

Village of Innisfree
Regular Council Meeting
February 16, 2021 @ 5:00 p.m.
Village of Innisfree Council Chambers

1. Call to Order
2. Agenda
 - a. Deletions/Additions:
 - b. Adoption of Agenda
3. Delegations
 - a. 5:10 PM - Ian Brown
[Alberta Online Initiative](#) (Page 3-4)
 - b. 6:00 PM - Arthur Beaudette
VM System - Birch Lake Campground Internet Services
4. Adoption of Minutes
 - a. [January 19, 2021 Regular Council Meeting](#) (Page 5-7)
5. Business Arising from the Minutes:
 - a. [Bylaw No. 662-20 - Regional Emergency Management](#) (Page 8-14)
 - b. [Regional Emergency Management Mutual Aid Agreement](#) (Page 15-22)
6. Policies & Bylaws:
 - a. [1900-14 - CAO Evaluation Process Policy](#) (Page 23-30)
 - b.
7. New Business:
 - a. [Alberta Municipal Affairs Letter February 9, 2021 - Detailed Assessment Audit](#) (Page 31)
 - b. [Memorandum of Understanding: Emergency Management - Region of Minburn School Division Facilities](#) (Page 32-35)
8. Councillor Reports
 - a. [Alberta HUB Report - Deborah McMann](#) (Page 36)
 - b. [Parent Advisory Council - Deborah McMann](#) (Page 37)
9. Administration Reports
 - a. [CAO Report & Action List](#) (Page 38-44)
 - i. [PSD CityWide GIS & MAMP Grant Information](#) (Page 45-53)
 - b. Financials
 - i. [Revenue & Expense](#) (Page 54-59)
 - ii. [Tax Trial Balance](#) (Page 60)
 - iii. [Utility Trial Balance](#) (Page 61)
 - iv. [Accounts Payable Trial Balance](#) (Page 62-63)
10. Correspondence
 - a. [Alberta Municipal Affairs - February 5, 2021 Q&A Fact Sheet](#) (Page 64-65)
 - b. [Invitation for the 2021 Minister's Awards of Municipal Excellence](#) (Page 66-67)
 - c. [High River Letter Dated February 3, 2021 - Reinstatement of the 1976 Coal Development Policy](#) (Page 68-70)
 - d. [January 29, 2021 - Alberta Interim Advisory Board - Report on Municipal Policing Priorities](#) (Page 71-99)
 - e. [ACE Water - December 10, 2020 Shareholders Meeting](#) (Page 100-102)
 - f. [January 27, 2021 Premier of Alberta - Reopening Recreational and Business Services](#) (Page 103-104)

- g. [MD of Spirit River dated January 27, 2021 - COVID 19 Restrictions](#) (Page 105-107)
- h. [MD of Bonnyville Letter dated January 20, 2021 - Need for a Stronger Western Canadian Municipal Advocate](#) (Page 108-109)

11. Closed Session

12. Adjournment



We have exciting news!

Alberta Online is partnering with Alberta towns and cities to ensure that **ALL** of their local & area businesses have an additional resource for promoting their business to local consumers.

Alberta Online is a province-wide super directory that is consolidating directories for every town and city into one accurate source for finding Alberta businesses, products and services.

We are **donating** this service to the first 100 businesses of each municipality to help make your community stronger and more resilient during these challenging economic times.

There are no hidden costs, fees or future obligation to the businesses (or the municipality) taking advantage of it.

The Alberta Online resource includes:

- 3 year Directory listing
- A full web page linked to the listing
- Unlimited classified ads linked to the web page
- Deal Checker linked to the web page
- Unlimited links to phone, email, website, social media
- A “Currently Open!” option
- E-commerce option
- An Alberta Online shout out on social media for your business

For the first 100 businesses per municipality that are ready to get listed, please follow these 4 easy steps!

1. Fill out the intake form at <https://form.jotform.com/abonline.ca/directory-listing-intake>. (this will include your business & contact info for your customers to find you)
2. Attach your logo
3. Attach any photos and/or graphics you’d like to display on your Alberta Online webpage, as well as a description that best suits your business!
4. Sit back and let us do all the work to create the listing!

Once we have completed your initial set up you will receive an email with your login information as well as a temporary password which you can change at anytime.

If you're still not sure what to put on your listing, please contact us and we would be happy to assist you in making your listing the best it can be!

Don't hesitate to contact us with any questions you may have.

Sincerely,

Ian Brown

Ian Brown
VP Corporate Development
(403) 352-1865
ian@ab-online.ca
<https://www.ab-online.ca>

A REGULAR meeting of the Council of the Village of Innisfree was held in the Council Chambers of the Innisfree Village Office, Innisfree, Alberta on Tuesday, January 19, 2021.

CALL TO ORDER

Mayor McMann called the meeting to order at 5:18 PM.

PRESENT

Attendance via Electronic Means

Deborah McMann Mayor
Aaron Cannan Deputy Mayor

Attendance in-person

William Oudshoorn Councillor
Brooke Magosse Chief Administrative Officer

APPROVAL OF AGENDA
2021-01-19/01

Moved by Councillor Oudshoorn that the agenda be approved as amended:

New Business:

7 E – Go East of Edmonton 2021 Membership Renewal
7 F – MMI FCSS 2021 Municipal Contribution

Councillor Reports:

8 A – MMI FCSS Report – Deborah McMann
8 B – Village of Innisfree Library Board Report – Will Oudshoorn
8 C – MD of Minburn Foundation Report – Will Oudshoorn

CARRIED.

APPROVAL OF MINUTES
2021-01-19/02

Moved by Deputy Mayor Cannan that the December 15, 2020 Regular Council Meeting minutes be approved as presented.

CARRIED.

BYLAW NO. 662-20 –
REGIONAL
EMERGENCY
MANAGEMENT
2021-01-19/03

Moved by Deputy Mayor Cannan that Bylaw No. 662-20 – Regional Emergency Management be tabled to the February 16, 2021 Regular Council Meeting for further discussion.

CARRIED.

COUNTY OF MINBURN
LETTER DECEMBER 23,
2020 – FIRE SERVICES
AGREEMENT
2021-01-19/04

Moved by Mayor McMann that the County of Minburn Letter dated December 23, 2020 – Fire Services Agreement be received as information.

CARRIED.

**PAGE 2, VILLAGE OF INNISFREE REGULAR MEETING MINUTES OF
JANUARY 19, 2021**

**NORTHERN LIGHTS
LIBRARY SYSTEM –
2021 LEVY
2021-01-19/05**

Moved by Councillor Oudshoorn that the Northern Lights Library System 2021 Levy be received as information.

CARRIED.

**REGIONAL
EMERGENCY
MANAGEMENT
MUTUAL AID
AGREEMENT
2021-01-19/06**

Moved by Mayor McMann that the Regional Emergency Management Mutual Aid Agreement be tabled to the February 16, 2021 Regular Council meeting for further discussion.

CARRIED.

**TOWN OF VEGREVILLE
LETTER DECEMBER 16,
2020 – LABOUR,
EQUIPMENT & VEHICLE
RENTAL RATES
2021-01-19/07**

Moved by Councillor Oudshoorn that this item be received as information.

CARRIED.

**GO EAST OF
EDMONTON – 2021
MEMBERSHIP
RENEWAL
2021-01-19/08**

Moved by Councillor Oudshoorn that Council renew the 2021 Go East of Edmonton Municipal Tourism partnership/Annual Membership, at a cost of \$200.00 (GST not applicable), as presented.

CARRIED.

**MMI-FCSS 2021
MUNICIPAL
CONTRIBUTION
2021-01-19/09**

Moved by Deputy Mayor Cannan that Council approve the MMI-FCSS 2021 Municipal Contribution in the amount of \$1837.75.

CARRIED.

**COUNCILLOR REPORTS
2021-01-19/10**

Moved by Mayor McMann that the listed items under Councillor Reports be received as information.

CARRIED.

**ADMINISTRATION
REPORTS
2021-01-19/11**

Moved by Deputy Mayor Cannan that the listed items under Administration Reports be approved as presented.

CARRIED.

**PAGE 3, VILLAGE OF INNISFREE REGULAR MEETING MINUTES OF
JANUARY 19, 2021**

**CORRESPONDENCE
2021-01-19/12**

Moved by Mayor McMann that the listed items under Correspondence be received as information.

CARRIED.

ADJOURNMENT

Deputy Mayor Cannan adjourned the meeting at 6:33 PM.

Mayor

Chief Administrative Officer



**Village of Innisfree
Bylaw No. 662-20
Regional Emergency Management Bylaw**

**A BYLAW TO ESTABLISH A REGIONAL MUNICIPAL EMERGENCY MANAGEMENT
AGENCY AND COMMITTEE.**

WHEREAS the Village of Innisfree is required under the *Alberta Emergency Management Act 2000 Chapter E-6.8 section 11* to appoint an Emergency Advisory Committee consisting of members of the local authority and an Emergency Management Agency to act as the agent of the local authority in exercising powers and duties; and

WHEREAS the following municipalities of the Minburn Region wish to establish a Regional Emergency Plan, Regional Advisory Committee and Regional Emergency Management Agency

- Town of Vegreville
- County of Minburn No. 27
- Village of Mannville
- Village of Innisfree

NOW THEREFORE THE COUNCIL OF THE VILLAGE OF INNISFREE DULY ASSEMBLED ENACTS AS FOLLOWS:

1. Title

1.1 This Bylaw shall be known as the Regional Emergency Management Bylaw.

2. Definitions

2.1 In this Bylaw:

- a. "Act" means the *Alberta Emergency Management Act, 2000* and all amendments thereto.
- b. "Agency" means the Regional Emergency Management Agency unless stated otherwise.
- c. "All-Hazards" refers to all types of hazards including natural, technological, and human caused.
- d. "Bi-annual" occurring once every two (2) years.
- e. "Council" means the elected officials that form the municipal council of the Village of Innisfree.
- f. "Director of Emergency Management" means the person appointed by the Council of the local authority to organize the local authority's emergency management program.
- g. "Disaster" shall have the same meaning as given to it by the *Act*.

- h. “Emergency” shall have the same meaning as given to it by the *Act*.
- i. “Emergency Social Services” are services that provide for the basic essential needs of victims, evacuees and/or affected residents as may be required.
- j. “Incident Commander” means the person in control of the local authority’s Incident Command Post or a Regional Incident Command Post whose responsibility it is to oversee functions of the Incident Command Post including any municipally led Emergency Social Services.
- k. “Incident Command Post” in this Bylaw means a location for carrying out coordinated emergency or disaster response activities including planning, logistical and operational requirements. It may function as the Incident Command Post of a local authority or a regional Incident Command Post on behalf of multiple local authorities within the County of Minburn No. 27.
- l. “Local authority” and “Local authorities” refer to the authority having jurisdiction as represented by the Regional Emergency Advisory Committee and include the following:
- Town of Vegreville
 - County of Minburn No. 27
 - Village of Mannville
 - Village of Innisfree
- m. “Local Authority Emergency Management Regulation” means the *Alberta Local Authority Emergency Management Regulation 2020* and all amendments thereto.
- n. “Minister” means the Minister charged with administration of the *Act*.
- o. “Region” and “Regional” means the County and all local authorities having jurisdiction within the boundaries of the County of Minburn No. 27.
- p. “Regional Emergency Advisory Committee” means the Committee comprised of council members of the regional local authorities that advise on development of emergency plans and programs.
- q. “Regional Emergency Management Agency” is the agency appointed to act as the agent of the regional local authorities in exercising the regional authorities’ powers and duties under the Emergency Management Act of Alberta. Provides feedback, guidance and expertise regarding the regional emergency management plan and program.
- r. “Regional Emergency Plan” refers to the document created to guide the actions of the local authorities herein during an emergency.

3. Council

3.1 Council hereby agrees to establish a Regional Advisory Committee to advise on the development of the regional emergency plan and program.

3.2 Council agrees to establish a Regional Emergency Management Agency to act as the Agency of the local authority in exercising their powers and duties as described in the *Act* and

the *Local Authority Emergency Management Regulation*. This does not include the power to declare, renew or terminate a state of local emergency.

3.3 Council shall:

- a). Appoint a Director of Emergency Management.
- b). Appoint one (1) member of Council to the Regional Emergency Advisory Committee and appoint at least one (1) other Council member as an alternate.
- c). Pursuant to the *Act* provide for the payment of expenses of locally appointed members of the Regional Emergency Advisory Committee.
- d). Annually review and approve the Regional Emergency Management Plan.
- e). Complete any courses as prescribed by the Managing Director of the Alberta Emergency Management Agency in accordance with the *Act* and any amendments thereto.

3.4 Council may:

- a). Appoint a Deputy Director of Emergency Management.

4. Regional Emergency Plan

4.1 The Regional Emergency Plan shall be an all-hazards plan that details the regional emergency response structure, hazard and risk analysis, training and exercise schedule, emergency communications, provision of emergency social services and guidelines for implementation and activation of the plan.

4.2 The Regional Emergency Plan may be activated in whole or in part as required to respond to a potential, imminent or occurring emergency, disaster, or special planned event.

5. Regional Emergency Advisory Committee

5.1 A Regional Emergency Advisory Committee is hereby established and shall consist of a municipal Councillor appointed by each of the local authorities having jurisdiction as set forth within this Bylaw.

5.2 The Committee will be chaired by a council member appointed to the Committee from one of the representative regional local authorities. This position will be rotated on a bi-annual basis.

5.3 The Regional Emergency Advisory Committee will meet at least annually.

5.4 Each member will have one (1) vote regarding any matter presented before the Committee. Appointed alternate Committee members may vote in absence of the primary appointed member for their jurisdiction.

5.5 Decisions will be passed by a majority vote. A quorum of the Committee shall be at least three (3) members.

5.6 Any disputes will be resolved in accordance with Roberts Rules of Order.

5.7 The Regional Advisory Committee shall:

- a). Provide policy direction, guidance, and oversight to the Regional Emergency Management Agency.

- b). Each member will act as a liaison between the Committee and their local authority by communicating information from each meeting and bringing forth items requiring Council decision or approval to their elected Council on behalf of the Committee.
- c). Annually review the Regional Emergency Plan after review by the Regional Emergency Management Agency as per section 7.8 (d) of this Bylaw.
- d). Annually provide a copy of the reviewed Regional Emergency Plan for review and final approval to each Council.
- e). Make the Regional Emergency Management Plan available to Alberta Emergency Management Agency for review and comment.
- f). Review and where appropriate approve annual objectives of the Regional Emergency Management Agency.
- g). Review any corrective or after-action reports submitted by the Regional Emergency Management Agency and determine process for approval where appropriate.

5.8 During an emergency or disaster the Advisory Committee will:

- a). Provide support to the Incident Command Post by establishing clear lines of communication and liaising with regional Council members.
- b). Provide policy oversight as needed.

6. State of Local Emergency

6.1 Each local authority shall at all times retain authority for the power to declare, renew or terminate a state of local emergency for its respective jurisdiction.

6.2 A state of local emergency may be declared by any of the following:

- Mayor/Reeve and Council.
- In the absence of a quorum of Council, a state of local emergency may be declared by any two (2) elected officials or the Mayor/Reeve of the declaring jurisdiction.

6.3 A resolution for a declaration of a state of local emergency shall be made by the elected Council of the governing authority having jurisdiction.

6.4 Immediately following a declaration of a state of local emergency, the public within the jurisdiction shall be notified by any means of communication most likely to make known to residents the details of the declaration. A state of local emergency lapses after seven (7) days unless it is renewed or terminated.

6.5 The local authority having jurisdiction may by resolution apply to have a State of Local Emergency renewed.

6.6 When in the opinion of the local authority an emergency no longer exists, it shall be terminated by resolution and the details of such immediately made public by the most effective means of communication for the population of the area possible.

6.7 All members of Council shall be notified of the declaration, renewal, or termination as soon as practicable.

6.8 In the event that an incident is significant enough that it may overwhelm the local authority or in which an incident affects more than a single local authority a regional Incident Command

Post may be activated to provide additional support and better organize a regional response and resources.

7. Regional Emergency Management Agency

7.1 There is hereby established a Regional Emergency Management Agency to act as the Agency of the local authorities in exercising their powers and duties under the Act.

