:* What was accomplished? Did the methods reflect Town policies and values?

*Follow-up:* Comments or suggestions.

**Upcoming Year Goal Setting**

What are the new strategic goals and key results (which link to the CAO's goals, the municipality's Strategic Plan, and Council's priorities) for the coming year?

Goal		
Comments:		
Performance Measure	Results	Follow-up

Goal		
Comments:		
Performance Measure	Results	Follow-up



**CAO Performance Review Policy No. CL1111 Schedule D**  
**Chief Administrative Officer Goal Setting Form**

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Goal		
Comments:		
Performance Measure	Results	Follow-up

Goal		
Comments:		
Performance Measure	Results	Follow-up

Goal		
Comments:		
Performance Measure	Results	Follow-up



**CAO Performance Review Policy No. CL1111 Schedule E**  
**Chief Administrative Officer Professional Development and Salary**  
**Form**

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**Professional Development:**

Identify plans in the coming year for ongoing training and professional development

Development Objective	Specific Experience/Course/Activity	Target Completion Date	Completed Yes/No

Estimated Development costs (e.g. tuition, fees, travel, etc.): \$ \_\_\_\_\_

**Annual Salary Review**

Previous Salary: \$ \_\_\_\_\_ Current Salary: \$ \_\_\_\_\_  
Adjusted Salary: \$ \_\_\_\_\_ Bonus: \$ \_\_\_\_\_



**TOWN OF HINTON  
BYLAW NO. 1159-1**

**A BYLAW OF THE TOWN OF HINTON TO ESTABLISH THE ROLE  
AND RESPONSIBILITIES OF THE CHIEF ADMINISTRATIVE  
OFFICER**

**WHEREAS**, pursuant to section 205(1) of the *Municipal Government Act*, Council must establish by Bylaw a position of Chief Administrative Officer;

**AND WHEREAS**, Council may, in accordance with Section 203 of the *Municipal Government Act*, delegate executive and administrative duties, powers, and functions;

**NOW THEREFORE**, the Council of the Town of Hinton, in the Province of Alberta, duly assembled, hereby enacts as follows:

**1.0 SHORT TITLE**

1.1 This Bylaw may be referred to as the “CAO Bylaw.”

**2.0 APPOINTMENT, TERMS & CONDITIONS**

2.1 Council hereby establishes the position of Chief Administrative Officer (CAO).

2.2 Council must, by resolution, appoint an individual to the position of CAO.

2.3 The person appointed by Council to the position of CAO will hold the position under terms and conditions established by an employment agreement as determined by Council.

2.4 Council may, by resolution, appoint an Interim CAO. The Interim CAO must act as the CAO if the CAO will be absent for over a month or is otherwise prevented from fulfilling the role of the CAO:

2.4.1 The Interim CAO shall have all the duties, powers, and functions of the CAO as provided in the Act, this Bylaw, the job description for the CAO, and other Provincial legislation and Town Bylaws, Policies, and Procedures.

2.5 The CAO may appoint an Acting CAO where such absences are for a period of less than one month:

2.5.1 The Acting CAO shall have all the duties, powers, and functions of the CAO as provided in the Act, this Bylaw, the job description for the CAO, and other Provincial legislation and Town Bylaws, Policies and Procedures.



- 2.6 The appointment, suspension, or revocation of the CAO may only be made by a resolution of Council approved by a majority of the whole Council, in accordance with the Act.

2.6.1 Council shall not require a voting threshold greater than a simple majority.

### **3.0 RESPONSIBILITIES**

- 3.1 In order to carry out the responsibilities of the position, in accordance with any Bylaw or Policy of Council, Sections 207 and 208 of the Act, and any other enactment, the CAO has the authorities and responsibilities set out in this section. The CAO also has all of the powers, duties, and functions that are given to a CAO under the Act or any other enactment.

#### **3.2 CAO Administrative Management Duties:**

- 3.2.1 Hire, dismiss, promote, demote, reward, or discipline any municipal employee;
- 3.2.2 Direct, supervise, and review the performance of all departments and employees of the Municipality;
- 3.2.3 Implement any internal reorganization of responsibilities and duties required for the effective and efficient operation of the Municipality;
- 3.2.4 Determine the structure of Administration including establishing, merging, dividing, and eliminating Departments and establishing a managerial hierarchy as required for the effective, efficient, and safe operation of the Town;
- 3.2.5 Bring to Council for approval any change to the structure of the Administration of the Town which requires an increase to the approved budget and the approved Strategic Plan;
- 3.2.6 Seek approval from Council regarding the creation or elimination of a Deputy CAO position;
- 3.2.7 Implement all Programs and Policies of the Municipality; and
- 3.2.8 Present the Organizational Chart to Council on a yearly basis as an information item.

#### **3.3 CAO Council-Related Duties:**

- 3.3.1 Meeting Attendance:
  - a) Be present at any meeting of Council unless excused therefrom,
  - b) Attend meetings of such boards, committees, commissions, or other bodies as may be required.
- 3.3.2 Budgeting:
  - a) Oversee the preparation of budgets for operating and capital programs annually or more often as required or directed by Council;
  - b) At the end of each fiscal year, or as required or directed by Council, prepare and submit a complete financial report on all financial activities of the Town during the preceding year;
  - c) Monitor and report on the operating and capital budgets approved by Council; and

- d) At no time may the CAO authorize cumulative operating and capital expenditures in excess of the approved total operating and capital budgets unless in accordance with established Policy and Procedure respecting unbudgeted expenditures.

#### 3.3.3 Communication:

- a) Advise and inform Council or Council committees on the operation and affairs of the Municipality;
- b) Provide reports and updates to Council regarding activities and community concerns;
- c) Ensure that Council is aware of any key administrative and political issues as they arise;
- d) Ensure that Council is made aware of all available information for each issue, at least to the extent that Administration is aware of such information;
- e) Keep Council informed on progress, recommended changes, and new matters that relate to the strategic plan and work programs on a regular basis; and
- f) Prior to the execution of Section 3.2.4 above, the CAO must consult and inform Council of any substantial impact to the function and/or focus of Administration resulting from the structural change.