7.2 The Agency is responsible for the administration of the Regional Emergency Management Program.

7.3 Members of the Regional Emergency Management Agency shall include:

- All appointed Directors of Emergency Management and Deputy Directors of Emergency Management within the region.
- All designated members of municipal Incident Command Posts.
- Representatives from public and private organizations or other stakeholders who may provide expertise or assist with emergency management activities within the region as invited by the Chair of the Agency.

7.4 The Agency shall be chaired by an appointed Director of Emergency Management from within the region on an annually rotating basis by motion of Agency members.

7.5 The Regional Emergency Management Agency shall meet at least quarterly but may meet more often as determined by the Chair of the Agency.

7.6 The Agency shall utilize the command, control and coordination system as prescribed by the Managing Director of the Alberta Emergency Management Agency.

7.7 The Agency shall report to the Regional Emergency Advisory Committee at least once (1) per year and provide an update on the Agency's review of the regional emergency plan and program.

7.8 The Agency shall:

- a). Coordinate the provision of services and operations in preparation for and during an emergency.
- b). Coordinate annual training and exercises for members of the Regional Emergency Management Agency as per of the *Local Authority Emergency Management Regulation 2020* and any amendments thereto.
- c). Set annual objectives for the Regional Emergency Management Agency and submit to the Regional Emergency Advisory Committee for approval.
- d). Annually review and as necessary update the Regional Emergency Plan to ensure it meets changing regional capacities and all provincial requirements pursuant to the *Local Authority Emergency Management Regulation 2020* and any amendments thereto. Submit to the Advisory Committee annually following review and any updates.
- e). Ensure that in the event of an emergency or disaster incident a group of individuals is designated under the Regional Emergency Management Plan to act on behalf of the Agency.
- f). Identify corrective actions following Incident Command Post and Emergency Social Services activations or exercises.

7.9 Municipally employed Agency members who have been assigned responsibilities respecting implementation of the Regional Emergency Plan shall participate in:

- a). Annual emergency training exercises as requested by the Director of Emergency Management.
- b). Training as required by the Managing Director of Alberta Emergency Management Agency or as requested by the Director of Emergency Management.

8. Director of Emergency Management

8.1 Each local authority within the region shall by resolution appoint a Director of Emergency Management to act on their jurisdiction's behalf as per the *Act*. At the discretion of each local authority a Deputy Director of Emergency Management may be appointed in addition to the Director of Emergency Management.

8.2 Each appointed Director of Emergency Management or in their absence Deputy Director of Emergency Management within the region shall assume the following roles and responsibilities for the jurisdiction to which they have been appointed:

- a). Be prepared to assume the role of Incident Commander in the event that an Incident Command Post is partially or fully activated.
- b). Oversee municipally led emergency response operations including:
 - Acting as director of emergency operations.
 - Coordinating all emergency services and other resources used in an emergency.
- c). Oversee municipally led recovery operations where directed by Council.
- d). Coordinate a debrief for personnel involved in any incident activations and compile a corrective or after-action report with tasks and dates for completion assigned for review and approval by Council and/or the Regional Advisory Committee as appropriate.
- e). Is prepared to respond to an Incident Command Post within the Region to provide relief capacity for the acting Director of Emergency Management.
- f). Participate in assigned rotation as Chair of the Regional Emergency Management Agency as per section 7.4 of this Bylaw.
- g). Participate as an active member of the Regional Emergency Management Agency.
- h). Complete any courses prescribed by the Managing Director of the Alberta Emergency Management Agency within the designated timeframe.

9. Financial

9.1 Council may:

- a). By bylaw which is not advertised borrow, levy, appropriate and expend all sums required for its share of the operation of the Regional Emergency Management Advisory Committee and Regional Emergency Management Agency.
- b). Authorize and expend such monies as required to prepare, respond to, and recover from an emergency.

- c). Enter into agreements and make payments to persons or organizations for emergency management services including development and implementation of plans, programs, or portions thereof.
- d). Make applications for grants or other funding applicable to the development of emergency plans or programs including but not limited to mutual and/or regional aid plans and programs.
- e). Enter into agreements with other regional districts or municipalities for the purpose of mutual aid, emergency assistance or coordination of emergency preparedness, response or recovery initiatives or resources.

10. Indemnification

10.1 No action lies against the local authority or a person acting under the local authority's direction or authorization for anything done or omitted to be done in good faith while carrying out a power or duty under the *Alberta Emergency Management Act 2000* and any amendments thereto or this Bylaw under a declaration of a state of local emergency.

11. Repealed

Bylaw No. _____ is hereby repealed.

INTRODUCED AND READ a first time this ___ day of ___, 20___.

READ a second time this ___ day of ___, 20___.

READ a third time and adopted this ___ day of ___, 20___.

Mayor

Chief Administrative Officer

Regional Emergency Management Mutual Aid Agreement

BETWEEN THE SIGNATORY MUNICIPAL CORPORATIONS



1. Definitions

1.1 In this Agreement the following words and terms have the following meanings:

- a. "Act" means the Alberta *Emergency Management Act, 2000* and all amendments thereto.
- b. "Assisting Party" the Party or Parties that has received and/or responds to a request for mutual aid assistance made under this Agreement.
- c. "Authorized Signature" a person who has been authorized to represent a Party as it pertains to this Agreement.
- d. "Director of Emergency Management" means the person appointed by the Council of a local authority listed within this Agreement to organize the local authority's emergency management program.
- e. "Disaster" shall have the same meaning as given to it by the *Act*.
- f. "Emergency" shall have the same meaning as given to it by the *Act*.
- g. "Hosting Arrangements" in this Agreement means provision of emergency social services for affected residents in a community other than their own from which mutual aid has been requested.
- h. "Incident Command System" an organizational management system under which personnel have been organized for emergency and disaster response activities.
- i. "Local authority" and "Local authorities" refer to the authority having jurisdiction within the boundaries of the County of Minburn No. 27 and include the following:
 - Town of Vegreville
 - County of Minburn No. 27
 - Village of Mannville
 - Village of Innisfree
- j. "May" does not indicate a requirement under this Agreement but an optional response or action of a Party or Parties under this Agreement.
- k. "Mutual Aid" means an agreement to provide emergency management resources where practical and possible under this Agreement.
- l. "Party" or "Parties" means a local authority that has approved and implemented this Agreement.
- m. "Region" and "Regional" means the County and all local authorities having jurisdiction within the boundaries of the County of Minburn No. 27 including the following:
 - Town of Vegreville
 - County of Minburn No. 27
 - Village of Mannville
 - Village of Innisfree

- n. “Regional Emergency Advisory Committee” the Committee comprised of council members of the regional local authorities that advise on development of emergency plans and programs.
- o. “Regional Emergency Management Agency” the Agency appointed to act as the agent of the regional local authorities in exercising the regional authorities’ powers and duties under the *Emergency Management Act* of Alberta.
- p. “Regional Emergency Response Plan” refers to the document created to guide the actions of the local authorities herein during an emergency.
- q. “Requesting Party” the Party that requests mutual aid from another Party or Parties under this Agreement.
- r. “Shall” indicates a required obligation under this Agreement and is used interchangeably with “will” and “must”.

2. Purpose

2.1 Where an emergency or disaster exceeds or has the potential to exceed the capacity of one or more of the signatory municipalities to adequately respond or additional resources are required to support the response, mutual aid as described herein may be requested by the affected municipality or municipalities and provided pursuant to the conditions within this Agreement.

3. Exclusions & Limitations

3.1 Mutual aid will not be requested to compensate for day-to-day operational or resource shortfalls.

3.2 Notwithstanding section 3.1, a local authority is not required to have activated its own emergency response plan, Regional Emergency Response Plan nor Incident Command Post prior to requesting mutual aid. It is understood that no two disaster/emergency situations are the same and therefore mutual aid shall be situation dependent.

3.3 This Mutual Aid Agreement is separate from any existing Fire Service Mutual Aid Agreements and does not void, negate, or replace any such agreements.

4. Scope of Authority

4.1 Any amendments to this Agreement are subject to the approval of each Council representing the municipal signatories. Amendments must be agreed upon by all Parties by authorized municipal signature and date before coming into effect.

4.2 In the event an incident affects only one (1) municipality the local Director of Emergency Management will serve as the Incident Commander and at his/her request shall be supported by resources of the Regional Emergency Management Agency.

4.3 In the event an incident affects more than one (1) municipality within the Region, a regional Incident Command Post shall be activated and one (1) or more Directors of Emergency Management from the affected areas appointed by majority vote of Agency members present to lead the response.

5. Requests For Assistance

5.1 All requests for mutual aid assistance will be made by an authorized employee or designate of the requesting jurisdiction.

5.2 Requests shall be made in writing. Where time is of the essence, a verbal request for assistance will be followed by a written request from the Requesting Party as soon as practical.

5.3 All Requests for Assistance will be submitted to the appointed Director of Emergency Management or designate of the Assisting Party. In absence of the Director of Emergency Management or designate, requests for assistance will be submitted to the Chief Administrative Officer.

5.4 Prior to activation of mutual aid notice of the request will be provided to the Assisting Party's municipal Council.

5.5 The following types of resources may be requested for mutual aid assistance:

- Equipment
- Material and supplies
- Personnel
- Use of facilities
- Hosting arrangements
- Other items or assistance where mutually agreed upon.

6. Personnel Provisions

6.1 It is agreed that the Requesting Party is responsible for accommodations including food, refreshments, rest areas and lodging if applicable for personnel of the Assisting Party.

6.2 If any of the aforementioned personnel provisions cannot be provided, the Assisting Party shall be notified at the time of the request in order to assess their ability to provide self-sufficient personnel with appropriate provisions.

7. Provision of Assistance

7.1 Only those resources requested from the Assisting Party shall be deployed.

7.2 Based on an assessment of its capacity to provide requested resources the Assisting Party shall ensure that adequate protection, supplies, and other resources remain in place for its own jurisdiction prior to committing resources to the Requesting Party.

7.3 Provision of assistance will be at the unfettered discretion of the Assisting Party who reserves the right to:

- Not provide any assistance.
- Provide limited assistance.
- Provide assistance as requested.

7.4 Upon determination of resources that will be provided to the Requesting Party, the Assisting Party may confirm in writing the resources to be provided and an estimated timeframe for

arrival. Where time is of the essence resources may be confirmed verbally and followed by written confirmation.

7.5 The Assisting Party may at any time withdraw resources provided as it sees fit.

8. Deployed Resources

8.1 The Parties agree that the Assisting Party's personnel or other resources shall remain under the direct control of the Assisting Party but will be under the authority of the Requesting Party for operational purposes throughout the duration of deployment.

8.2 The Parties agree that the Requesting Party shall not be deemed the employer of the Assisting Party's personnel.

8.3 Personnel deployed by the Assisting Party will report and abide by the command-and-control structure set forth by the Requesting Party and will function according to the lines of authority within that structure.

8.4 The Requesting Party is considered responsible for personnel supplied by the Assisting Party until their return to home base.

8.5 Each Party shall maintain its own equipment for safe operational use.

9. Conduct

9.1 Personnel shall not self-deploy or freelance at any time. There will be no reimbursement for self-deployed or freelancing personnel, equipment, or other resources.

9.2 Requested personnel will travel only on approved transportation routes and not venture into restricted areas.

9.3 All personnel shall follow any identified safety protocols and ensure the safety of themselves, other responding or assisting personnel and the public remains a priority.

9.4 Assigned personnel shall be qualified to complete the tasks for which they are being deployed. In the event personnel are assigned to a task for which they are not qualified or comfortable in completing it is up to individual personnel to report this to their direct supervisor at the incident.

9.5 Requested personnel will respect other team and/or personnel's capabilities and limitations.

9.6 All personnel must be fit for duty and may be denied access to assist by the Requesting Party if deemed unfit.

9.7 Photos of victims or other affected members of the public are prohibited.

9.8 Requested personnel shall not remove items from a work area for souvenir purposes nor take photos in unauthorized areas.

9.9 Requested personnel shall not post pictures, video or confidential incident documents to public platforms including but not limited to social media without express prior approval and consent from the authority having jurisdiction.

10. Confidentiality

10.1 All information obtained by the Assisting Party while aiding the Requesting Party shall remain confidential as part of the Requesting Party's property. Disclosure of any such information shall be at the discretion and approval of the Requesting Party except where requirements of the law apply which may include but not be limited to documentation subject to the Freedom of Information and Protection of Privacy Act.

11. Reimbursement

11.1 All costs for assistance are to be paid by the Requesting Party.

11.2 Equipment and material costs shall be calculated based on each local authority's listed fee schedules. Where there is no such fee schedule or there are disagreements on costs billed, the rate schedule as published by Alberta's Ministries of Infrastructure and Transportation shall be utilized. If applicable, sales tax will be applied to all costs.

11.3 Personnel costs shall be reimbursed according to their positions and the current pay rate of the Assisting Party. Personnel shall not be expected to provide mutual aid assistance at a rate of pay lower than that which they receive from their municipality at the time of deployment.

11.4 The Assisting Party shall provide an invoice itemizing resources supplied including description of costs tallied based on established rates, dates, hours and/or quantities.

11.5 Additional costs incurred by personnel may include mileage costs accrued through travel to and from personnel incident reporting locations.

11.6 An Assisting Party may waive full or partial reimbursement costs of resources, personnel loss, or damages to the Requesting Party. The Assisting Party should notify the Requesting Party of their intention to waive any such costs as soon after the incident as possible.

11.7 Any account that is unpaid past ninety (90) days of receipt of the invoice shall be subject to the interest rate stipulated on the Assisting Party's invoice which shall not exceed the Bank of Canada rate at the date of invoice plus two percent (2%) per annum until paid.

11.8 Extensions to deadlines for payment may be extended past ninety (90) days upon approval from the Assisting Party.

12. Documentation & Resource Tracking

12.1 All requested resources and personnel shall be documented and tracked as best as possible by the Requesting Party.

12.2 Notwithstanding 12.1, the Assisting Party is responsible for tracking resource time and costs for later reimbursement and invoicing purposes.

13. Liability

13.1 Each Party shall hold throughout the entirety of this Agreement general liability insurance of not less than \$5,000,000 per occurrence for personal injury, public liability and/or property damage. A copy of the Certificate of Insurance indicating such shall be provided at the request of any of the Parties herein.

13.2 Each Party shall maintain their own vehicle and equipment insurance coverage of not less than \$2,000,000 per incident.

13.3 All insurance policies shall be primary and not contributory.

13.4 Any changes or cancellations to policy terms which reduce coverage amounts shall be provided in writing to all other signatory Parties of this Agreement.

13.5 The Assisting Party shall not be held liable for:

- Failure to respond to a request for assistance or failure to provide assistance.
- Failure to respond or provide assistance within an identified timeframe.
- Any claims that result from a Party's refusal to provide assistance.

14. Indemnification

14.1 Each of the Parties agree to indemnify and save harmless each of the other Parties for any damage or claims of any nature due to any act done in good faith in the performance of this Agreement. This includes but is not limited to all claims, losses and costs resulting in any injury, death and/or damage to any property. This excludes damage or loss caused by the gross or wilful misconduct of any of the Parties in the performance of their duties under this Agreement.

14.2 In the event of any dispute arising under this Agreement which cannot be resolved by mutual agreement between the respective Parties the same shall be submitted to arbitration. The decision rendered in respect of the proceedings shall be binding upon the respective Parties. The cost of the arbitrator will be shared equally by the Parties involved in the dispute.

15. Term

15.1 This Agreement is considered effective when it has been signed by each of the signatory Parties.

15.2 Any Party may withdraw from this Agreement given thirty (30) days' written notice to the other Parties. A notice will be considered to have been received within ten (10) days from the postage date.

16. Binding Agreement

16.1 This Agreement shall supersede any and all previous emergency and disaster mutual aid agreements with the exception of the aforementioned fire services agreements whether oral or written among the Parties.

IN WITNESS WHEREOF the signing officers on behalf of the Parties give authorization to this Agreement by their signature.

Town of Vegreville

(Printed Name)

(Title)

(Date)

(Signature)

County of Minburn No. 27

(Printed Name)

(Title)

(Date)

(Signature)

Village of Mannville

(Printed Name)

(Title)

(Date)

(Signature)

Village of Innisfree

(Printed Name)

(Title)

(Date)

(Signature)

EFFECTIVE DATE	REVISED DATE	RESOLUTION #	POLICY NUMBER
----------------	--------------	--------------	---------------

1900-14

TITLE: CAO Evaluation Process Policy

Policy Statement

Systematic and rigorous monitoring of the Chief Administrative Officer’s (CAO’s) job performance will be measured against the expected results to be achieved by the CAO. This will include the corporate accomplishment of Council policies on outcomes and corporate operation within the boundaries established within Council policies.

It is also vital that the CAO’s salary be examined and adjusted as part of the monitoring and assessment process in order to provide fair and reasonable compensation for the quality of the CAO’s performance.

Purpose

1. To ensure Council fulfills the *Municipal Government Act (MGA)* requirements to provide the CAO with an annual written performance evaluation of the results the CAO has achieved with respect to fulfilling the CAO’s responsibilities under the MGA.
2. To determine the degree to which Council policies and programs are being implemented.
3. To provide a framework for the CAO performance evaluation that maintains, strengthens and/or makes necessary changes to the relationship between Council and the CAO.
4. To provide for timely adjustment to the CAO’s salary and benefits reflective of job performance.
5. To determine the appropriate professional development direction and opportunities for the CAO.

Policy Procedures

1. Performance evaluation is to be held annually prior to the anniversary date of employment of the CAO.
2. Council will establish a CAO Performance Evaluation Committee consisting of the Mayor and two Councillors to conduct the CAO performance evaluation. Appointments of the Council members to act on the Committee shall be made annually at the Organizational Meeting. The Committee shall determine the date of the evaluation.

3. The Committee shall conduct interviews with senior staff members to gather feedback on the CAO's performance by using Part 2 of the CAO Performance Evaluation Form attached to this policy.
4. The CAO Performance Evaluation Form, Part 1 attached to this Policy shall be distributed to all members of Council for their input and completed by the date determined by the Committee. All comments shall be presented such that no name is connected with any comment. This information will be collected and aggregated by the Committee and composite results will be consolidated into an evaluation summary document and circulated to all members of Council at a closed-session meeting in accordance with Section 19 of the *Freedom of Information and Protection of Privacy Act (FOIP)*. At this point, the CAO shall not receive any of the input.
5. The completed evaluation summary document will then be presented to the CAO, and the Committee and CAO shall discuss the feedback at a closed-session meeting to enable completed feedback.
6. To complete the process:
 - a. The CAO shall respond in writing to the Committee with respect to the feedback.
 - b. The feedback shall be circulated to all members of Council, who will sign off on the completed evaluation including the CAO's feedback.
 - c. The CAO shall be requested to sign the performance evaluation document including the CAO's feedback and the original will be kept on file in a confidential personnel file with copies retained by all of Council and the CAO.
 - d. Council shall subsequently determined any CAO's remuneration adjustments based on economic conditions, benchmark data, performance and any other factors.
 - e. Council shall pass by resolution at a regular Council meeting that the annual CAO Performance Evaluation was completed in accordance with Section 205.1 of the *MGA*.

CAO Performance Evaluation Form

1. Schedule "A" – CAO Performance Evaluation

Date

Mayor

Chief Administrative Officer

Schedule "A"

CAO Performance Evaluation

Instructions: Rating from 0 – 4:

- 0 – Don't know
- 1 – Falls short of requirements
- 2 – Meets requirements
- 3 – Performing beyond requirements
- 4 – Exceptional

Rate each of the following according to your perception of the performance of the CAO in the past year. Please provide comments or examples to illustrate the rating.

MANAGEMENT AND LEADERSHP EFFECTIVENESS

1. Leadership style fits the Municipality's needs. Rating _____

2. Obtains and allocates resources consistent with strategic objectives. Rating _____

3. Demonstrates a good understanding of the major issues facing the Council and the Municipality. Rating _____

4. Exercises good judgement in dealing with major issues. Rating _____

5. Demonstrates consistent values of high ethical awareness, honesty, fairness and courage. Rating _____

6. Demonstrates a clear understanding of the local, regional, provincial, national and global issues impacting the Municipality. Rating _____

7. Provides positive leadership to staff and elected officials. Rating _____

8. Identifies, assesses and manages the principal risks to the Municipality. Rating _____

RELATIONSHIP WITH COUNCIL

1. Presents matters to Council within appropriate timelines. Rating _____

2. Acts on Council's resolutions/motions and direction in a timely matter. Rating _____

3. Facilitates Council's governance, decision making and committee work. Rating _____

4. Facilitates the orientation and training of Councillors. Rating _____

5. Keeps Council informed on all important aspects of the status and development of the Municipality. Rating _____

6. Respects the division of authority between Council and the CAO. Rating _____

7. Maintains a positive working relationship with the Mayor and Councillors. Rating _____

RELATIONSHIP WITH STAFF

1. Actively supports and encourages professional development among the staff. Rating _____

2. Effectively attains, retains, motivates and leads a team capable of achieving municipal objectives. Rating _____

3. Ensures staff succession, including long-term development of candidates for the CAO position. Rating _____

4. Promotes a clear understanding of roles between staff and elected officials. Rating _____

5. Ensures an effective participative process of strategic planning to achieve the vision and mission such that Council and employees feel ownership of the final product. Rating _____

6. Ensures that staff are involved in a meaningful way with decision making. Rating _____

7. Effectively communicates Council's decisions to staff. Rating _____

RELATIONSHIP WITH THE PUBLIC AND MEDIA

1. Serves as chief administrative spokesperson, communicating effectively with all stakeholders. Rating _____

2. Appropriately represents Council's direction. Rating _____

3. Appropriately represents the Municipality and Council in the community. Rating _____

4. Appropriately represents the Municipality and Council outside of the community. Rating _____

5. Ensure that the public perceive the Council and Municipality in a positive light. Rating _____

6. Ensure that the Municipality maintains appropriate public engagement. Rating _____

OBJECTIVES AND ACCOMPLISHMENTS

1. Leads the operations of the Municipality and communicates a clear plan that reflects Council’s vision, mission and strategic plan, and that all is understood, widely supported, consistently applied and effectively implemented. Rating _____

2. Establishes objectives, operating, and financial plans for the Municipality that meet the needs of the public, employees, and the broader community in accordance with legislation and Council policy. Rating _____

3. Continuously monitors and evaluates objectives and plans to ensure that they are being achieved and takes action as needed. Rating _____

4. Ensures the Municipality meets or exceeds the financial and operating performance goals as set out in the annual plans. Rating _____

5. Reviews and, where appropriate, adjusts the long term strategies and objectives of the Municipality in consultation with Council. Rating _____

6. Effectively manages both the short and long term growth of the Municipality in a manner consistent with the strategic direction adopted by Council. Rating _____

OBJECTIVES:

Key Objectives	Results

COMMENTS:

1. What are the CAO's greatest strengths?

2. What are the things that you have most appreciated that the CAO has accomplished so far this year?

3. What are specific areas where the CAO needs to turn his/her attention in the coming year?

4. Are there any specific training opportunities that the CAO should be utilizing?

Signature of CAO (this indicates only that this appraisal has been discussed with you, not that you agree with the ratings).

Mayor or Deputy Mayor

CAO

Date: _____

Date: _____

February 9, 2021

Ms. Brooke Magosse, CAO
Village of Innisfree
Email: cao@innisfree.ca

Dear Ms. Magosse,

On behalf of the Minister of Municipal Affairs, we have completed the detailed assessment audit for the Village of Innisfree and are pleased to provide you with a copy of the report. The objective of a detailed assessment audit is to provide the Minister and municipality with an unbiased opinion as to the quality of the 2020 assessment roll and whether the village adequately adheres to assessment standards.

The report identifies where opportunities exist to improve assessment performance and the quality of the assessment roll. Further, the report is intended to act as a basis for action by the village in addressing the findings and recommendations that are included.

Please inform your council that the detailed assessment audit is complete, and of the findings and recommendations in the report. A follow-up to this audit will commence in 2021 to evaluate progress made in addressing the recommendations.

We extend appreciation to the assessor and the municipal staff for their cooperation during the course of the audit. Should you have any questions about the audit or the report, please feel free to contact Brian Ferguson at 825 468-4130.

Sincerely,



Director, Tax Program Delivery

cc: Ray Crews, Appointed Assessor
raycrews@shaw.ca

MEMORANDUM OF UNDERSTANDING: EMERGENCY MANAGEMENT

BETWEEN

Region of Minburn

AND

**The Buffalo Trail Public Schools Division
(Hereinafter referred to as the "School Division")**

Part 1 - Definitions

1.1 "Assisting Party" means the Party providing resources.

1.2 "County" means the County of Minburn No. 27

1.3 "Disaster" a potential, imminent or already occurring event outside the scope of normal day to day emergency operations that requires additional resources to save, protect and/or provide for the safety and welfare of students or residents or is required to facilitate expanded emergency response operations.

1.4 "Region of Minburn" in this Agreement is taken to include the County of Minburn No. 27 together with the Villages of both Innisfree and Mannville.

1.5 "Requesting Party" means the Party requesting resources and, in this document, may refer to the County of Minburn No. 27, Village of Innisfree, Village of Mannville individually or collectively as a region as well as The Buffalo Trail Public Schools Division.

1.6 "Resources" means any personnel, facilities or equipment provided to the Requesting Party to aid in response.

1.7 "Villages" means the Villages of Innisfree and Mannville.

Part 2 - Purpose

2.1 **WHEREAS** the County of Minburn and Villages of Innisfree and Mannville and The Buffalo Trail Public Schools Division both have an interest and responsibility to plan for the protection of lives and property of ratepayers, students, and families in the event of a disaster;

NOW THEREFORE both parties wish to work together to support and assist each other where possible in the event of an emergency affecting the County, Villages or their ratepayers, property, facilities or school facilities or property of the School Division within the Region of Minburn as defined within this Memorandum of Understanding.

Part 3 – Resource Sharing Agreement

3.1 Facility resources are subject to availability and may be provided on a case-by-case basis for disasters affecting the County and/or Villages and School Division.

3.2 Both parties agree to share facilities for the purposes of:

- Emergency operations centre.
- Incident command post.

- Evacuee/victim centre (including but not limited to reception centre, recovery centre, evacuee recreational centre, feeding centre).
- Responder rest centre.
- Family assistance and/or reunification.
- Evacuee lodging.
- Staging.
- Other emergency response coordination purposes.

Part 4 - Costs

4.1 Costs for equipment and facilities shall be charged at a pre-established rental rate as set by each party. Where rates have not been pre-determined costs will be calculated based on the current average hourly or industry rate in Alberta.

4.2 Any use of personnel will be charged at a rate commensurate with their current wage, position and title held at the time of the request. Documentation of proof of current wage and employment may be required by the Requesting Party for cost tracking and financial accountability.

4.3 Costs that may be billed to the Requesting Party include:

- Salaries and overtime.
- Equipment, material & supply costs.
- Costs incurred in the use and/or operation of facilities including rental, cleaning, damage, or other fees.
- Other additional costs incurred through provision of requested resources.

4.4 The Requesting Party is entitled to request and be provided a written explanation of all costs as outlined in any invoices prior to processing reimbursement.

4.5 Outstanding balances in excess of thirty (30) days are subject to a late interest rate as stipulated by the Assisting Party not to exceed the rate set by the Bank of Canada at date of invoice.

4.6 Where approved by the Assisting Party costs associated with support and resources provided to the Requesting Party may be reduced or waived.

Part 5 – Authority

5.1 Resources provided to the Requesting Party upon disaster activation will operate under the direction and authority of the Requesting Party. The Requesting Party may release and demobilize resources provided by the Assisting Party at any time.

5.2 The Assisting Party may recall any resources provided to the Requesting Party at any time.

Part 6 - Limitations

6.1 Both parties acknowledge that assistance may be limited in the event of an emergency or emergencies directly affecting both parties at the same time.

6.2 Assistance is limited to that which the Assisting Party agrees to provide to the Requesting Party at the time of request. It is understood that the Assisting Party may reasonably reserve or withhold resources that may be required for their own operations.

6.3 Extent of resources provided to the Requesting Party are at the sole discretion of the Assisting Party. This applies except where a State of Local Emergency has been declared as per the *Alberta Emergency Management Act 2000 s. 24(1) b* in which the local authority may exercise any power given to the Minister under *section 19(1)* of the Act including the ability to acquire or utilize any real or personal property considered necessary to prevent, combat or alleviate the effects of an emergency or disaster.

6.4 This memorandum of understanding is not legally binding and is based solely on an agreed mutual understanding between parties. All parties agree that this agreement does not impose any binding obligation on any of the parties to provide disaster assistance but is a statement of the parties' intention to provide such disaster assistance voluntarily.

Part 7 – Liability

7.1 Both Parties shall hold throughout the entirety of this Agreement commercial general liability insurance of not less than \$5,000,000 per occurrence for personal injury, public liability and/or property damage. A copy of the Certificate of Insurance indicating such shall be provided at the request of any of the Parties herein.

7.2 No action lies against either party or a person acting under the direction or authorization of the County of Minburn No. 27, Village of Innisfree, Village of Mannville or the School Division for anything done or omitted to be done in good faith while carrying out a duty under this agreement. This applies except where loss, damage, costs, or liability is caused by the gross negligence or willful misconduct of the Requesting or Assisting Party's personnel resources including contractors, subcontractors, volunteers, or other personnel.

Part 8 - Term


8.1 This memorandum of understanding shall remain in effect unless terminated by one or both parties. A thirty (30) day written notice of termination to the other party is required if such a decision is made. The notice is considered as received ten (10) business days following the postage date.

The Buffalo Trail Public Schools Division

Dated this 28 day of January, 2021.

Bob Brown
Name – Printed

Secretary-Treasurer
Title



Signature

County of Minburn No. 27

Dated this ___ day of _____, 2021.

Brent Williams
Name – Printed

CAO
Title


Signature

Village of Innisfree

Dated this ___ day of _____, 2021.

Name – Printed

Title

Signature

Village of Mannville


Dated this ___ day of _____, 2021.

Name – Printed


Title

Signature

VILLAGE OF INNISFREE COUNCIL COMMITTEE REPORT

Committee Name:	Alberta HUB
Meeting Date & Time:	Jan. 25, 2021 9:30 am.
Attendees:	Tam McPhee, Jody Quikstad, Rob Aulyk, Caroline McAuley, Adam Kozakiewicz, Steven Upham Territ Hampson, (40 participants)
Discussion:	<ul style="list-style-type: none"> - Broadband - IAB - Smoky Lake, cost \$7000, to apply for Broadband, MGSnet, AHS, Education needs for Home Learning - Cares - Aerial videos of communities - We should be receiving a questionnaire be sure to reply. We must coordinate with the aerial videos. (Free to communities)
Actions:	* Bob Bezpalko is retiring end of Feb, 2021 going to Vegreville Economic Development Officer
Future Items:	Virtual Broadband Session March 23 & 24
Submitted By:	 Ms. Debbie McMann PO Box 227 Innisfree AB T0B 2G0

VILLAGE OF INNISFREE COUNCIL COMMITTEE REPORT

Committee Name:	Innisfree School PAC
Meeting Date & Time:	Jan. 26, 2021 7:00 - 8:00
Attendees:	Lori Dmytriw, Rose Gorniak, Naomi Foyster-Melnyk, Marilyn Newton, Elise Nott, Stacey Barber, Amberlynn Myskaniuk, Vanessa Fundytus, Tracy Rudolf, Bobbi Bouchier, Lisa Anderson, Carmen Kassian, Jannette Reitzel
Discussion:	<ul style="list-style-type: none"> - Breakfast - individually wrapped food - 18 Computers were loaned out to Bus/Rural Students during at-home learning - School doors are opened at 8:35 - Upgrade of technology is not funded by BTPS ie. - New Chromebook = <sup>\$</sup>400.00 Smartboard = <sup>\$</sup>5000. - <sup>\$</sup>6000.
Actions:	<p>New Semester Feb. 1</p> <p>Winter Walk, Feb 2</p> <p>No Bus Days - School is open to students who can come to the school.</p>
Future Items:	<p>Teachers Convention - Virtual</p> <p>Family Day Feb 15</p>
Submitted By:	<div style="display: flex; align-items: center;">  <p>Ms. Debbie McMann PO Box 227 Innisfree AB T0B 2G0</p> </div>

VILLAGE OF INNISFREE

CHIEF ADMINISTRATIVE OFFICERS REPORT

January 19, 2021 – February 16, 2021

Administration

○ **Finances:**

- **Year end**

- i. Administration has completed most of the year-end reporting. There are some areas that cannot be finalized until Audit is completed.
- ii. Auditors will be working with Administration via electronic means to complete 2020 Municipal Audit from February 16-19, 2021.