#### 3.3.4 Council and Committee Reports:

- a) Prepare and submit reports and recommendations as required by Council and Council committees,
- b) Ensure that Council has access to reasonable decision options as well as the recommendation of the CAO,
- c) Utilize a consistent format and be proactive in providing a full range of information, background, issues defined, available options, and implications in the Requests for Decision reports and Direction Requests required for decision-making.
- d) The CAO must comply with statutory reporting requirements under the Act, including providing written reports to Council regarding exercise of natural person powers and sharing information with all members of Council.

### 3.4 CAO Bylaw & Policy Development Duties:

- 3.4.1 Develop and recommend, for Council approval, Bylaws and Policies dealing with non-administrative matters as directed by Council, or at the initiation of Administration; and
- 3.4.2 Develop, approve, and implement Policies, Procedures, and Practices dealing strictly with administrative matters.

### 3.5 CAO Third Party Relations Duties:

- 3.5.1 Negotiate contracts, agreements, and transactions required for the effective operation of the Municipality provided the expenditure does not exceed the

amount approved by Council in its annual budget or result in a decrease to anticipated revenue which will impact the budget;

- a) Should the contract, agreement, or transaction result in a budgetary impact as outlined in Section 3.5.1, the CAO is to bring a Report and recommend the approval of such to Council,
- 3.5.2 Conclude contract negotiations on behalf of the Municipality to a financial limit established by Policy or resolution; and
- 3.5.3 Sign any order, agreement, cheque, negotiation instrument, or document made or executed on behalf of the Municipality.

### 3.6 CAO Other Duties:

- 3.6.1 Hire or retain legal counsel on behalf of the Municipality;
  - 3.6.2 In the case of an emergency, while still following the Procurement Policy FN-1300 as amended, authorize any expenditure not previously approved by Council provided a detailed report on such expenditure and its need is presented at the next meeting of Council;
  - 3.6.3 Maintain a current understanding of applicable Municipal legislation and leadership, as well as relevant programs, Policies, and initiatives of the provincial and federal governments; and
  - 3.6.4 Take such other actions as necessary to carry out the responsibilities and duties assigned by Council.
- 3.7 The CAO may, in accordance with s.209 of the Act, delegate any powers, duties, or functions to an employee of the Town, provided such delegation is in writing and includes reporting and accountability measures.

## 4.0 CONDUCT OF THE CAO

### 4.1 In their relationship with Council, the CAO must:

- 4.1.1 Conduct themselves as the Municipality's Chief Policy Advisor in an honest and ethical manner;
- 4.1.2 Provide professionally sound, ethical, and legal advice that is in accordance with the Policies and objectives of Council;
- 4.1.3 Share information to all Members of Council when deemed appropriate in responding to a request from one Councillor;
- 4.1.4 Ensure that Members of Council are accorded respect in all personal and public comments;
- 4.1.5 Treat Members of Council with respect and integrity;
- 4.1.6 Lead, establish, and maintain a positive and constructive environment for Members of Council, residents, stakeholders, businesses, and Town employees;
- 4.1.7 Listen carefully to the concerns of Council via the CAO's performance review and seek to improve any deficiencies on an ongoing basis; and
- 4.1.8 Admit to mistakes of substance made by the CAO or Administration and take corrective action.

- 4.2 Through the process of carrying out their administrative duties, the CAO must:
- 4.2.1 Act on the will of Council as a whole only, not on the will of an individual Councillor, as established by Resolutions, Policies, and Bylaws of Council;
  - 4.2.2 Implement Council's directions and Strategic Plan, provide decision-making advice, and communicate customer needs;
  - 4.2.3 Direct the actions of Administration so that it is in accordance with the Policies and objectives of Council;
  - 4.2.4 Forward any complaints or concerns to the appropriate area or individual so that reasonable and prompt follow up is assured; and
  - 4.2.5 Address Administration activities that harm relationships with Members of Council, citizens, or stakeholders.
- 4.3 The CAO must refrain from abusive conduct, public comments on staff performance, personal charges, or verbal attacks upon the character or motive of Members of Council, citizens, stakeholders, boards and committees, or staff.

## 5.0 INDEMNIFICATION

The Town shall indemnify the CAO provided that the CAO was acting in good faith to carry out the powers, duties, and functions given to the CAO by this Bylaw, the Act, any other applicable agreement binding on the Town, enactment or any other applicable Bylaw, Resolution, Policy, or Procedure.

## 6.0 CONFLICT

The provisions of this Bylaw shall prevail in any case where there is conflict between this Bylaw and any previous resolution or Bylaw of Council.

## 7.0 SEVERABILITY

- 7.1 If any portion of this Bylaw is found by a court of competent jurisdiction to be invalid, such portion shall be severed from the Bylaw, and the remainder is to remain valid.

## 8.0 DEFINITIONS

- 8.1 In this bylaw, words have the meanings set out in the Act, except as defined in section 8.2 to 8.16.
- 8.2 **Act:** the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended.
- 8.3 **Acting CAO:** Short-term appointment to carry out the duties of CAO due to an absence of the CAO.
- 8.4 **Administration:** the administrative and operational arm of the Municipality, comprised of the various Departments and including all employees who operate under the leadership and of the CAO.

- 8.4 **Chief Administrative Officer (CAO):** the person appointed by Council to the position of Chief Administrative Officer of the Town of Hinton, or their designate, who shall exercise all powers, duties, and functions assigned under the Act s. 207, including supervision of all employees and implementation of Council decisions.
- 8.5 **Consult:** A two-way conversation between Council and the CAO which allows the CAO to understand Council's position on a matter, when the matter is under the CAO's authority.
- 8.6 **Council:** the municipal council of the Town of Hinton, including the Mayor and six (6) Councillors.
- 8.6 **Delegation:** The authority granted by the CAO to an employee to exercise powers, duties, or functions, in accordance with of the Act s. 208.
- 8.7 **Department:** The second highest level of the Administrative structure, lead by the Director.
- 8.8 **Deputy CAO:** The person appointed by the CAO to the position of Deputy Chief Administrative Officer of the Town of Hinton, or their designate.
- 8.9 **Division:** The highest level of the Administrative structure, lead by the CAO.
- 8.10 **Mayor:** the chief elected official of the Town of Hinton.
- 8.11 **Member of Council:** a member of Council including Councillors and the Mayor.
- 8.12 **Municipality/Town:** the municipal corporation of the Town of Hinton.
- 8.13 **Interim CAO:** Appointed by Council to carry out the duties of CAO for a specific period of time beyond which an Acting CAO should cover, due to a vacancy in the CAO position.
- 8.14 **Organizational Chart:** a graphic representation of the structure of an organization showing the relationships of the positions or jobs within it.

## 7.0 REPEAL

- 7.1 All former versions are hereby repealed.

## 8.0 ENACTMENT

- 8.1 This Bylaw will come into force and effect when it receives third reading and is duly signed.


READ a First time this 20<sup>th</sup> day of January 2026.

READ a Second time this 20<sup>th</sup> day of January 2026.

READ a Third time this 20<sup>th</sup> day of January 2026.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CHIEF ADMINISTRATIVE OFFICER

	<b>CAO Performance Review Policy</b>
	<b>Council Approved</b>
	<b>Council CL1111</b>
	<b>Approved</b> DATE, 202X
	<b>Next Review Date</b> DATE

## 1.0 POLICY STATEMENT

- 1.1 The Town of Hinton Council recognizes the importance of performance reviews in maintaining an effective and professional relationship between Council and the Town's Chief Administrative Officer (CAO) and commits to a consistent formal review process.

## 2.0 PURPOSE

- 2.1 The purpose of this Policy is to establish a structured process for conducting annual performance reviews for the CAO. The performance review aims to assess the CAO's effectiveness in fulfilling their responsibilities and achieving organizational goals.

## 3.0 SCOPE

- 3.1 This Policy applies to Council, the CAO, Directors, and the Human Resources (HR) Manager.

## 4.0 RESPONSIBILITIES

- 4.1 Council will:
- 4.1.1 Determine if the performance review will be facilitated in whole or in part by the Mayor or a Consultant;
  - 4.1.2 Determine which three (3) Directors can provide input into the performance review;
  - 4.1.3 Evaluate and approve the written performance review and any related adjustments to salary and benefits;
  - 4.1.4 Ensure any adjustments to salary and benefits are included in the annual Budget; and
  - 4.1.5 Approve changes to this Policy.
- 4.2 The Mayor will:
- 4.2.1 Approve and sign the contract with the Consultant.

- 4.3 The Mayor and/or a Consultant will:
  - 4.3.1 Oversee implementation of the performance review procedure;
  - 4.3.2 Maintain a confidential record of staff who provided input; and
  - 4.3.3 Share results of performance reviews with Council and provide all applicable performance review records to the HR Manager for the CAO's personnel file.
- 4.4 The Chief Administrative Officer will:
  - 4.4.1 Ensure the Policy and Procedures are followed;
  - 4.4.2 Respond to the completed performance review in a timely manner;
  - 4.4.3 Provide input on goals for the upcoming year; and
  - 4.4.4 Come prepared for updates and contribute to performance discussions.
- 4.5 The HR Manager will:
  - 4.5.1 Prepare necessary information and forms, and provide them to the Council, the Committee of the Whole, Consultant, and the CAO as per the approved schedule for the annual performance review, including a copy of the previous performance review;
  - 4.5.2 Ensure all documents are properly authorized and filed;
  - 4.5.3 Advise Director of Corporate Services of any payroll adjustments authorized by Council; and
  - 4.5.4 Draft any amendments to this Policy as directed by Council.

## **5.0 RELATED MATTERS & REFERENCES**

- 5.1 *Alberta Human Rights Act.*
- 5.2 CAO Bylaw No. 1159.
- 5.3 CAO Recruitment Policy No. 1109.
- 5.4 Council Code of Conduct Bylaw No. 1124.
- 5.5 Current CAO Employment Contract.

## **6.0 STANDARDS**

- 6.1 The performance evaluation is based on the principles of communication:
  - 6.1.1 To facilitate two-way communication between the CAO and Council regarding performance and personal development;
  - 6.1.2 All participants are to engage in open and honest dialogue both at the review meetings and throughout the year; and



- 6.2 Except for the first performance evaluation, in providing feedback Council will consider the full year under review and the entire spectrum of the CAO's responsibilities.
- 6.3 Council's approved Strategic Goals and pre-established annual goals will be the primary context for determining effective performance in addition to organizational leadership and strong relationships with key stakeholders.