- **2021 Interim Budget & Budget Forecast(s)**

- i. Finalized Budget will be presented once 2020 audit is completed (Approx. April-May 2021).

- **2021 Utility Rates**

- i. As requested by Council, Administration has brought forward 2021 Utility Rates to review (**See Page 5-7**).

How would Council like to proceed? Revisit once 2020 audit is complete OR Utility Rates remain unchanged for 2021 and revisit in 2022?

○ **Events:**

- Administration has received two (2) photo submission's for the Family Day Photo contest. Deadline to submit was February 15, 2021.
- Administration will continue to brainstorm ideas for community events in the future.

○ **Grant Funding**

- 2020 SFE's deadline is May 1, 2021.
- Administration has submitted our applications for Canada Summer Job.
- Administration has applied for funding (MSI Capital) to have some minor renovations done to the Administration Office. This will include re-varnishing/sanding/Painting of the outside, removing old carpet and replacing with flooring, front desk to be re-done to allow better accessibility to residents/visitors.
- Administration has also applied for funding through MSI for the Community Garden. We are hoping to receive funds to assist the Village with start up costs.

○ **GIS System – County of Minburn**

- Ongoing.
- Administration has attached information regarding MAMP Grant that is available through FCM.
- Administration has also been contacted by another company that is interested in partnering with the Village of Innisfree for a GIS System. Administration has also attached the information to this report (*See attached*).

Should the Village of Innisfree proceed with partnering with the County?

Should the Village touch base with PSD-CityWide? Please advise.

- **2021 Municipal Election**
 - January 1, 2021 was opening day to accept nominations for the 2021 Municipal Election.
 - Administration has put together nomination packages for the 2021 Municipal Election. All forms and information, pertaining to the 2021 Municipal Election / Senate Election, are available online: <https://www.innisfree.ca/governance/2021-municipal-election>.
- **Training**
 - **AEMA Mandatory Training:**
Administration has registered for the mandatory AEMA Training that is currently being offered on-line. The C.A.O will be taking B.E.M. and I.C.S. 100 Course. I am currently waiting for in-person OR on-line courses to be announced for the D.E.M, I.C.S. 200 and 300 courses as well. See below the mandatory courses for all members of staff (including elected officials):
CAO has crossed out courses that have now been completed
Admin/PW Assist has crossed out courses that have now been completed

Elected Officials:
 - MEO (Municipal Elected Officials Course) **On-line or in-person**
Director of Emergency Management:
 - ~~BEM (Basic Emergency Management) **on line or in person**~~
 - DEM **In-Person**
 - ~~ICS 100, 200 and 300 **ICS 100 on-line and in-person* *200 & 300 only in-person**~~
Municipal Staff:
 - BEM (Basic Emergency Management) **on-line or in-person**
 - ~~ICS 100 ** on line and in person*(PW is certified)*~~
PW Foreman has yet to complete the BEM Course
 - **Subdivision & Development Appeal Board Training**
 - CAO completed SDAB Clerk Training and is now certified.
 - CAO has registered the appointed Councillor for training on February 22-25, 2021.
 - Administration has not received any applications for members at large to sit on the SDAB. Administration will continue to advertise through Social Media, Website, Informer and Utility Bills.

Public Works

- **Innisfree Campground Cleanup & Inventory**

Some tasks that are currently on going are:

- ❖ Office roof repairs:
To be completed Spring of 2021.

2020 Village Project List:

- ❖ Flooding Mitigation & Culvert Installation – Ongoing

2021 Proposed Project List:

- ❖ Inspect Outhouses – Campground
- ❖ Ensure roads at Campground are gravelled
- ❖ Trim Tree's in sites – Campground
- ❖ Trimming of Tree's in Town. Ensuring back-alleys/sidewalks are clear of overhanging tree's
- ❖ Clean out Fire Pits
- ❖ Post removal at campground
- ❖ Stop Sign Replacement
- ❖ Campground Sign Replacement
- ❖ Innisfree Community Garden
- ❖ Seniors Drop-In Centre (Inspect/Repair Plumbing Issues)
- ❖ Fire Hydrant Replacement
- ❖ Install 2 more Fire Hydrants to Increase Coverage
- ❖ Sidewalk Rehabilitation
- ❖ Correct Multiple Manhole Defects
- ❖ Remove concrete pile – West side of Town

Bylaw Enforcement

- Bylaw enforcement is still on going.

Upcoming Events:

- March 16, 2021 Regular Council Meeting

ACTION LIST

- See page 4.

ACTION LIST

MOTION #	TITLE	DEPARTMENT	Details:
2019-04-23/04	Solar Ninja's Quote Dated June 29, 2018	Admin/Council	Council has advised that we wait until further notice.
2019-11-19/04	Innisfree/Minburn Fire Department – Agreement Analysis	Admin	Fire Services Feasibility Study is completed. Waiting for the County of Minburn's recommendation.
2020-07-21/09	Flood Mitigation / Culvert Installation – Bar Engineering	Admin	Completed. Currently waiting for a surveyor to survey the URW area in order to discharge the rest of the URW. Sidewalk and road repair to take place in 2021. <i>*survey has been completed. Public Works has drawn up a map to be included with the Discharge of Partial URW Form. Administration to submit with lawyers & AB Land Titles*</i>
2020-12-15/13	2021 Utility Rates	Admin/Council	Brought forward to the February 16, 2021 Council Meeting.

Attachment – A

2021 Utility Rate Review

	# of Residents	2020 Current Rates		2021 Proposed Rates									
		2020 Rates	Total Current	3%	Total	5%	Total	7%	Total	10%	Total	15%	Total
Non-Metered Fees	14	\$33.00	\$5,544.00	\$33.99	\$5,710.32	\$34.65	\$5,821.20	\$35.31	\$5,932.08	\$36.30	\$6,098.40	\$37.95	\$6,375.60
	0	\$44.00	\$0.00	\$45.32	\$0.00	\$46.20	\$0.00	\$47.08	\$0.00	\$48.40	\$0.00	\$50.60	\$0.00
	1	\$15.00	\$180.00	\$15.45	\$185.40	\$15.75	\$189.00	\$16.05	\$192.60	\$16.50	\$198.00	\$17.25	\$207.00
Consumption Rate	77	\$4.12	\$3,806.88	\$4.24	\$3,921.09	\$4.33	\$3,997.22	\$4.41	\$4,073.36	\$4.53	\$4,187.57	\$4.74	\$4,377.91
Water Base	110	\$13.00	\$17,160.00	\$13.39	\$17,674.80	\$13.65	\$18,018.00	\$13.91	\$18,361.20	\$14.30	\$18,876.00	\$14.95	\$19,734.00
	6	\$25.00	\$1,800.00	\$25.75	\$1,854.00	\$26.25	\$1,890.00	\$26.75	\$1,926.00	\$27.50	\$1,980.00	\$28.75	\$2,070.00
	3	\$20.75	\$747.00	\$21.37	\$769.41	\$21.79	\$784.35	\$22.20	\$799.29	\$22.83	\$821.70	\$23.86	\$859.05
	3	\$10.50	\$378.00	\$10.82	\$389.34	\$11.03	\$396.90	\$11.24	\$404.46	\$11.55	\$415.80	\$12.08	\$434.70
	4	\$32.00	\$1,536.00	\$32.96	\$1,582.08	\$33.60	\$1,612.80	\$34.24	\$1,643.52	\$35.20	\$1,689.60	\$36.80	\$1,766.40
	2	\$45.00	\$1,080.00	\$46.35	\$1,112.40	\$47.25	\$1,134.00	\$48.15	\$1,155.60	\$49.50	\$1,188.00	\$51.75	\$1,242.00
ACE Reserve	2	\$60.00	\$1,440.00	\$61.80	\$1,483.20	\$63.00	\$1,512.00	\$64.20	\$1,540.80	\$66.00	\$1,584.00	\$69.00	\$1,656.00
	124	\$15.00	\$2,320.00	\$15.45	\$2,298.60	\$15.75	\$23,436.00	\$16.05	\$23,882.40	\$16.50	\$24,552.00	\$17.25	\$25,668.00
Garbage	101	\$29.25	\$35,451.00	\$30.13	\$36,514.53	\$30.71	\$37,223.55	\$31.30	\$37,932.57	\$32.18	\$38,996.10	\$33.64	\$40,768.65
	7	\$34.00	\$2,856.00	\$35.02	\$2,941.68	\$35.70	\$2,998.80	\$36.38	\$3,055.92	\$37.40	\$3,141.60	\$39.10	\$3,284.40
	0	\$47.00	\$0.00	\$48.41	\$0.00	\$49.35	\$0.00	\$50.29	\$0.00	\$51.70	\$0.00	\$54.05	\$0.00
	3	\$16.50	\$594.00	\$17.00	\$611.82	\$17.33	\$623.70	\$17.66	\$635.58	\$18.15	\$653.40	\$18.98	\$683.10
	2	\$33.00	\$792.00	\$33.99	\$815.76	\$34.65	\$831.60	\$35.31	\$847.44	\$36.30	\$871.20	\$37.95	\$910.80
	1	\$200.00	\$2,400.00	\$206.00	\$2,472.00	\$210.00	\$2,520.00	\$214.00	\$2,568.00	\$220.00	\$2,640.00	\$230.00	\$2,760.00
	0	\$425.00	\$0.00	\$437.75	\$0.00	\$446.25	\$0.00	\$454.75	\$0.00	\$467.50	\$0.00	\$488.75	\$0.00
	1	\$225.00	\$2,700.00	\$231.75	\$2,781.00	\$236.25	\$2,835.00	\$240.75	\$2,889.00	\$247.50	\$2,970.00	\$258.75	\$3,105.00
Joint Landfill	2	\$115.00	\$2,760.00	\$118.45	\$2,842.80	\$120.75	\$2,898.00	\$123.05	\$2,953.20	\$126.50	\$3,036.00	\$132.25	\$3,174.00
	1	\$17.25	\$207.00	\$17.77	\$213.21	\$18.11	\$217.35	\$18.46	\$221.49	\$18.98	\$227.70	\$19.84	\$238.05
	108	\$12.00	\$15,552.00	\$12.36	\$16,018.56	\$12.60	\$16,329.60	\$12.84	\$16,640.64	\$13.20	\$17,107.20	\$13.80	\$17,884.80
	9	\$15.00	\$1,620.00	\$15.45	\$1,668.60	\$15.75	\$1,701.00	\$16.05	\$1,733.40	\$16.50	\$1,782.00	\$17.25	\$1,863.00
Sewer	1	\$20.00	\$240.00	\$20.60	\$247.20	\$21.00	\$252.00	\$21.40	\$256.80	\$22.00	\$264.00	\$23.00	\$276.00
	4	\$7.50	\$360.00	\$7.73	\$370.80	\$7.88	\$378.00	\$8.03	\$385.20	\$8.25	\$396.00	\$8.63	\$414.00
	106	\$21.50	\$27,348.00	\$22.15	\$28,168.44	\$22.58	\$28,715.40	\$23.01	\$29,262.36	\$23.65	\$30,082.80	\$24.73	\$31,450.20
	7	\$34.25	\$2,877.00	\$35.28	\$2,963.31	\$35.96	\$3,020.85	\$36.65	\$3,078.39	\$37.68	\$3,164.70	\$39.39	\$3,308.55
	2	\$88.00	\$2,112.00	\$90.64	\$2,175.36	\$92.40	\$2,217.60	\$94.16	\$2,259.84	\$96.80	\$2,323.20	\$101.20	\$2,428.80
	1	\$145.00	\$1,740.00	\$149.35	\$1,792.20	\$152.25	\$1,827.00	\$155.15	\$1,861.80	\$159.50	\$1,914.00	\$166.75	\$2,001.00
Storm	1	\$77.00	\$924.00	\$79.31	\$951.72	\$80.85	\$970.20	\$82.39	\$988.68	\$84.70	\$1,016.40	\$88.55	\$1,062.60
	4	\$17.00	\$816.00	\$17.51	\$840.48	\$17.85	\$856.80	\$18.19	\$873.12	\$18.70	\$897.60	\$19.55	\$938.40
	118	\$3.39	\$4,800.24	\$3.49	\$4,944.25	\$3.56	\$5,040.25	\$3.63	\$5,136.26	\$3.73	\$5,280.26	\$3.90	\$5,520.28

Attachment – A
2021 Utility Rate Review

GL No.	Description	2020 Actual		2021 Interim Budgeted	
Water Revenue					
1-41-00-410	Water Consumption	\$	38,242.73	\$	45,000.00
1-41-00-411	Regional Water Fund	\$	23,300.00	\$	24,475.00
1-41-00-412	Water Base Fee	\$	28,089.39	\$	29,300.00
1-41-00-510	Penalties Water	\$	2,402.73	\$	1,650.00
Total Water Revenue		\$	92,034.85	\$	100,425.00
Water Expense					
2-41-00-110	Salaries & Wages Water	\$	11,030.50	\$	11,607.00
2-41-00-130	Employer Contributions – Water	\$	768.04	\$	725.00
2-41-00-131	Employer Benefits - Water	\$	1,206.04	\$	1,150.00
2-41-00-215	Telecommunications – Water	\$	1,082.95	\$	900.00
2-41-00-250	Contracted Services - Water	\$	7,637.76	\$	6,400.00
2-41-00-274	Insurance – Water	\$	3,400.00	\$	3,400.00
2-41-00-360	ACE Regional Water Purchase	\$	67,445.01	\$	55,000.00
2-41-00-510	Goods, Supplies & Materials – Water	\$	9,055.87	\$	7,600.00
2-41-00-540	Utilities Heat Water Plant	\$	1,584.64	\$	1,510.00
2-41-00-541	Utilities Power Water Plant	\$	6,218.29	\$	6,160.00
2-41-00-762	Transfer to Capital – Water	\$	0.00	\$	8,500.00
2-41-00-840	750-Capital ACE Water Contr.	\$	0.00	\$	37,400.00
Total Water Expense		\$	109,429.10	\$	140,352.00
Total-Revenue less Expense		\$	-17,394.25	\$	-39,927.00
Stormwater Revenue					
1-37-00-410	Stormwater Infrast. Renewal	\$	4,770.84	\$	4,950.00
Total Stormwater Revenue		\$	4,770.84	\$	4,950.00
Stormwater Expense					
2-37-00-510	Goods & Equipment Repair - Storm	\$	1,200.00	\$	1,200.00
Total Stormwater Expense		\$	1,200.00	\$	1,200.00
Total-Revenue less Expense		\$	3,570.84	\$	3,750.00
Sewer Revenue					
1-42-00-410	Billings Sewer	\$	35,061.96	\$	36,900.00
Total Sewer Revenue		\$	35,061.96	\$	36,900.00
Sewer Expense					
2-42-00-110	Salaries & Wages – Sewer	\$	6,331.50	\$	6,683.67
2-42-00-130	Employer Contributions – Sewer	\$	444.90	\$	400.00
2-42-00-131	Employer Benefits – Sewer	\$	329.95	\$	350.00
2-42-00-215	Freight/Phone/Postage – Sewer	\$	0.00	\$	0.00
2-42-00-250	Contracted Services – Sewer	\$	0.00	\$	1,000.00
2-42-00-274	Insurance – Sewer	\$	1,275.00	\$	1,275.00
2-42-00-510	Goods, Supplies & Materials – Sewer	\$	2,240.00	\$	3,500.00
2-42-00-541	Utilities Power – Sewer LS	\$	5,795.91	\$	5,175.00
2-42-00-762	Transfer to Capital - Sewer	\$	10,000.00	\$	10,000.00
Total Sewer Expense		\$	26,417.26	\$	28,383.67
Total-Revenue less Expense		\$	8,644.70	\$	8,516.33

Attachment – A
2021 Utility Rate Review

		2020 Actual	2021 Interim Budgeted
Solid Waste Revenue			
1-43-00-410	Billings Garbage	\$ 46,935.63	\$ 49,200.00
1-43-00-411	Regional SWM Infr. Fee	\$ 17,953.30	\$ 18,300.00
Total Solid Waste Revenue		\$ 64,888.93	\$ 67,500.00
Solid Waste Expense			
2-43-00-110	Salaries & Wages – Garbage	\$ 19,472.43	\$ 20,519.00
2-43-00-130	Employer Contributions – Garbage	\$ 1,361.12	\$ 1,300.00
2-43-00-131	Employer Benefits – Garbage	\$ 1,645.82	\$ 1,500.00
2-43-00-250	Contracted Services – Garbage	\$ 26,538.56	\$ 23,500.00
2-43-00-274	Insurance – Garbage	\$ 360.00	\$ 360.00
2-43-00-510	Goods, Supplies & Materials - Garbage	\$ 0.00	\$ 500.00
2-43-00-762	Transfer to Capital – Garbage	\$ 18,500.00	\$ 18,500.00
Total Solid Waste Expense		\$ 67,877.93	\$ 66,179.00
Total-Revenue less Expense		\$ -2,989.00	\$ 1,321.00

Village of Innisfree (CAO)

From: MacKenzie Baker <mbaker@psdracs.com>
Sent: February 4, 2021 3:06 PM
To: Village of Innisfree (CAO)
Subject: Brooke - Additional GIS and MAMP Information
Attachments: EGIS - External Product Sheet.pdf; EGIS - Technical Sheet.pdf; FCM's Municipal Asset Management Program (MAMP) info sheet.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Brooke,

Lovely to speak with you again today. As we discussed, please see attached for additional information on our CityWide Enterprise GIS Software and FCM's Municipal Asset Management Program (MAMP). For the GIS software, I have included both our standard product sheet to give you a good overview of the software as well as a technical sheet in case you have some additional questions not covered in the standard sheet.