## **7.0 PROCEDURES**

- 7.1 The Council will determine if the performance review will be facilitated in whole or in part by the Mayor or a Consultant at the last Regular Council Meeting in July. Council will also determine which three (3) Directors will participate in the performance review at this meeting.
  - 7.1.1 If the facilitation will be split between a Consultant and the Mayor Council must define the work to be performed by each.
- 7.2 The CAO shall be provided with the performance review form and goal setting form (Schedule B – Council & Chief Administrative Officer Performance Review Form, Schedule C – Director & Chief Administrative Officer Performance Review Form, Schedule D – Goal Setting Form), plus any other relevant documents, and notified of the upcoming review during the week before the first Committee of the Whole Meeting in August.
  - 7.2.1 The CAO shall complete a self-assessment using the provided forms, reflecting on their accomplishments, challenges, and areas for improvement over the past year. The CAO shall also submit any compensation, benefit, or Employment Agreement adjustments requests at this time.
  - 7.2.2 The CAO self-assessment shall be submitted to the Mayor or Consultant prior to the second Committee of the Whole Meeting in August.
- 7.3 Council shall be provided with the performance evaluation form and goal setting form (Schedule B – Council & Chief Administrative Officer Performance Review Form, Schedule D – Goal Setting Form) at the first Committee of the Whole Meeting in August.
  - 7.3.1 Council shall complete the evaluation using the provided forms, reflecting on the CAOs accomplishments, challenges, and areas for improvement over the past year.
  - 7.3.2 Council's evaluations shall be submitted to the Mayor or Consultant prior to the end of August.
- 7.4 At least three (3) Directors shall be provided with the performance review form (Schedule C – Director & Chief Administrative Officer Performance Review Form) by the first Committee of the Whole Meeting in August.

- 7.4.1 The Directors shall complete the evaluation using the provided forms, reflecting on the CAOs accomplishments, challenges, and areas for improvement over the past year.
  - 7.4.2 The Directors evaluations shall be submitted to the Mayor or Consultant prior to the end of August.
- 7.5 The Mayor or Consultant shall compile the information into one document and present to Committee during a closed session at the first Committee of the Whole Meeting in September.
- 7.6 The Committee shall review the performance review document and CAO goals to develop a recommendation for any salary and/or benefit (Schedule E – Professional Development and Salary Form) adjustments in closed session(s) during the first and/or second Committee of the Whole Meeting(s) in September, as required.
  - 7.6.1 During this time, the Committee shall meet with the CAO in closed session(s) to review the results of the evaluation and provide the CAO with an opportunity to offer comments or clarification related to the assessment. The Committee may also receive input from the CAO regarding compensation and/or benefit adjustments for the upcoming year. Input provided by the CAO does not obligate the Committee or Council to amend the performance review or to approve any adjustment to compensation or benefits.
- 7.7 Council shall approve the performance review document, CAO goals, and any salary and/or benefit adjustments at the last Regular Council Meeting in September or the first Regular Council Meeting in October.
- 7.8 During the last Regular Council Meeting in September or the first Regular Council Meeting in October during closed session, the CAO and Council and/or Consultant will discuss the performance review, CAO, goals, and any salary and/or benefit adjustments.
  - 7.8.1 The meeting agenda shall include a discussion of the CAO's self-assessment, feedback from Council members, feedback from Directors, any performance-related matters, and any salary and/or benefits adjustments.
  - 7.8.2 The meeting agenda shall also include a discussion of the CAO's current and establishing future goals.
  - 7.8.3 Council and/or Consultant shall provide constructive feedback, commendations for exemplary performance, and recommendations for improvement.
- 7.9 The goals will be reviewed mid-year between the CAO and Council.

**8.0 APPENDICES, PROCEDURES, & FORMS**

- 8.1 Schedule A - Performance Review Timeline.
- 8.2 Schedule B – Council & Chief Administrative Officer Performance Review Form.
- 8.3 Schedule C – Director & Chief Administrative Officer Performance Review Form.
- 8.4 Schedule D – Chief Administrative Officer Goal Setting Form.
- 8.5 Schedule E - Chief Administrative Officer Professional Development and Salary From.

**9.0 DEFINITIONS**

- 9.1 **Act:** the *Municipal Government Act*, R.S.A. 2000, c. M-26, and associated regulations, as amended.
- 9.2 **Chief Administrative Officer (CAO):** the person appointed by Council to the position of chief administrative officer of the Town of Hinton, or their designate.
- 9.3 **Consultant:** A professional who provides advice or services in the area of CAO performance reviews.
- 9.4 **Council:** the Municipal Council of the Town of Hinton, including the Mayor and six Councilors.

**10.0 REVISION CONTROL**

- 10.1 This Policy must be reviewed every six (6) years.
- 10.2 Upon Council approval, all former versions of this Policy are hereby rescinded.

Date	Revision



## TOWN OF HINTON Administrative Report

☐ DIRECTION REQUEST    ☒ REQUEST FOR DECISION    ☐ INFORMATION ITEM

**DATE:** Regular Council Meeting of January 20, 2026  
**PRESENTED BY:** Trent McLaughlin, Director of Development and Infrastructure  
**SUBMITTED BY:** Jordan Panasiuk, Chief Administrative Officer  
**RE:** **FREEDOM EXPRESS - UNIT 504 REPLACEMENT**

### Recommended Action

*Council approves the purchase of a new Freedom Express bus to be added to the 2026 Capital Fleet Budget for an amount of \$230,000 with funding from the Fleet Reserve.*

### Background

The Town currently owns and operates a transit vehicle, Unit 504 Freedom Express. It provides door-to-door transit service Tuesday to Thursday, 9 a.m. to 4 p.m., to the Town's vulnerable demographic facing mobility and/or cognitive impairments. The Freedom Express is the only service in Hinton that has three wheelchair spots and six seats, with room for walkers, as per the Town of Hinton Transportation Level of Service Policy CS-7204.

The service is highly utilized by those aged 55-plus and serves an average of 15 passengers daily. Of those passengers, 30% require the wheelchair lift, 35% use walkers, and 85% are mobility challenged. The Freedom Express serves individuals from Lion's Manor, Adult Day program, Grande Yellowhead School Division, Pine Valley Lodge, Hinton Hospital, and more. There have been an influx of referrals from Pine Valley Lodge, Alberta Health Services - Transition Coordinator, and the Adult Day Program from the end of 2024 into 2026.

In early December 2025, transit drivers noted that the wheelchair lift on the Freedom Express was not functioning properly. Upon inspection, the Freedom Express frame and body were severely corroded, and when the wheelchair lift was operated, the frame and floor deflected excessively, causing the lift to bind and function improperly. This inspection found that the vehicle frame was compromised and could no longer support the wheelchair lift's weight and function. This was flagged as a severe deficiency and the Freedom Express was immediately taken out of service.

On December 30, 2025, Administration received an estimate of \$31,661 from Winfield Heavy Truck and Collision Repair in Edmonton to repair and reinforce the frame of the Freedom Express to allow continued use of the wheelchair lift. However, due to the nature of the repair and the potential liabilities surrounding wheelchair lift operations, Winfield expressed concerns about performing this repair and advised the Town against proceeding.

Unit 504 Freedom Express is a 2014 Ford E-450 chassis equipped with a wheelchair-accessible bus body and, according to the Fleet Replacement Schedule presented to Council on November 25, 2025, is planned for lifecycle replacement in 2027. Since this unit is at the end of its expected lifecycle and in keeping with the professional advice from Winfield, Administration will not be repairing the wheelchair lift.

## Analysis

To maintain the current level of service (CS-7204 section 7.1.ii) to the Town's vulnerable demographic who require transportation services, Administration is recommending the immediate replacement of Unit 504. Although this request comes to Council after the 2026 budget has already been approved, Administration recommends that Council approve an additional \$230,000 of capital expenditure from Fleet Reserves over and above the \$886,252 approved for fleet replacement in the 2026 Capital Budget, to include the replacement of Unit 504.

The procurement process, from receiving competitive bids to delivering the new unit, is likely to take up to four months. During this period, this wheelchair-accessible transport service will be affected. Since the Freedom Express was taken out of service, the Town has secured an additional transit bus through TRANSDEV (Hinton Transit Bus supplier) to continue offering door-to-door service to passengers who do not require wheelchair-accessible transport. However, the Town is not currently able to provide this transit service to passengers requiring wheelchair accessible transport.

Neighbourlink has a van that accommodates one wheelchair, serving the community at a very limited capacity. Neighbourlink has commendably stepped up to help partially bridge the gap in service for passengers requiring wheelchair-accessible transport until the Freedom Express resumes operation. However, Neighbourlink is not able to meet the demand and expressed concern over their internal capacity to continue offering service for the Town.

ESTS operates Edson's only Wheelchair and lift-accessible transportation service. ESTS has confirmed the availability of one spare para-transit bus and the willingness to discuss providing a temporary para-transit bus in 2026 until the Town of Hinton procures a new Freedom Express bus. The Town is finalizing an agreement with Edson Seniors Transportation Society (ESTS) to rent their spare bus, and hope that wheelchair-accessible transportation can resume by the end of January.

## Implications of Decision

### Financial Implications

Items	Comments
<b>Operating Cost/Implications</b>	Increase of \$24,000 - \$36,000 to lease/rent a unit until new unit received
<b>Capital Cost</b>	\$230,000 (\$886,252 + \$230,000 = \$1,116,252 total fleet 2026)
<b>Budget Available</b>	No
<b>Source of Funds</b>	Fleet Reserves (purchase new) 2026 Operational Budget (lease/rent) – Spring Adjustments
<b>Unbudgeted Costs</b>	Yes

### Legislative Implications

Conforms with:	Yes/No/Partial/NA	Comments
<b>Council's Strategic Plan</b>	Yes	Organizational Effectiveness
<b>Municipal Policies or Bylaws</b>	Yes	Transportation Level of Service Policy CS-7204 (section 7.1.ii) Responsible Asset Management and Replacement of Fleet units
<b>Provincial Laws or MGA</b>	N/A	
<b>Other plans or policies</b>	N/A	

### **Level of Service Implications**

Not maintaining the existing level of service offered by the Transportation service branch is detrimental to a vulnerable demographic that relies on the service to maintain independence, ensure their health, and build and maintain social connections in the community. The Freedom Express is the only service that provides this level of service, and not continuing this service would impact passengers from but not limited to: Lion's Manor, Adult Day program, Grande Yellowhead School Division, Pine Valley Lodge, and Hinton Hospital.

Administration has been in communication with Hinton Continuing Care (HCC), Adult Day Program (ADP) and Neighbourlink. HCC and ADP rely heavily on the Freedom Express service and have expressed strong support for maintaining the level of service. Neighbourlink's capacity to deliver clients at the level of Freedom Express is not possible.

### **Public Engagement**

Communication with groups that use the service will be needed to share updates on bus service availability, changed schedules, and/or access limitations for potential passengers.

### **Risk / Liability**

If the Freedom Express bus is not replaced, there will be increased maintenance costs, deterioration of Town Fleet assets, and service disruptions to a vulnerable demographic.

### **Options / Alternatives**

1. Council approves the purchase of a new Freedom Express bus be added to the 2026 Capital Fleet Budget for an amount of \$230,000 with funding from the Fleet Reserve.
2. Council defers the decision to replace the Freedom Express Bus until spring budget adjustments.
3. That Committee receives the report on Freedom Express - Unit 504 Replacement for information and direct Administration to return the Transportation Level of Service Policy to a future Committee of the Whole.

### **Attachment(s)**

1. [Transportation Levels of Service](#)



## TOWN OF HINTON Administrative Report

☐ DIRECTION REQUEST   ☒ REQUEST FOR DECISION   ☐ INFORMATION ITEM

**DATE:** REGULAR COUNCIL MEETING, January 20, 2026  
**SUBMITTED BY:** Jordan Panasiuk, Chief Administrative Officer  
**PRESENTED BY:** Jordan Panasiuk, Chief Administrative Officer  
**RE:** **COUNCIL ACTION PENDING LIST REVIEW**

### Recommended Action

*That Council rescind Motions: MD - 3193, MD - 3194, MD - 2965, MD - 3585, MD - 3586, MD - 3587, MD - 3588, MD - 3589, MD - 3590, MD - 3591, MD - 3592, MD - 3593, MD - 3594, MD - 3595, MD - 3596, MD - 2031.*

### Background

The Council Action Pending List is included for Council's review. An Action Pending list is the tracking mechanism used for Council Motions. These action items are in addition to direction provided through the tactical plan.