Our software allows those in the field to update and view the Village's assets. The software is full-service, and we have support staff available to help assist you in managing your GIS information. Essentially, we would be acting as your extended GIS department.

Let me know what you think and if you would like to discuss anything further. February 11th, 16th and 18th work well, but you let me know what works for you on your end.

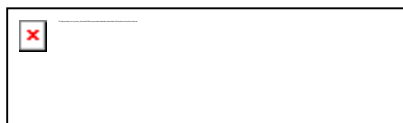
Please let me know if you have any further questions, I look forward to hearing from you!

Kindly,

--

MacKenzie Baker

PSD | Business Development Representative
P: 519-690-2565 x 2513





ENTERPRISE GIS (EGIS)

A complete, customizable GIS solution for your organization

CityWide EGIS is a fully-managed desktop, web, server, and mobile solution that combines powerful proprietary and open source software. Use as a standalone system or seamlessly integrate with CityWide Enterprise Asset Management System (EAMS)

With
**CITYWIDE
EGIS**

- PSD becomes your organization’s extended GIS department
- Easy workflow migration, image optimization, and database configuration
- Extensive user and system administrator training and support



**FULL INTEGRATION
WITH CITYWIDE EAMS**

EGIS works with CityWide EAMS to enable editing, creation, and management of asset data across the CityWide platform.



**NO FEES FOR
MORE USERS**

There are no fees for additional users so every relevant department in your organization can use CityWide EGIS.



**FULL WORKFLOW
MIGRATION**

PSD’s experts will painlessly migrate existing workflows to EGIS.



**CENTRALIZED DATA &
IMPROVED DATA INTEGRITY**

Store all GIS data in one secure, fully-managed database to ensure organization-wide data integrity.



**STREAMLINED MOBILE
DATA COLLECTION**

A cost-effective, custom solution for mobile data collection that syncs with the EGIS platform.



**FULL TRAINING
& SUPPORT**


In-depth initial training and extensive advanced training sessions offered by PSD’s experts as well as hands-on support when needed.

SCHEDULE A DEMO



See how *CityWide EGIS* meets and exceeds current industry standards as a cost-effective GIS solution. Schedule a demo with one of PSD’s experts today.

 info@psdracs.com

 **Page 46** 2565



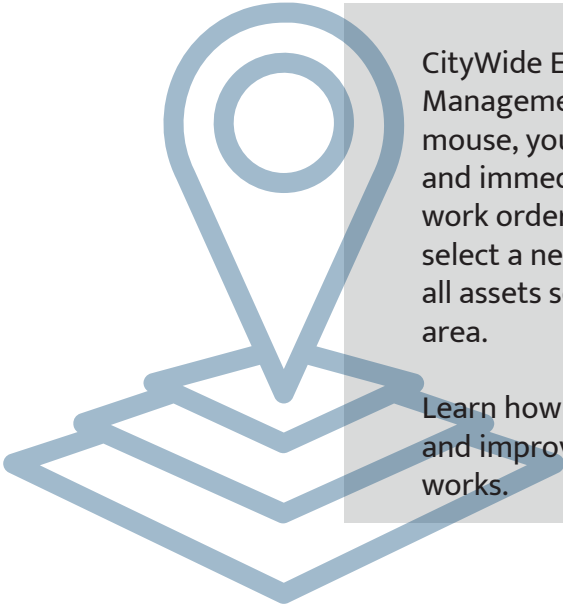
CityWide Enterprise GIS (EGIS)

CityWide Enterprise GIS (EGIS) is an integrated desktop, web, mobile and fully managed GIS server for organizations that includes custom built applications alongside mature open source GIS solutions.

PSD's approach ensures that clients have consistent support and training, in addition to assistance with migration to all of the included open source tools. The use of open source tools within the broader CityWide system gives users the following:

- Access to the larger international development community
- Ensures that costs stay low and the system is free from licensing restrictions
- Active development ensuring quick response to system issues
- Overall performance improvements over many proprietary alternatives

EGIS + Asset Management



CityWide EGIS fully integrates with CityWide Asset Management & Budgeting Solutions. With one click of the mouse, your asset manager can select a road segment in EGIS and immediately view important asset attributes and related work orders or service requests. Your finance officer can box select a neighbourhood and see the total replacement cost of all assets selected or a list of budgeted capital projects in the area.

Learn how the power of EGIS can save your organization time and improve decision-making in areas like finance and public works.



Open source solutions, meet best-in-class service.

EGIS Implementation + Components

QGIS

- An open source desktop GIS that includes all the tools found in any commercial desktop GIS software
- No license restrictions to access tools
- Full assistance to migrate existing workflows to QGIS
- Install QGIS on an unlimited number of workstations to access your organization’s cloud-based GIS server

PostgreSQL (PG) + Post GIS

- PostgreSQL is a highly secure and responsive relational database management system that centralizes GIS data, manages access restrictions, and helps ensure organization-wide data integrity
- Eliminates intermediate data in geoprocessing workflows by leveraging SQL queries
- Our support package includes help developing custom workflows, and training is also provided if your staff are not familiar with SQL
- With the PostGIS spatial extension, users gain access to hundreds of geoprocessing functions
- Run powerful spatial queries inside QGIS and visualize the results on a map

GeoServer

- GeoServer is a powerful OGC compliant GIS server that serves vector and/or raster data as WMS/WMTS/WMS-C, WFS, WCS, and TMS
- Data can be served internally or externally via CityWide’s WebGIS platform
- Serve fully optimized, high-resolution aerial, satellite, and elevation data to webmaps and QGIS
- Local system administrators can manage data and service settings through an easy-to-use web portal



QField

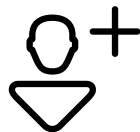
- A feature rich mobile data collection platform that works on Android
- QField replaces other costly mobile data collection platforms
- Create customized forms for data entry that include checkmarks, radio buttons, text input, drop down menus, etc.
- Sync data collected in the field with layers in the EGIS database
- Unlimited number of users can each contribute to the same project
- As part of the implementation process, PSD sets up two applications to get your organization started

CityWide Enterprise WebGIS

- A full feature web mapping application that can be used internally or publicly to interact with an organization’s geospatial data
- Deploy webmap applications internally or to the public using a user friendly, web-based wizard
- No coding required
- Access an ever-growing range of tools, including search and zoom, print functions with customizable templates, feature identification, etc.
- Advanced tools to simplify complex workflows, like catchment analysis, mail merges, and cross section analysis
- All webmaps are 100% mobile compatible

Book a demo

psdracs.com
 info@psdracs.com
 519.690.2565



EGIS Specs

- Receive access to a private cloud-based GIS server that has 16GB of RAM, 6 vCPUs, 320GB HDD, and 6TB of monthly transfer
- PSD’s servers can expand when required if your organization requires more resources
- Servers are fully maintained by PSD
- PSD will provide ongoing support and training throughout the entirety of the client’s license agreement

FEATURE	BASIC GIS	ADVANCED GIS	ENTERPRISE GIS
WEB GIS			
Basic Tools Pan/Zoom, Identify, Box Select, Measure, Search and Zoom, Toggle/Filter Layers, Print			
Edit Tool Edit Geometry			
Custom overlay layers Non-asset layers such as district boundaries			
Custom basemap layers Clients can use their own aerial photos as basemaps			
Advanced Tools A growing list of advanced GIS tools			
Public and Private Webmaps Create multiple webmaps for internal or public use			
Customizable tools and layout Select the tools and layers you wish to see on the map			
Multiple maps Create multiple maps and use the map library to manage your organization's maps			
Website Integration Link directly to customized webmaps, use iframes, or link a subdomain to a specific map (e.g. map.yourOrganization.com)			
DESKTOP GIS			
Support for QGIS on an unlimited number of workstations			
RELATIONAL DATABASE MANAGEMENT SYSTEM			
A dedicated PostgreSQL instance to store enterprise data and manage users			

FEATURE	BASIC GIS	ADVANCED GIS	ENTERPRISE GIS
GEODATABASE			
A fully configured geodatabase using PostGIS			✓
GIS SERVER			
A dedicated Geoserver instance for CSW, WC, WFS, WMS, WPS, TMS, WMS-C, and WMTS services			✓
MOBILE DATA COLLECTION			
Support for mobile data collection using QField			✓
SUPPORT			
Video Tutorials	✓	✓	✓
User Guides	✓	✓	✓
Customer Support Requests	✓	✓	✓
EGIS Support Library A library of troubleshooting documentation for QGIS, Geoserver, PostgreSQL/PostGIS, and QField			✓
EGIS workflow documentation A growing library of detailed instructions for specific GIS tasks			✓
TRAINING			
End user training session	✓	✓	✓
Local System Administrator Training			✓
Customizable EGIS training sessions			✓
SERVER CONFIGURATION			
Shared server A fully managed, multitenant system	✓	✓	
Dedicated server A fully managed, dedicated cloud-based server			✓

FCM's Municipal Asset Management Program

The Federation of Canadian Municipalities (FCM) announced the latest round of intakes for the anticipated Municipal Asset Management Program (MAMP). The second iteration of the program is similar to the first, requiring the same application process and has comparable parameters for activities.

Eligible activities for MAMP's second round of funding have stayed consistent, allowing municipalities to continue to advance their asset management practices or get started with program development. In order to be eligible, organizations must complete the Asset Management Readiness Scale which assesses the current level of the organization's asset management maturity. The proposed activities must move the organization forward in at least one category of the asset management readiness scale. Completing the readiness scale is an opportunity for your organization to receive input from across departments and to better understand where you are with your asset management program development and the areas you should be improving upon.

In addition to the completion of the readiness scale and application form, organizations must obtain a council resolution showcasing council support for the proposed activities. The readiness scale and council resolution are two imperative components of the MAMP application and should be prioritized during the initial stages of completing your application to ensure that both are able to be attained and submitted.

MAMP Parameters

Eligibility

- Canadian municipal governments
- Organizations applying in partnership with municipal governments:
 - o A municipal corporation
 - o A regional, provincial, or territorial organization delivering municipal services
 - o An Indigenous community
 - o A not-for-profit organization with a focus on municipal services

Eligible Activities

- Asset management assessments
- Asset management plans, policies and strategies
- Data collection and reporting
- Training and organizational development
- Knowledge transfer

Funding Amount

- Up to 80% of total eligible project costs for municipalities with a population greater than 1,000 and 90% for municipalities with a population less than 1,000, to a maximum of \$50,000. Municipalities can only use 50% of the grant amount for software purchases
- Projects must be completed within 12 months from the funding approval notice

PSD Deliverables

Building strong communities through robust asset management programs

Several of PSD's products and services are eligible for MAMP funding. PSD can collaborate with your community to determine which deliverables would be best suited to reach your organization's asset management priorities.

- Asset Management Software
- Maintenance Management Software
- Condition Assessments
- Lifecycle Management Strategies
- Levels of Service Frameworks
- Risk Assessment Strategies
- Asset Management Plans
- Asset Management Strategies
- Asset Management Training
- Asset Data Work

PSD Grant Application Services

PSD's team of policy analysts assists municipalities in completing competitive grant applications. In the first round of MAMP, PSD completed more than 50 grant applications, tailoring organization's asset management objectives to the program parameters and working alongside municipalities during the duration of the application process. PSD assisted municipalities with completing FCM's Asset Management Readiness Scale, as well as the full grant application requirements.



\$2.9mil

Secured in Funding



50+

Applications Completed



100%

Successful Applications

FOR MORE INFORMATION:

If your organization is interested in applying for the second round of MAMP funding, [contact us](#) to discuss your asset management needs and how we can assist with your application.



Village of Innisfree

Revenue & Expense Report

General Ledger	Description	2020 Actual	2021 Budget	2021 Actual
TAXATION				
1-00-00-110	Taxes Residential	167,796.62	170,000.00	0.00
1-00-00-111	Taxes Non-Residential	46,938.72	49,000.00	0.00
1-00-00-112	Taxes M & E	1,817.35	1,900.00	0.00
1-00-00-190	Taxes Linear	25,184.67	25,200.00	0.00
1-00-00-230	Taxes Federal GIL	892.31	890.00	0.00
1-00-00-250	Taxes Minimum Levy	0.00	55,000.00	0.00
1-00-00-321	ASFF Residential Levy	27,555.43	27,550.00	0.00
1-00-00-322	ASFF Non-Residential Levy	11,297.39	11,300.00	0.00
1-00-00-330	Seniors Housing Levy	1,841.98	2,825.00	0.00
*	TOTAL TAXATION	283,324.47	343,665.00	0.00
REQUISITIONS				
2-00-00-321	ASFF Requisition Residential	36,666.58	27,550.00	0.00
2-00-00-330	Seniors Foundation Requisition	1,842.00	2,825.00	2,825.00
*	TOTAL REQUISITIONS	38,508.58	30,375.00	2,825.00
**P	TOTAL TAX AVAILABLE FOR MUNICI	244,815.89	313,290.00	(2,825.00)
GENERAL REVENUE				
1-00-00-510	Penalties Taxes	26,629.99	27,500.00	20,591.84
1-00-00-540	Franchise Fees - Natural Gas	24,415.98	23,500.00	2,169.61
1-00-00-541	Franchise Fees - Electricity	14,722.48	14,500.00	1,255.52
1-00-00-550	Bank Interest	3,249.08	2,580.00	0.00
1-01-00-590	Other Revenue Own Sources Invest	385.00	300.00	0.00
1-11-00-152	Council Health Benefit Cost Recovery	2,189.64	2,000.00	375.26
**	TOTAL GENERAL REVENUE	71,592.17	70,380.00	24,392.23
ADMIN REVENUE				
1-12-00-401	Sales Photocopies, Faxes, Services	877.98	825.00	41.43
1-12-00-560	Rental Revenue Adm	8,611.79	7,980.00	900.00
1-12-00-590	Other Revenue Own Sources Adm	1,874.66	1,850.00	0.00
1-12-00-840	Grants Conditional Provincial Adm	274,826.00	0.00	0.00
1-12-00-911	LTO Cost Recovery	250.00	250.00	0.00
**	TOTAL ADMIN REVENUE	286,440.43	10,905.00	941.43
FINE REVENUE				
1-21-00-530	Fines Police	500.00	0.00	100.00
**	TOTAL FINE REVENUE	500.00	0.00	100.00
FIRE REVENUE				
1-23-00-410	Fees Fire Fighting	13,081.07	12,075.00	415.00
1-23-00-850	Grants Conditional Local Gov't Fire	20,730.03	0.00	5,261.07
**	TOTAL FIRE REVENUE	33,811.10	12,075.00	5,676.07
BYLAW REVENUE				