Outstanding Motions: 42  
 Recommendations to rescind: 16

### Analysis

With a new Council term, it is recommended that Council review the Action Pending List to assess whether motions from the previous Council are a priority of the new Council. Rescinding a motion does not necessarily mean that it is not important or not something that Council will want to focus on in the future; it simply means this is not a priority for Administration to be actively working on now.

Narrowing the list provides more administrative focus and resources for the remaining items, plus increased capacity for new priorities. This is particularly important as Council enters a new planning process.

To help facilitate discussion, Administration identified items in *Attachment 1* that Council may want to consider rescinding and others that may warrant further discussion.

### Implications of Decision

### Financial Implications

Items	Comments
Operating Cost/Implications	There is no direct financial impact.
Capital Cost	N/A
Budget Available	N/A
Source of Funds	N/A
Unbudgeted Costs	N/A

### Legislative Implications

Conforms with:	Yes/No/: Partial/N/A:	Comments:
Council's Strategic Plan	N/A	
Municipal Policies or Bylaws	N/A	
Provincial Laws or MGA	Yes	Council maintains authority to rescind motions.
Other plans or policies	No	

### Level of Service Implications

No direct impact on levels of service.

### Public Engagement

N/A

### Communications

N/A

### Risk / Liability

Motions on the Council Action Pending List should be assessed individually as Administration may have taken action or made commitments related to the specific item.

### Options / Alternatives

1. That Council rescind Motions: MD - 3193, MD - 3194, MD - 2965, MD - 3585, MD - 3586, MD - 3587, MD - 3588, MD - 3589, MD - 3590, MD - 3591, MD - 3592, MD - 3593, MD - 3594, MD - 3595, MD - 3596, MD - 2031.

2. That Council rescind Motion(s): \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_.

3. That Council receives the Council Action Pending List for information.

### Attachments / Links

[Council Action Tracking List](#)



Meeting Date	Item Number	Action Required	Staff Responsible	Due Date	Revised Date	Status	Additional Comments	Comments
25 Nov 2025	MD - 3896	that Committee seek consensus to defer the Mascot Replacement to the 2027 Budget with HYAC brining recommendations to Council prior to June 2026.	Alicia Bourbeau	02 Dec 2025	02 Dec 2025	In Progress	In progress: OBC Budget 2026	
06 Feb 2024	MD - 3193	that Council direct Administration to bring back a report that a portion of direct property taxes revenues from any developments near the golf course be dedicated to a fund that will pay for capital improvements on the golf course to a future meeting of Council.	Alicia Bourbeau	09 Dec 2025	09 Dec 2025	On Hold	Golf Course - Capital Improvement IN PROGRESS: Related to MD-2191 and MD-3194; ensure policies written support overall reserve funding intent.	Recommendation - <b>Rescind</b> . management of reserve policy provides necessary latitude to fund capital projects equitably throughout town.
06 Feb 2024	MD - 3194	that Council direct Administration to bring a report that any proceeds from the land sale near the golf course be dedicated to a fund that will pay for capital improvements on the golf course to a future meeting of Council.	Alicia Bourbeau	09 Dec 2025	09 Dec 2025	On Hold	Golf Course - Land Sale ON HOLD:	Recommendation - <b>Rescind</b> . management of reserve policy provides necessary latitude to fund capital projects equitably throughout town.
18 Jun 2024	MD - 3333	that Council directs Administration to bring the ATE Proceeds Policy #78 to future Committee of the Whole Meeting.	Alicia Bourbeau	23 Dec 2025	23 Dec 2025	In Progress	2024 Spring Community Grant Awards <a href="https://hinton.civicweb.net/filepro/documents/158895/?preview=159247">https://hinton.civicweb.net/filepro/documents/158895/?preview=159247</a> IN PROGRESS:	
07 Oct 2025	MD - 3838	that Council direct Administration to investigate options to diversify delivery of Hinton Listens public	Alicia Bourbeau	13 Jan 2026	Mar-26	In Progress	Notice of Motion - Mayor Nissen IN PROGRESS: - current statistics included in	
23 Sep 2025	MD - 3828	that Committee reach consensus to have Administration include the Clean Energy Improvement Program in the 2026 Council Strategic Planning Workshop for further discussion and direction.	Alicia Bourbeau	18 Feb 2026	18 Feb 2026	On Hold	Clean Energy Improvement Program On Hold:	For Councils consideration
04 Jul 2023	MD - 2965	that Administration bring back a draft policy with regards to the Community Grant to a future Committee of the Whole Meeting.	Alicia Bourbeau	24 Feb 2026	24 Feb 2026	In Progress	2023 Community Grant Spring Intake IN PROGRESS: Using reconciled information from 2025 Audit files, create a forecast for future grants.	Recommendation - <b>Rescind</b> . ATE revenues to fund the program will be fully utilized in the next 1-2 years. If Council would like to consider funding the program from a different source (i.e taxation) then Motion should remain.
26 Aug 2025	MD - 3811	that Committee seek consensus to direct Administration to amend the cost for Maskuta Creek Group Campground to remove the single night option, the additional unit option, and to include a large group fee and a proposed definition for a large group.	Chris Murphy	10 Feb 2026	10 Feb 2026	In Progress	Include Campground Fees in the Fees, Rates and Charges Bylaw No. 2001-4 In Progress: February 2026	For Councils consideration
26 Aug 2025	MD - 3812	that Committee seek consensus to direct Administration to include a charge for additional firewood deliveries at the Maskuta Creek Campground to exclusive bookings.	Chris Murphy	10 Feb 2026	10 Feb 2026	In Progress	Include Campground Fees in the Fees, Rates and Charges Bylaw No. 2001-4 In Progress: February 2026	For Council's consideration
26 Aug 2025	MD - 3813	that Committee refers the draft Fees, Rates, and Charges Bylaw No. 2001-4 to a future Committee of the Whole Meeting as amended.	Chris Murphy	10 Feb 2026	10 Feb 2026	In Progress	Include Campground Fees in the Fees, Rates and Charges Bylaw No. 2001-4 In Progress: February 2026	For Council's consideration
22 Oct 2024	MD - 3448	that Committee direct administration to return an FCSS Strategic Plan to a future Committee of the Whole Meeting.	Chris Murphy	10 Feb 2026	10 Feb 2026	In Progress	FCSS Level of Service Policy CS 7202 - LOS Complete IN PROGRESS: To be re-evaluated in 2026	