Village of Innisfree

Revenue & Expense Report

General Ledger	Description	2020 Actual	2021 Budget	2021 Actual
1-26-00-522	License Animal	600.00	570.00	580.00
1-26-00-523	Business Licenses	375.00	350.00	300.00
1-26-00-590	Fines Bylaw	425.00	450.00	0.00
** TOTAL BYLAW REVENUE		1,400.00	1,370.00	880.00
PUBLIC WORKS REVENUE				
1-32-00-430	Sales Service (Grass, Snow)	1,063.10	1,100.00	0.00
1-32-00-560	PW Rental Revenue	0.00	200.00	0.00
1-32-00-830	Grants Federal (CSJ) PW	8,400.00	0.00	0.00
** TOTAL PUBLIC WORKS REVENUE		9,463.10	1,300.00	0.00
STORMWATER REVENUE				
1-37-00-410	Stormwater Infrastructure Renewal	4,770.84	4,950.00	381.99
** TOTAL STORMWATER REVENUE		4,770.84	4,950.00	381.99
WATER REVENUE				
1-41-00-410	Water Consumption	38,242.73	45,000.00	2,956.82
1-41-00-411	Regional Water Fund	23,300.00	24,475.00	1,870.24
1-41-00-412	Water Base Fee	28,089.39	29,300.00	2,298.12
1-41-00-510	Penalties Water	2,402.73	1,650.00	302.79
** TOTAL WATER REVENUE		92,034.85	100,425.00	7,427.97
SEWER REVENUE				
1-42-00-410	Billings Sewer	35,061.96	36,900.00	2,870.43
** TOTAL SEWER REVENUE		35,061.96	36,900.00	2,870.43
SOLID WASTE				
1-43-00-410	Billings Garbage	46,935.63	49,200.00	3,824.49
1-43-00-411	Regional SWM Infrastructure Fee	17,953.30	18,300.00	1,435.19
** TOTAL SOLID WASTE		64,888.93	67,500.00	5,259.68
COMMUNITY REVENUE				
** TOTAL COMMUNITY REVENUE		0.00	0.00	0.00
LAND REVENUE				
1-61-00-522	Permits (Development, Subdivision)	0.00	125.00	0.00
** TOTAL LAND REVENUE		0.00	125.00	0.00
RECREATION REVENUE				
1-72-00-590	Fees Park Grounds	0.00	18,000.00	0.00
1-72-00-591	Fees Park Concession	0.00	2,000.00	0.00
** TOTAL RECREATION REVENUE		0.00	20,000.00	0.00
CULTURAL REVENUE				
1-74-00-415	Museum Donations	100.00	0.00	0.00



Village of Innisfree

Revenue & Expense Report

General Ledger	Description	2020 Actual	2021 Budget	2021 Actual
**	TOTAL CULTURAL REVENUE	100.00	0.00	0.00
***	TOTAL REVENUE	844,879.27	639,220.00	45,104.80
COUNCIL EXPENSE				
2-11-00-130	Employer Cont Source Dec=ductions	2.80	250.00	0.00
2-11-00-151	Fees Council	5,745.00	5,000.00	465.00
2-11-00-152	Benefits Council	2,007.17	1,965.00	187.63
2-11-00-211	Travel/Subsistence Council	357.14	550.00	0.00
2-11-00-212	Conventions/Seminars Council	860.00	1,500.00	0.00
2-11-00-274	Council Insurance	582.00	582.00	0.00
**	TOTAL COUNCIL EXPENSE	9,554.11	9,847.00	652.63
ADMIN EXPENSE				
2-12-00-110	Salaries & Wages Adm	62,339.43	64,533.00	5,221.16
2-12-00-111	Honorarium (Admin)	0.00	750.00	0.00
2-12-00-130	Employer Contributions Source Adm	4,380.71	4,015.00	378.58
2-12-00-131	Employer Benefits Adm	21,069.81	20,500.00	1,627.77
2-12-00-135	Workers Compensation ADM	2,297.55	700.00	0.00
2-12-00-211	Travel/Subsistence Adm	0.00	750.00	0.00
2-12-00-212	Education Adm	260.00	500.00	0.00
2-12-00-215	Telecommunications	6,225.54	5,800.00	65.44
2-12-00-216	Postage & Freight	923.72	500.00	155.91
2-12-00-220	Membership Dues Adm	1,347.51	1,250.00	1,132.49
2-12-00-221	Advertising/Printing/Subscriptions Adm	6,627.02	6,000.00	68.80
2-12-00-230	Audit/Assessor Fees Adm	35,430.00	15,000.00	1,150.00
2-12-00-250	Contracted Services Adm	23,595.86	22,500.00	1,592.35
2-12-00-274	Insurance Adm	2,525.00	2,525.00	0.00
2-12-00-290	Election/Census Expense Adm	0.00	2,000.00	0.00
2-12-00-510	Goods, Materials & Supplies Adm	8,171.59	7,500.00	0.00
2-12-00-540	Utilities Heat Adm	1,556.78	1,600.00	0.00
2-12-00-541	Utilities Power Adm	2,761.79	2,500.00	0.00
2-12-00-810	Bank Charges Adm	1,575.45	1,500.00	162.50
2-12-00-830	Bank Interest/Overdraft Fees Adm	0.00	0.00	(285.60)
2-12-00-911	Land Title Charges	810.00	500.00	10.00
2-12-00-995	Legal Expenses	34,338.73	10,000.00	0.00
**	TOTAL ADMIN EXPENSE	216,236.49	170,923.00	11,279.40
FIRE EXPENSE				
2-23-00-120	Salaries & Wages Fire	16,196.00	17,500.00	566.00
2-23-00-211	Travel & Subsistence Fire	2,109.53	1,000.00	0.00
2-23-00-215	Telecommunications Fire	3,252.38	2,100.00	149.95
2-23-00-217	Freight & Postage Fire	26.90	50.00	0.00
2-23-00-234	Training Fire	2,333.19	2,500.00	0.00
2-23-00-250	Contracted Services Fire	607.86	500.00	48.29
2-23-00-274	Insurance Fire	2,284.00	2,284.00	0.00
2-23-00-510	Supplies, Goods & Equipment Fire	13,895.76	12,500.00	0.00
2-23-00-540	Utilities Heat Fire	2,496.37	2,500.00	0.00
2-23-00-541	Utilities Power Fire	1,763.56	1,900.00	0.00
2-23-00-762	Transfer to Capital Reserves Fire	0.00	4,000.00	0.00
**	TOTAL FIRE EXPENSE	44,965.55	46,834.00	764.24



Village of Innisfree

Revenue & Expense Report

General Ledger	Description	2020 Actual	2021 Budget	2021 Actual
EMGERENCY SERVICE EXPENSE				
2-25-00-310	911 Requisition	1,427.20	1,430.00	1,204.20
**	TOTAL EMGERENCY SERVICE EXPENS	1,427.20	1,430.00	1,204.20
BYLAW EXPENSE				
2-26-00-221	Bylaw Advertising	0.00	600.00	0.00
2-26-00-222	Bylaw Enforcement Costs	0.00	500.00	0.00
2-26-00-510	Animal Control Goods & Materials	0.00	250.00	0.00
**	TOTAL BYLAW EXPENSE	0.00	1,350.00	0.00
PUBLIC WORKS EXPENSE				
2-32-00-110	Salaries & Wages PW	26,487.89	27,084.00	2,191.24
2-32-00-111	Honorarium (PW)	0.00	750.00	0.00
2-32-00-115	Salaries & Wages Casual PW	9,240.00	0.00	0.00
2-32-00-130	Employer Contributions Source PW	2,213.97	2,100.00	156.76
2-32-00-131	Employer Benefits PW	6,142.74	6,000.00	861.97
2-32-00-211	Travel & Subsistence PW	0.00	100.00	0.00
2-32-00-215	Telecommunications PW	2,516.61	2,450.00	198.02
2-32-00-217	Freight & Postage PW	405.97	350.00	0.00
2-32-00-250	Contracted Services PW	593.16	500.00	50.39
2-32-00-270	CN Services PW	130.00	130.00	0.00
2-32-00-274	Insurance PW	5,200.00	5,200.00	0.00
2-32-00-510	Goods, Supplies & Materials PW	109,747.01	15,000.00	183.71
2-32-00-521	Fuel & Oil PW	5,852.51	5,500.00	0.00
2-32-00-540	Utilities Heat PW	1,893.21	1,675.00	0.00
2-32-00-541	Utilities Power (Street/Shop) PW	57,396.48	55,650.00	0.00
2-32-00-762	Transfer to Capital PW	0.00	9,500.00	0.00
**	TOTAL PUBLIC WORKS EXPENSE	227,819.55	131,989.00	3,642.09
STORM DRAINAGE EXPENSE				
2-37-00-510	Goods & Equipment Repairs - Storm Draina	1,200.00	1,200.00	0.00
**	TOTAL STORM DRAINAGE EXPENSE	1,200.00	1,200.00	0.00
WATER EXPENSES				
2-41-00-110	Salaries & Wages Water	11,030.50	11,607.00	939.10
2-41-00-130	Employer Contributions Source Water	768.04	725.00	67.19
2-41-00-131	Employer Benefits Water	1,206.04	1,150.00	106.09
2-41-00-215	Telecommunications - Water	1,082.95	900.00	0.00
2-41-00-250	Contracted Services Water	7,637.76	6,400.00	0.00
2-41-00-274	Insurance Water	3,400.00	3,400.00	0.00
2-41-00-350	ACE Regional Water Purchase	67,445.01	55,000.00	0.00
2-41-00-510	Goods, Supplies & Materials Water	9,055.87	7,600.00	0.00
2-41-00-540	Utilities Heat Water Plant	1,584.64	1,510.00	0.00
2-41-00-541	Utilities Power Water Plant	6,218.29	6,160.00	0.00
2-41-00-762	Transfer to Capital Water	0.00	8,500.00	0.00
2-41-00-840	750-Capital ACE Water Contribution	0.00	37,400.00	0.00
**	TOTAL WATER EXPENSES	109,429.10	140,352.00	1,112.38

SEWER EXPENSE



Village of Innisfree

Revenue & Expense Report

General Ledger	Description	2020 Actual	2021 Budget	2021 Actual
2-42-00-110	Salaries & Wages Sewer	6,331.50	6,683.67	540.75
2-42-00-130	Employer Contributions Source Sewer	444.90	400.00	39.05
2-42-00-131	Employer Benefits Sewer	329.95	350.00	30.88
2-42-00-250	Contracted Services Sewer	0.00	1,000.00	0.00
2-42-00-274	Insurance Sewer	1,275.00	1,275.00	0.00
2-42-00-510	Goods, Supplies & Materials Sewer	2,240.00	3,500.00	0.00
2-42-00-541	Utilities Power Sewer Lift Stations	5,795.91	5,175.00	0.00
2-42-00-762	Transfer to Capital Sewer	0.00	10,000.00	0.00
** TOTAL SEWER EXPENSE		16,417.26	28,383.67	610.68
GARBAGE EXPENSE				
2-43-00-110	Salaries & Wages Garbage	19,472.43	20,519.00	1,660.10
2-43-00-130	Employer Contributions Source Garbage	1,361.12	1,300.00	119.25
2-43-00-131	Employer Benefits Garbage	1,645.82	1,500.00	147.25
2-43-00-250	Contracted Services Garbage	26,538.56	23,500.00	0.00
2-43-00-274	Insurance Garbage	360.00	360.00	0.00
2-43-00-510	Goods, Supplies & Materials Garbage	0.00	500.00	0.00
2-43-00-762	Transfer to Capital Garbage	0.00	18,500.00	0.00
** TOTAL GARBAGE EXPENSE		49,377.93	66,179.00	1,926.60
FCSS EXPENSE				
2-51-00-351	FCSS Requisition	1,837.75	1,850.00	1,837.75
** TOTAL FCSS EXPENSE		1,837.75	1,850.00	1,837.75
PLANNING EXPENSE				
2-61-00-510	General Goods, Supplies and Materials	0.00	500.00	0.00
2-61-00-250	Contracted Services	767.00	775.00	0.00
** TOTAL PLANNING EXPENSE		767.00	1,275.00	0.00
LAND PURCHASES EXPENSE				
** TOTAL LAND PURCHASES EXPENSE		0.00	0.00	0.00
RECREATION EXPENSES				
2-72-00-130	Employer Contributions Source Recreation	0.00	110.00	0.00
2-72-00-215	Freight/Phone/Postage Recreation	811.90	850.00	0.00
2-72-00-221	Printing/Advertising/Subscriptions	380.00	400.00	0.00
2-72-00-250	Contracted Services Recreation	0.00	12,000.00	0.00
2-72-00-255	Maintenance Sports Grounds	0.00	750.00	0.00
2-72-00-274	Insurance Recreation	1,126.15	1,130.00	0.00
2-72-00-510	Goods, Materials & Supplies Recreation	0.00	4,000.00	0.00
2-72-00-511	Rec Park Float	0.00	100.00	0.00
2-72-00-521	Fuel and Oil Park	352.16	500.00	0.00
2-72-00-540	Utilities Heat Park Building	1,066.84	775.00	0.00
2-72-00-541	Utilities Power Park Grounds	1,588.33	1,350.00	0.00
2-72-00-591	Concessions Park Grounds	0.00	200.00	0.00
2-72-00-762	Transfer to Capital Recreation	0.00	5,000.00	0.00
** TOTAL RECREATION EXPENSES		5,325.38	27,165.00	0.00
CULTURE EXPENSES				



Village of Innisfree

Revenue & Expense Report

General Ledger	Description	2020 Actual	2021 Budget	2021 Actual
2-74-00-250	Contracted Services Library/Museum	0.00	100.00	0.00
2-74-00-274	Insurance Cultural Organization	0.00	1,600.00	0.00
2-74-00-300	Regional Library Requisition	1,166.29	1,150.00	0.00
2-74-00-350	Local Municipal Library Grant	3,500.00	3,500.00	0.00
2-74-00-510	Goods & Materials Library/Museum/Culture	75.00	0.00	0.00
2-74-00-540	Utilities Heat Museum	3,258.08	2,726.00	0.00
2-74-00-541	Utilities Power Museum	1,527.21	1,350.00	0.00
2-74-00-415	Donations - Museum	100.00	0.00	0.00
** CULTURE EXPENSES		9,626.58	10,426.00	0.00
*** TOTAL EXPENSES		693,983.90	639,203.67	23,029.97
**** (SUPLUS)/DEFICIT		(150,895.37)	(16.33)	(22,074.83)

*** End of Report ***



Village of Innisfree

Tax Trial Balance (Full Listing)

Trial Balance As Of 2021-02-10

Roll #	Title Holder	Tax Levy	Accum. Penalty	Out. Penalty	Outstanding	Current	1 Year	2 Years	3 Years	Over 3
		Tax Levy	283,782.51		Local Improvement Levy		0.00			
		Additional Tax Levy	0.00		Accumulated Penalty		20,591.84			
					Outstanding Penalty		20,368.76			
Sub Ledger					General Ledger					
		Current	12,714.75							
		1 Year	60,447.96			3-00-00-211	12,714.75			
		2 Years	49,430.83			3-00-00-212	173,917.77			
		3 Years	25,761.37			Totals	<u>186,632.52</u>			
		Over 3	38,277.61							
		Outstanding	<u>186,632.52</u>							
						Total GL	186,632.52			
						Total SL	186,632.52			
						Proof	<u>0.00</u>			

*** End of Report ***



Village of Innisfree
Utilities Trial Balance (All Balances)
 Trial Balance As Of 2021-02-10

Account # Name	Account Active	Amount Outstanding	Current	Overdue1	Overdue2	Overdue3	Overdue4
----------------	----------------	--------------------	---------	----------	----------	----------	----------

Sub Ledger		General Ledger	
Current	11,801.56		
Overdue 1	3,981.61	3-00-00-274	25,885.37
Overdue 2	2,530.55		
Overdue 3	1,544.29		
Overdue 4	6,027.36		
Outstanding	25,885.37	Totals	25,885.37
		Total GL	25,885.37
		Total SL	25,885.37
		Proof	0.00

*** End of Report ***



Village of Innisfree

Cheque Listing For Council

2021-Feb-10
8:22:41PM

Cheque		Vendor Name	General Ledger	Invoice #	Invoice Description	Invoice Amount	Cheque Amount
Cheque #	Date						
20210025	2021-01-25	Alberta Municipal Services Corpor			PAYMENT		7,813.63
			2-32-00-540	21-1036858	GAS - PW SHOP	231.51	
			2-41-00-540	21-1036858	GAS - WTP	188.53	
			2-74-00-540	21-1036858	GAS - MUSEUM	432.97	
			2-23-00-540	21-1036858	GAS - FIREHALL	354.01	
			2-12-00-540	21-1036858	GAS - OFFICE	149.61	
			2-32-00-541	21-1036858	SENTINEL LIGHTS	57.28	
			2-32-00-541	21-1036858	POWER - PW SHOP	433.87	
			2-41-00-541	21-1036858	POWER - WTP	557.87	
			2-32-00-541	21-1036858	POWER - OLD PW SHOP	21.00	
			2-74-00-541	21-1036858	POWER - MUSEUM	146.07	
			2-23-00-541	21-1036858	POWER - FIREHALL	183.35	
			2-12-00-541	21-1036858	POWER- OFFICE	188.90	
			2-42-00-541	21-1036858	POWER -LIFT STATION	218.74	
			2-42-00-541	21-1036858	POWER - LIFT STATION	135.85	
			2-42-00-541	21-1036858	POWER - LIFT STATION	193.52	
			2-72-00-541	21-1036858	POWER - RECPARK	176.25	
			2-32-00-541	21-1036858	XMAS LIGHTS	21.00	
			2-32-00-541	21-1036858	AMSC POWER AND GAS	4,123.30	
20210026	2021-01-25	CANADA REVENUE AGENCY			PAYMENT		1,819.17
			4-00-00-230	GST2020	2020 GST	1,819.17	
20210027	2021-01-25	County of Minburn			PAYMENT		5,900.74
			2-23-00-510	29919	Q3 VILLAGE COST SHARE	344.60	
			2-43-00-250	30689	TIPPAGE AND TRUCKING	961.51	
			2-23-00-510	30692	Q4 2020 FIRE COST SHARE	971.27	
			2-43-00-250	30696	Q4 2020 WTS COSTS	3,464.28	
			2-43-00-250	30703	2020 MANN. GROUNDWATER MONIT	159.08	
20210028	2021-01-25	EMCON SERVICES INC.			PAYMENT		415.80
			2-32-00-510	S2114-30055	ROAD SALT	415.80	
20210029	2021-01-25	County of Minburn			PAYMENT		252.81
			3-00-00-274	202101251	CREDIT BALANCE PAID	252.81	
20210030	2021-01-26	Alberta Urban Municipalities Assor			PAYMENT		979.11
			2-12-00-220	20210233	AUMA MEMBERSHIP BASIC FEE	979.11	
20210031	2021-01-26	AMSC Insurance Services			PAYMENT		1,741.11
			2-11-00-152	0732-41,896	AARON CANNAN	187.63	
			2-32-00-131	0732-41,896	JUSTIN FLEMING	322.39	
			2-32-00-131	0732-41,896	BOBBI JO JACKSON	292.04	
			2-12-00-131	0732-41,896	BOBBI JO JACKSON	292.04	
			2-12-00-131	0732-41,896	BROOKE MAGOSSE	647.01	
20210032	2021-01-26	ATB Financial MasterCard			PAYMENT		608.28
			2-12-00-216	DEC15-JAN13,21	CANADA POST	163.71	
			2-32-00-215	DEC15-JAN13,21	MCSNET - PW SHOP	104.95	
			2-23-00-215	DEC15-JAN13,21	MCSNET - FIREHALL	104.95	
			2-32-00-510	DEC15-JAN13,21	PW SUPPLIES	12.38	
			2-32-00-510	DEC15-JAN13,21	PW SUPPLIES	180.52	
			2-12-00-810	DEC15-JAN13,21	ANNUAL FEES	41.77	
20210033	2021-01-26	Digital Connection Inc.			PAYMENT		72.24
			2-12-00-221	302066	LIBRARY PHOTOCOPIER	72.24	
20210034	2021-01-26	East Central 911 Call Answer Soc			PAYMENT		1,204.20
			2-25-00-310	21-017	DISPATCH FEES JANUARY - DECEM	1,204.20	
20210035	2021-01-26	F.C.S.S - Mannville - Minburn - Inr			PAYMENT		1,837.75
			2-51-00-351	MUN-INN-2021	2021 Q1 MUNICIPAL FUNDING	1,837.75	
20210036	2021-01-26	Go East RTO			PAYMENT		200.00
			2-12-00-220	980	2021 ANNUAL MEMBERSHIP	200.00	
20210037	2021-01-26	Kostynuk, Eldon			PAYMENT		50.00
			2-23-00-215	JANUARY2021	FIRE CHIEF PHONE ALLOWANCE	50.00	
20210038	2021-01-26	M.D. of Minburn Foundation			PAYMENT		2,825.00
			2-00-00-330	2021	2021 SENIORS EQUALIZATION ASSE	2,825.00	



Village of Innisfree

Cheque Listing For Council

2021-Feb-10
8:22:41PM

Cheque		Vendor Name	General Ledger	Invoice #	Invoice Description	Invoice Amount	Cheque Amount
Cheque #	Date						
20210039	2021-01-26	McEwen, Darlene	2-12-00-250	JANUARY2021	PAYMENT JANAURY 2021 CLEANING SERVICE:	200.00	200.00
20210040	2021-01-26	Municipal Assessment Services	2-12-00-230	V01011	PAYMENT 2021 Q1 ASSESMENT SERVICES	1,207.50	1,207.50
20210041	2021-01-26	Municipal Information Systems Inc	2-12-00-250	20202087	PAYMENT SOFTWARE INSTALLATION PLAN 29	1,416.78	1,416.78
20210042	2021-01-26	Telus Mobility	2-12-00-215 2-32-00-215	JAN02-FEB01,21 JAN02-FEB01,21	PAYMENT ADMIN CELLPHONE PW CELLPHONE	68.71 101.64	170.35

Total 28,714.47

*** End of Report ***

Municipal Governance

During the COVID-19 Pandemic

Frequently Asked Questions – February 5, 2021

On January 29, 2021, a [stepped approach](#) was released for easing restrictions over the coming months based on hospitalization benchmarks. Each step sets a more predictable path for easing restrictions, while protecting the health system. Step 1 starts February 8, with some health measures potentially being eased for restaurants, indoor fitness and some children's activities.

While we walk this path together, Municipal Affairs remains committed to addressing frequently asked questions and providing new information or resources to municipalities as they become available. For the most up-to-date information on the COVID-19 situation in Alberta, visit: alberta.ca/COVID19.

If you would like a specific issue addressed in an upcoming update, please email your request to ma.lgsmail@gov.ab.ca.

Municipal Affairs Updates

Previous COVID-19 updates are available online at: www.alberta.ca/municipal-government-resources.aspx

Restriction Changes

When a hospitalization benchmark is reached, do changes to restrictions occur automatically?

NO. For each step, the government will announce the specific measures that will be eased to ensure Albertans are clear on any changes.

Mandatory Masking

We are considering what to do with our municipal masking bylaws that came in effect prior to the provincial order. Does the province have a plan in place to remove the mandatory masking regulations in the near future?

No. Masks remain mandatory in all indoor public places, indoor workplaces, and places of worship. The provincial mask restriction is a helpful addition to the multiple layers of protection in place to be able to prevent further spread.

Recreational Facilities

Does Step 1 contemplate opening municipal facilities such as recreation centres, arenas and aquatic centres?

YES. Step 1 sees the potential easing of some restrictions for school-related indoor and outdoor children's sport and performance curriculum activities only (e.g. swimming and skating lessons). This means K-12 schools and post-secondary institutions are permitted to use off-site facilities to support curriculum-related educational activities. All other program activities remain restricted at this time.



In Step 1, are municipalities allowed to rent out recreational facilities to single households looking for a private booking?

NO. Facilities ordered closed cannot be accessed by members of the public, including private rentals.

Are there any target dates identified for when restrictions related to municipal recreation facilities might be lifted that municipalities can use to plan staffing and programming?

NO. Discussions related to restrictions are ongoing and take into consideration a variety of factors. The potential of community spread of the new variants is a significant factor that will influence the lifting of restrictions. Rates of hospitalization, ICU utilization and health system capacity remain the key triggers for action in Alberta. It is anticipated there will be slow incremental steps for the lifting of restrictions.

General Questions

Is the province looking at options to reduce restrictions on a regional basis?

YES. The Government of Alberta is cautiously examining a region-based plan to ease restrictions. The province wide restrictions are in place to support our public healthcare system; therefore, easing restrictions in some communities or regions due to a decline in case numbers is not feasible at this time.

Will municipalities be notified if a variant case is detected in our community?

NO. While Alberta Health is committed to sharing information on variants with Albertans through the COVID-19 [website](#), due to confidentiality under the *Health Information Act* the specifics of which municipality the variant is located in will not be shared.

Helpful Links

For the most up-to-date information on the COVID-19 situation in Alberta, visit: www.alberta.ca/COVID19.

For up-to-date information on vaccine distribution, visit: <https://www.alberta.ca/covid19-vaccine.aspx>.

For up-to-date information on the variants within Alberta, visit: <https://www.alberta.ca/covid-19-alberta-data.aspx#toc-1>

Additional Resources

The Alberta Urban Municipalities Association (AUMA) and Rural Municipalities of Alberta (RMA) continue to be a valuable resource for municipalities.

RMA's COVID-19 response hub is available at <https://rmaalberta.com/about/covid-19-response-hub>.

AUMA's updated guide is available at www.auma.ca/covid19.

The Federation of Canadian Municipalities also has a list of links and resources for municipalities available at www.fcm.ca/en/resources/covid-19-resources-municipalities.

For the most up-to-date information on the COVID-19 situation in Alberta, visit: www.alberta.ca/COVID19.

Alberta Biz Connect

Alberta Biz Connect provides workplace guidance and support to businesses and non-profits. The online tool also provides sector-specific guidelines to ensure businesses can reopen safely during the COVID-19 pandemic. Businesses with questions regarding the relaunch can [email the Biz Connect team](#). Common questions are also posted [online](#).



ALBERTA

MUNICIPAL AFFAIRS

Office of the Minister

Deputy Government House Leader

MLA, Calgary-Hays

AR104150

Dear Chief Elected Official:

I am pleased to invite your municipality to provide submissions for the 20th annual Minister's Awards for Municipal Excellence, which formally recognize excellence in local government practices and promotes knowledge-sharing among municipalities. These awards offer an opportunity to recognize the truly great work happening in local governments across Alberta.

For the 2021 program, submissions will be accepted in the following categories:

Partnership (open to all municipalities)

Award will be given for a leading municipal practice involving regional co-operation. This could involve consultation, co-ordination, and co-operation with other municipalities, agencies, non-profit organizations, community groups, and other orders of government. Submissions may be joint or individual, and consideration will be given to partnerships with formal agreements that ensure continuing co-operation and shared benefits.

Building Economic Strength (open to all municipalities)

Award will be given for an innovative initiative involving the municipality and business community that addresses a challenge affecting community economic strength.

Service Delivery Innovation (open to all municipalities)

Award will be given for an innovative initiative that improves the delivery or reduces the cost of a program or service through a more efficient process or through an alternate delivery approach.

Enhancing Community Safety (open to all municipalities)

Award will be given for an innovative initiative that engages the community to address a safety issue. This could involve crime prevention, infrastructure enhancements (e.g., lighting, accessibility, traffic calming measures), and community services initiatives.

Smaller Municipalities (open to municipalities with populations less than 5,000)

Award will be given for a municipal initiative that demonstrates leadership, resourcefulness, and/or innovation to better the community.

.../2

Further details about eligibility and submission requirements are available on the Minister's Awards for Municipal Excellence website at www.alberta.ca/ministers-awards-for-municipal-excellence.aspx. The deadline for submission is March 31, 2021.

Should you have any questions regarding this program, please contact the Municipal Excellence Team, at 780-427-2225 or municipalexcellence@gov.ab.ca.

I encourage you to share your success stories, and I look forward to celebrating these successes with your communities.

Sincerely,

A handwritten signature in black ink that reads "Ric McIver". The signature is written in a cursive, slightly slanted style.

Ric McIver
Minister



309B Macleod Trail SW
High River, Alberta Canada T1V 1Z5
P: 403.652.2110 F: 403.652.2396
www.highriver.ca

February 3, 2021

OFFICE OF THE MAYOR

VIA E-MAIL: admin@innisfree.ca

Office of the Mayor,
Village of Innisfree
PO Box 69
Innisfree, AB T0B 2G0

Attention: Mayor Deborah McMann

RE: Reinstatement of the 1976 Coal Development Policy

Dear Her Worship:

In June of 2020, the Government of Alberta rescinded the Coal Development Policy (Coal Policy) without adequate consultation with First Nations, environmental groups, residents, property owners and local governments. This policy was originally developed with the intended purpose to guide coal extraction along the eastern slopes of the Rockies based upon a land use classification system and dictated where and how coal leasing, exploration and development could occur.

The Coal Policy introduced in 1976, guided coal extraction in one of the most important landscapes in Alberta and Canada. The Eastern Slopes provides water to users from the Rockies to the Hudson Bay. For 44 years, the policy provided essential protection of valuable water resources, ensuring downstream communities had access to clean drinking water, that farmers had access to irrigation water to protect their livelihoods and that ecosystems that tourists come to experience remained in their pristine state.

The rescindment of any policy that affects public lands and/or water resources, requires public consultation with First Nations, environmental groups, residents of Alberta, property owners and local municipalities. Without that consultation, our democratic processes are undermined.

In response to the Government of Alberta's action, the Town of High River's Council adopted the following resolution at its Regular Meeting of Council on January 11, 2021:

BE IT RESOLVED THAT Council direct Administration to draft a letter to Premier Jason Kenney, requesting the immediate reinstatement of the 1976 Alberta Coal Policy which was rescinded on June 1, 2020;

AND THAT the letter requests that the Government of Alberta begin public consultation with Indigenous groups, environmental groups and all stakeholders in Alberta on any proposed revisions or replacement to this policy;

AND FURTHER THAT this letter be sent to the Minister of Environment & Parks Honorable Jason Nixon, Minister of Energy Honourable Sonya Savage as well as the MLA for Livingstone-Macleod Roger Reid.

This letter was sent to the Premier and Ministers on January 12, 2021 and a meeting has been requested with the Premier. To date, the Town of High River has neither received a response to our letter nor a meeting with the Premier.

Other local governments, public officials and Albertans have called upon the Government of Alberta to reinstate the Coal Policy. In response, the Government of Alberta has cancelled some of the coal leases but this is not adequate in order to protect water resources for downstream communities, such as High River.

Therefore, at the February 1, 2021 Special Meeting of Council, the following resolution was adopted:

WHEREAS Council adopted resolution #RC 14 -2021 requesting the Province of Alberta immediately re-instate the 1976 Coal Development Policy;

AND WHEREAS coal exploration and open pit mining will impact water resources for downstream communities affecting businesses, residents, ranchers, farmers and ecosystems;

AND WHEREAS coal exploration is causing irreparable damage to the landscapes and watersheds as well as adversely affecting the public's access, use and enjoyment of Crown lands on the Eastern Slopes of Alberta;

AND WHEREAS local First Nations groups, municipalities, landowners and ranchers are legally challenging the Province's rescindment of the 1976 Coal Policy in the Courts;

BE IT RESOLVED THAT Council request all coal exploration be immediately ceased on the Eastern Slopes of Alberta and cease issuance of any new exploration permits on the Eastern Slopes of Alberta until public consultation has taken place regarding the future of coal mining on the Eastern Slopes of Alberta;

AND THAT Council request the Government of Alberta & Premier Jason Kenney issue an immediate stop work order for all existing coal exploration permits on the Eastern Slopes of Alberta and cease issuance of any new exploration permits on the Eastern Slopes of Alberta until public consultation has taken place regarding the future of coal mining on the Eastern Slopes of Alberta;


AND THAT Council direct Administration to investigate legal options relating to the damage caused due to exploration on Alberta's Eastern Slopes.

AND FURTHER THAT Council direct Administration to prepare a letter with a copy of this resolution to all members of the Federation of Canadian Municipalities, Alberta Urban Municipalities Association, Rural Municipalities of Alberta, Municipalities of Saskatchewan, Saskatchewan Association of Rural Municipalities and Association of Manitoba Municipalities requesting their support to re-instate the 1976 Coal Development Policy.

In light of this resolution, the Town of High River is respectfully requesting that you consider drafting a letter of support to the Government of Alberta for the immediate Exploration Stop Work Order as well as the reinstatement of the Coal Policy.

Thank you for considering our request,

Sincerely,

A handwritten signature in black ink, appearing to read "Craig Snodgrass", enclosed within a large, loopy circular scribble.