10 Dec 2024	MD - 3585	that Committee seek consensus to proceed with tax exemptions on residential development.	Jordan Panasiuk	25 Nov 2025	25 Nov 2025	In Progress	Residential Tax Incentives On Hold	Recommendation - <b>Recind</b> . This item is currently on hold. Further discussion can occur at the Strategic Planning Processes. It is recommended that Council start with a fresh look at this policy prior to administration proceeding to draft a policy with the specific direction from the previous council. These motions will still be recorded for for Council's information if we reconsider this item.
10 Dec 2024	MD - 3586	that Committee seek consensus to include entry level housing for units under \$400,000.00	Jordan Panasiuk	25 Nov 2025	25 Nov 2025	In Progress	Residential Tax Incentives On Hold	
10 Dec 2024	MD - 3587	that Committee seek consensus to include apartment builds under this bylaw.	Jordan Panasiuk	25 Nov 2025	25 Nov 2025	In Progress	Residential Tax Incentives On Hold	
10 Dec 2024	MD - 3588	that Committee seek consensus to include multifamily residential.	Jordan Panasiuk	25 Nov 2025	25 Nov 2025	In Progress	Residential Tax Incentives On Hold	
10 Dec 2024	MD - 3589	that Committee seek consensus to include long-term rentals in the bylaw.	Jordan Panasiuk	25 Nov 2025	25 Nov 2025	In Progress	Residential Tax Incentives On Hold	
10 Dec 2024	MD - 3590	that Committee seek consensus to include secondary suites in the bylaw.	Jordan Panasiuk	25 Nov 2025	25 Nov 2025	In Progress	Residential Tax Incentives On Hold	
10 Dec 2024	MD - 3591	that Committee seek consensus exclude mobile homes from the bylaw.	Jordan Panasiuk	25 Nov 2025	25 Nov 2025	In Progress	Residential Tax Incentives On Hold	
10 Dec 2024	MD - 3592	that Committee seek consensus to include tiny homes in the tax incentive bylaw.	Jordan Panasiuk	25 Nov 2025	25 Nov 2025	In Progress	Residential Tax Incentives On Hold	
10 Dec 2024	MD - 3593	that Committee seek consensus that the appropriate duration of the tax incentive bylaw will be for 5 years.	Jordan Panasiuk	25 Nov 2025	25 Nov 2025	In Progress	Residential Tax Incentives On Hold	
10 Dec 2024	MD - 3594	that Committee seek consensus that the residential tax incentive is an exemption of 100% year 1, 100% year 2, 75% year 3, 50% year 4 and 25% year 5.	Jordan Panasiuk	25 Nov 2025	25 Nov 2025	In Progress	Residential Tax Incentives On Hold	
10 Dec 2024	MD - 3595	that Committee seek consensus to direct administration to bring back a report on incentives and options to encourage developers for housing units.	Jordan Panasiuk	25 Nov 2025	25 Nov 2025	In Progress	Residential Tax Incentives On Hold	For Council's consideration - The Agricultural Society has proceeded with a holding pen so this item is less of a priority.
10 Dec 2024	MD - 3596	That Committee direct Administration to bring forward a bylaw to regulate residential tax incentives to a Committee of the Whole Meeting alongside developers incentives options as discussed.	Jordan Panasiuk	25 Nov 2025	25 Nov 2025	In Progress	Residential Tax Incentives On Hold	
23 Jul 2024	MD - 3372	That Committee provides consensus to continue working with the province for land disposition for Fire Break Partnership for the lands adjacent to Mary Reimer Park.	Jordan Panasiuk	09 Dec 2025	09 Dec 2025	In Progress	Green Municipal Fund - Adaptation in Action IN PROGRESS:	
28 Oct 2025	MD - 3846	That Council dissolve the CAO Oversight Committee, rescind Bylaw No. 1147, and assign all responsibilities for CAO recruitment and performance evaluation to Council, with corresponding amendments made to Policy No. CL1111 and Policy No. 1109 to reflect Council as the governing body.	Jordan Panasiuk	13 Jan 2026	13 Jan 2026	In Progress	In progress: CAO Performance Review Policy CL 1111 and CAO Recruitment Policy No. CL 1109 Amendments	

26 Aug 2025	MD - 3814	that Committee reach consensus to direct Administration to bring proposed changes to a future Committee of the Whole Meeting to the Water Utility Bylaw and the Fees Rates and Charges Bylaw back to Committee, to allow a Flat Rate of \$150 per month for water and \$100 per month sewer to any residential unit connected to the water system without a meter, and the inclusion of a “Commercial/Industrial Connection to the Water System without a Meter” in the specified penalties in the Fee Rates and Charges Bylaw.	Trent McLaughlin	25 Nov 2025	25 Nov 2025	In Progress	Conversation around Water Meter Resistance In Progress: This will be done near the end of the water meter project, because if the project has further delays it will impact this.	
26 Aug 2025	MD - 3815	that Committee seek consensus to direct Administration to explore options for including the requirement to include a meter on the property title.	Trent McLaughlin	25 Nov 2025	25 Nov 2025	In Progress	Conversation around Water Meter Resistance In Progress: options that will be presented closer to the end of the meter project.	
09 Dec 2025	MD - 3918	That Committee seeks consensus for Option 2 with an RFD to come to Council in Q1 2026 alongside the Fleet Management Policy.	Trent McLaughlin	24 Mar 2026	24 Mar 2026	In Progress	In progress: 2026 Budget - Fleet Replacement	
14 Jul 2020	MD - 2031	That Council direct Administration to develop the Full Cost Recovery Volume based Fee structure for Residential and Commercial Customers based on service costs	Trent McLaughlin	01 Oct 2026	01 Oct 2026	On Hold	Solid Waste Management Program ON HOLD: Until EPR is fully implemented.	Recommend to <b>Recind</b> . A review of the service will occur with the implementation of EPR, motion is redundant.
12 Aug 2025	MD - 3802	seek consensus to direct Administration to bring back a report regarding options for Council to explore financial options to support the buildout of the Boutin lands development.	Winston Rossouw	13 Jan 2026	13 Jan 2026	In Progress	Boutin Lands - Seniors Housing Concept Review In Progress: Boutin Lands - Seniors Housing Concept Review tied to 3796	
23 Sep 2025	MD - 3830	that Committee reach consensus to direct Administration to bring the Municipal Infill Lands – Proposed Conditions of Sale report to a Committee of the whole meeting in December of 2025.	Winston Rossouw	27 Jan 2026	27 Jan 2026	In Progress	Municipal Infill Lands - Proposed Conditions of Sale In progress: Feb 2026	
12 Aug 2025	MD - 3796	that Committee reach consensus to proceed with exploration of a phased approach to housing that incorporates the available Canadian Mortgage and Housing Corporation (CMHC) funding streams presented, and that aligns with the 2022-2025 Strategic Plan, for full development of the Boutin Lands.	Winston Rossouw	27 Jan 2026	27 Jan 2026	In Progress	Boutin Lands - Seniors Housing Concept Review In Progress: Feb 2026	
23 Sep 2025	MD - 3831	that Committee seek consensus to direct Administration as part of the municipal infill lands report include any pertinent updates on the Build Canada Homes Project and/or any additional updates on co-op housing.	Winston Rossouw	10 Feb 2026	10 Feb 2026	In Progress	Municipal Infill Lands - Proposed Conditions of Sale In Progress: Feb 2026	
16 Sep 2025	MD - 3824	that Council agree to provide support for a temporary industry-focused Co-op Steering Committee by providing administrative support and agree to nominate an elected official as indicated in the Co-operative Housing Industry Focus Report.	Winston Rossouw	24 Feb 2026	24 Feb 2026	In Progress	Co-Operative Housing; Industry Focus In Progress: January 2026	

16 Sep 2025	MD - 3825	that Council direct Administration to appoint the Mayor to the Co-op Housing Steering Committee with the Deputy Mayor as the alternate.	Winston Rossouw	24 Feb 2026	24 Mar 2026	In Progress	Co-Operative Housing; Industry Focus In Progress: Feb 2026	
16 Sep 2025	MD - 3826	That Council direct Administration to pursue engaging Build Canada Homes, Housing Infrastructure, and Communities Canada.	Winston Rossouw	24 Feb 2026	24 Feb 2026	In Progress	Co-Operative Housing; Industry Focus In progress:	
20 Feb 2024	MD - 3210	That Council direct Administration to investigate the possibility of leasing or purchasing additional lands adjacent to the golf course, with a focus on lands along and near Hwy 16/ holes 16/17/18.	Winston Rossouw	24 Mar 2026	24 Mar 2026	On Hold	Golf Course - Additional Land Investigation ON HOLD:	
10 Dec 2024	MD - 3584	that Committee seeks consensus requesting Administration bring the Infill Land Development Recapitulation, Options and Opportunities report with additional information and details for execution of the preferred option(s) 3 & 5, to a future Committee of the Whole Meeting, as discussed.	Winston Rossouw	24 Mar 2026	24 Mar 2026	In Progress	Infill Land Development Recapitulation, Options and Opportunities IN PROGRESS: infill land development - First part Complete Second Part - 2026	
12 Aug 2025	MD - 3798	that Committee reach consensus to direct Administration to explore private modular housing options as part of the full development of the Boutin Lands.	Winston Rossouw	24 Mar 2026	24 Mar 2026	In Progress	Boutin Lands - Seniors Housing Concept Review In Progress: Boutin Lands - Seniors Housing Concept Review tied to 3796	
12 Aug 2025	MD - 3799	that Committee reach consensus that all non-apartment housing considerations are small-to-medium scale, no stair, senior friendly	Winston Rossouw	24 Mar 2026	24 Mar 2026	In Progress	Boutin Lands - Seniors Housing Concept Review In Progress: Boutin Lands - Seniors Housing Concept	
12 Aug 2025	MD - 3800	that Committee direct Administration to work with layouts that place the apartment building on the north side of the available lands.	Winston Rossouw	24 Mar 2026	24 Mar 2026	In Progress	Boutin Lands - Seniors Housing Concept Review In Progress: Boutin Lands - Seniors Housing Concept Review tied to 3796	
12 Aug 2025	MD - 3801	that Committee reach consensus that the non-apartment area be designed to maximize the number of at grade units.	Winston Rossouw	24 Mar 2026	24 Mar 2026	In Progress	Boutin Lands - Seniors Housing Concept Review In Progress: Boutin Lands - Seniors Housing Concept Review tied to 3796	