Craig Snodgrass
Mayor

CS/cp/kr

January 29, 2021

Honourable Kaycee Madu
Minister of Justice and Solicitor General
424 Legislature Building
10800 - 97 Avenue NW
Edmonton, AB T5K 2B6

Dear Minister Madu:

On behalf of the Alberta Police Interim Advisory Board, please find attached the Board's report on recommendations for 2021-22 policing priorities. This report fulfills the following two mandate items from the Board's Terms of Reference:

- *Provide a report detailing the Interim Board's recommendations and advice on the JSG/RCMP "K" Division Multi-year Financial Plan by January 31, 2021; and*
- *Provide a report detailing the Interim Board's recommendations and advice on provincial policing priorities by January 31, 2021.*

Please note that we have combined our recommendations on the multi-year financial plan and provincial policing priorities into the same document.

Thank you again for the opportunity to provide these recommendations. We would be happy to meet with you if you would like to discuss our recommendations in greater detail. The Board is now working on creating the governance recommendations for the operational Board to complete our final mandate items.

If you have any questions or suggestions at this time, please feel free to contact me at tthorn@okotoks.ca.

We look forward to engaging with you soon!

Sincerely,

A handwritten signature in black ink, appearing to read 'Tanya Thorn', with a long horizontal flourish extending to the right.

Tanya Thorn
Chair
Alberta Police Interim Advisory Board

cc: Paul McLaughlin, President, Rural Municipalities of Alberta
Barry Morishita, President, Alberta Urban Municipalities Association
Terry Coleman, Chair, Alberta Association of Police Governance
Deputy Commissioner Curtis Zablocki, "K" Division RCMP
Marlin Degrand, Justice & Solicitor General

Encl: (2)



ALBERTA POLICE INTERIM ADVISORY BOARD

Report on Municipal Policing Priorities

January 2021

Contents

- Executive Summary..... 2
- Introduction 5
- Stakeholder Engagement..... 6
- Engagement Themes: What We Heard 6
- Municipal Policing Priorities 8
- Next Steps and Implementation 16
- Appendix 1 – Alberta Police Interim Advisory Board Terms of Reference..... 17
- Appendix 2 – Alberta Police Interim Advisory Board Membership..... 22
- Appendix 3 – Alberta Police Interim Advisory Board Survey..... 23

Executive Summary

The Alberta Police Advisory Board was created by the Minister of Alberta Justice and Solicitor General in spring 2020 to give municipalities served by the Provincial Police Service Agreement (PPSA) a strong voice in setting policing priorities. One of the Board’s mandated deliverables was to provide input into discussions on provincial policing priorities for the 2021/22 fiscal year. This report fulfills that mandate and is also intended to be used to inform the Government of Alberta/RCMP multi-year financial plan.

The Board has developed eight municipal policing priorities and related recommendations. These priorities and recommendations are of equal importance to municipalities.

Priority	Recommendations
Develop a coordinated, long-term strategy to ensure that all vacant frontline detachment positions are filled.	<ul style="list-style-type: none"> • Work with the Alberta Police Advisory Board to identify and prioritize vacancies and gaps in service in both Provincial Police Service Agreement (PPSA) and Municipal Police Service Agreement (MPSA) municipalities. This would include determining what factors should be considered in making resourcing decisions, as well as the relative importance of each factor. • Develop clear and consistent communication processes with municipalities around vacancies, including information on when and how they will be filled.
Update the detachment resourcing methodology to ensure that resourcing decisions reflect community needs.	<ul style="list-style-type: none"> • Work with the Alberta Police Advisory Board to review resourcing methodology to ensure it reflects community need, particularly at the local level. This may include both enhancing direct RCMP engagement with local communities, and working with the Alberta Police Advisory Board to refine resourcing methodology based on the local input gathered. • Work with the Alberta Police Advisory Board to improve communication with municipalities so that they understand how resources are allocated, as well as the value of centralized, specialized, and civilian positions.
Increase efforts to target repeat offenders committing crimes in rural and small urban municipalities.	<ul style="list-style-type: none"> • Collaborate with the Alberta Police Advisory Board to develop ways in which repeat offender-related strategies and information can be consistently and effectively communicated between detachments and municipalities or police advisory bodies, and how such discussions can then be further communicated to CRUs. • Improve reporting to municipalities and the public on what constitutes a “repeat offender” and the strategies being undertaken by the RCMP to address repeat offenders, especially in rural and small urban municipalities.
Work with municipal and community leaders to identify	<ul style="list-style-type: none"> • Collaborate with the Alberta Police Advisory Board to develop best practices and standards for detachments to follow to

<p>local priority enforcement areas and use this information to determine detachment and regional crime reduction strategies.</p>	<p>improve collaboration and engagement with small municipalities.</p> <ul style="list-style-type: none"> Recognize different rural and urban crime priority areas and use this information to inform local, regional, and provincewide policing priorities and strategies.
<p>Continue to support detachments in conducting proactive policing and community engagement through the increased use of Crime Reduction Units, Call Back Units, and other resources that will allow frontline officers to increase their presence in the community.</p>	<ul style="list-style-type: none"> Collaborate with the Alberta Police Advisory Board to develop meaningful definitions and measures of proactive policing and community visibility that are relevant in both urban and rural municipalities. Determine how the continued growth of specialized units will directly support improved frontline policing (including proactive policing and community visibility) in rural and small urban municipalities. Collaborate with the Alberta Police Advisory Board to develop messaging on how to better communicate the proactive policing initiatives already underway to support improved rural police services.
<p>Provide the Alberta Police Advisory Board with adequate and consistent financial and administrative support.</p>	<ul style="list-style-type: none"> That Alberta Justice and Solicitor General allocate a portion of revenues collected annually through the police costing model to provide required administrative funding for the Alberta Police Advisory Board before transferring funding to the RCMP. Collaborate with the Interim Board to determine long-term board costs and administrative requirements in order to inform the funding allocation.
<p>Work with the Alberta Police Advisory Board to develop best practices to enhance the quality and consistency of communication and collaboration between detachments and the municipalities that they serve.</p>	<ul style="list-style-type: none"> Collaborate with the Alberta Police Advisory Board (possibly through the formation of a sub-committee involving RCMP, Government of Alberta, and Board members) to develop communication and collaboration best practices and approaches in the following areas: <ul style="list-style-type: none"> How to form relationships with municipal leaders How to effectively report to and update municipalities about policing in the community How to work with municipalities to identify and engage community leaders, including those from racialized and/or under-represented communities How to maintain collaboration following changes in detachment and/or municipal leadership
<p>Work with community and municipal leaders to address racism and other forms of discrimination in policing.</p>	<ul style="list-style-type: none"> Develop measurable detachment-level requirements for engaging with local racialized and/or under-represented communities. Collaborate with municipalities and other leading community organizations to raise awareness of and respond to local social justice issues.

	<ul style="list-style-type: none">• Collaborate with the Alberta Police Advisory Board to develop initiatives that will support detachments in undertaking this action.
--	---

As the role of the Alberta Police Advisory Board is to provide recommendations to the RCMP and Alberta Justice and Solicitor General, it is ultimately the responsibility of the provincial government and “K” Division leadership to decide whether to accept the Board’s recommendations, and if so, how to integrate them into existing planning processes and strategic initiatives.

The Board would be pleased to meet with RCMP and Alberta Justice and Solicitor General leadership to discuss the priorities identified in this report, and how all three groups can work together towards effective implementation.

Introduction

The Minister of Justice and Solicitor General established the Alberta Police Advisory Board in spring 2020 to give municipalities served by the Provincial Police Service Agreement (PPSA)¹ a strong voice in setting policing priorities. As the order of government closest to its citizens, municipalities are well-positioned to help the RCMP identify and address community policing² and public safety issues. The Board can therefore play an important role in ensuring that policing reflects the needs and concerns of Albertans across the province.

The Alberta Police Advisory Board is being implemented in two phases: in the first year, an interim Board is developing the Board's structure and scope. On the completion of the interim Board's mandate, the work of the operational Board will begin for a four-year term. As per the Terms of Reference developed by Alberta Justice and Solicitor General (Appendix 1), the Interim Board is made up of four representatives from the Rural Municipalities of Alberta (RMA) Board, four representatives from the Alberta Urban Municipalities Association (AUMA) Board, and one representative from the Alberta Association of Police Governance Executive. A list of the current interim Board members is provided in Appendix 2.

The Interim Board has been mandated to:

1. Develop the scope and terms of reference for the operational Board.
2. Develop a recruitment and selection process for operational Board members.
3. Develop governance documents for the operational Board, including at minimum, a Competency Matrix for Board member appointments and review, a Code of Conduct, and a Mandate and Roles Document.
4. Provide input, advice, and recommendations to the provincial government and RCMP "K" Division on the buildup of the provincial police service.
5. Provide input into discussions on provincial policing priorities for the 2021/22 fiscal year to facilitate engagement during transition to the operational Board.

This report contains the Interim Board's recommendations and advice on provincial policing priorities for the 2021/22 fiscal year (Mandate Item 5). The report is also intended to be used to inform the Government of Alberta/RCMP Multi-Year Financial Plan.

¹ Under the *Police Act*, the Government of Alberta is responsible for providing police services to urban municipalities with populations of 5,000 or less and all municipal districts and counties. The provincial government meets this obligation by contracting the RCMP to deliver police services to these municipalities through the Provincial Police Service Agreement (PPSA). This agreement is negotiated and signed by the provincial and federal governments.

² Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

Stakeholder Engagement

Since its establishment, the Alberta Police Interim Advisory Board has been engaging with key stakeholders to gather information and develop recommendations on policing priorities.

The Board distributed a survey to municipalities in fall 2020 to learn more about municipal perspectives on policing (see survey questions in Appendix 3). This survey received 209 responses from 160 different municipalities. The Board also solicited input from municipalities through email and in person at RMA and AUMA events. Municipal feedback provided the foundation for the recommendations in this report.

Additionally, the Board met multiple times with RCMP “K” Division and Alberta Justice and Solicitor General to learn about current policies and processes related to planning, budgeting, and resource allocation for the provincial police service. This included reviewing the policing priorities and performance measures identified by the RCMP and Alberta Justice and Solicitor General in their 2018-2021 Joint Business Plan.

Engagement Themes: What We Heard

The Alberta Police Interim Advisory Board received a wide range of feedback from municipalities on how to enhance policing in Alberta. While quantitative analysis of survey results has been invaluable in helping the Board determine policing priorities for municipalities, several broader themes also emerged through qualitative analysis. Some of these themes highlight broad, societal issues that the RCMP cannot resolve alone, but should consider in both their strategic planning and day-to-day operations. Other themes focus on specific policing areas that the RCMP can address directly. The Board was pleased to note that these themes are generally aligned with some of the priorities outlined in the existing Alberta Justice and Solicitor General/RCMP 2018-2021 Joint Business Plan, indicating a degree of agreement between municipalities, the provincial government, and the RCMP on future goals and directions for policing in Alberta.

Systemic Resource Constraints

Municipalities have consistently highlighted resource constraints in the provincial health, policing, and justice systems as a key barrier to effective policing. Municipalities do not expect to have a hospital, police detachment, and courthouse in every community in Alberta; however, all Albertans must have equitable access to health, police, and justice services and these services must be appropriately resourced in order to be effective. While the RCMP is now in a position to increase its resources as a result of additional funding raised through the new police costing model, their effectiveness will continue to be limited as long as there are vacancies and gaps in the health and justice systems. It is important to note that both the justice and healthcare systems fall under provincial jurisdiction, and municipal governments have a limited role in provincial policy, planning, and decision-making for these systems. Additionally, given fiscal constraints and limited mechanisms for raising revenue, municipalities are not able to fill in gaps in provincial funding.

Crime Reduction and Prevention

As crime and the costs of policing continue to be a key issue in both rural and urban communities, municipalities have identified the need to focus on crime prevention and reduction by resolving the root causes of crime. There is considerable research showing that early intervention and prevention with youth, families, and schools reduces violent crime in a cost-effective way: crime can be prevented by responding as soon as possible when people have risk factors such as addiction, loss of employment, or mental illness. While most early intervention and prevention programs fall under provincial jurisdiction, there is a role for the RCMP to play in cross-agency collaboration with various stakeholders and levels of government to identify the root causes of crime at a community level, pool resources, and coordinate responses. Municipalities do play a role in delivering preventative social supports through the Family and Community Support Services (FCSS) program; in fact, more than half of the municipalities participating in this program pay more than the required municipal cost share for the program. However, municipalities are limited by legislation that prevents FCSS programs from duplicating any provincial services.

Outcome Accountability

Municipalities expect the RCMP to operate according to prescribed accountability and governance frameworks. Many municipalities identified the need for a more transparent, collaborative approach to assessing RCMP performance that is based on the identification of policing and public safety goals through a closer working relationship between the RCMP and their primary stakeholders, particularly municipalities, which are well-positioned to identify community safety issues. Once such goals are identified, appropriate indicators should be created for assessing whether progress is being made towards achieving these goals, and regular reporting processes should be established. Municipalities are cognizant of the additional resources required to support organizational effectiveness and outcome accountability, and they acknowledge the tension inherent in balancing corporate support and centralized positions with “boots on the ground”. However, a collaborative and transparent approach to RCMP performance assessment that engages stakeholders more directly in goal identification and outcome measurement can lead to more successful, responsive, and accountable policing.

Social Justice

Recent events such as the National Inquiry into Missing and Murdered Indigenous Women and Children, the Black Lives Matter movement, and the Merlo-Davidson settlement underscore the need to address systemic discrimination in civil society, and the role of police in both perpetuating this discrimination and combatting it. All civil institutions, including municipal governments and police services, must work in partnership with marginalized populations to address discrimination both internally and in their interactions with the citizens they serve. To ensure public confidence in policing, municipalities support improved civilian oversight and transparency, particularly for complaints and disciplinary reviews, as well as recruitment and training initiatives that focus on diversity and inclusion.

Municipal Policing Priorities

Based on stakeholder feedback, the Alberta Police Interim Advisory Board has developed eight municipal policing priorities and related recommendations to inform discussions on provincial policing priorities for the 2021/22 fiscal year. These priorities and recommendations are of equal importance to municipalities and are grouped by the themes identified in the previous section.

Systemic Resource Constraints

Priority 1: Develop a coordinated, long-term strategy to ensure that all vacant frontline detachment positions are filled.

Albertans need to feel safe and protected in their communities. AUMA, RMA, and the Alberta Association of Police Governance have consistently heard from their members that RCMP vacancy rates and long response times contribute to the perception that some communities are not safe. This feedback has been validated by the responses to the Board's fall 2020 municipal survey, which identified the following three service issues as the most important for municipalities:

- Filling vacancies and providing full coverage service
- 911 response times
- Community visibility

Only cities were likely to indicate an "other" issue as most important; otherwise, all sizes, districts, and types of municipalities agreed on the above issues as their most important.

These service issues reflect an overall lack of resources; accordingly, the Board supports allocating additional police resources to improve policing services; address rising crime rates; and enable community crime prevention and diversion initiatives. The Board was therefore pleased to see the RCMP's announcement that the new police costing model will result in additional resources for the RCMP for 2020/21, specifically 76 new police officers and 57 new civilian support positions. Additionally, the RCMP has shared information with the Board on potential resourcing initiatives that include:

- 24-hour coverage in all PPSA locations
- The creation of a relief team to be deployed to detachments that are experiencing short term human resource shortages
- District general duty resources that would provide district commanders with the flexibility to deploy resources to areas of need

RECOMMENDATIONS:

- Work with the Alberta Police Advisory Board to identify and prioritize vacancies and gaps in service in both Provincial Police Service Agreement (PPSA) and Municipal Police Service Agreement (MPSA) municipalities. This would include determining what factors should be considered in making resourcing decisions, as well as the relative importance of each factor.
- Develop clear and consistent communication processes with municipalities around vacancies, including information on when and how they will be filled.

Priority 2: Update the detachment resourcing methodology to ensure that resourcing decisions reflect community needs.

The RCMP currently determines how to allocate policing resources by analyzing each detachment's workload. This analysis takes several factors into account, including travel time, call volume, type of crimes occurring in the area, amount of time required for investigations, size of detachment, and time available for proactive policing. When asked to rank which factors were most important to their municipality, survey respondents identified travel time as by far the most significant factor (43%), followed by the types of crime in the area (29%), then time available for proactive policing (12%). Call volume, detachment size, and investigative time required were seen as less important. Rural and small urban municipalities (municipal districts, villages, and summer villages; populations under 5,000) tended to prioritize travel time over type of crime when compared to larger urban municipalities (cities and towns; populations over 5,000), although both were considered important. This likely reflects the fact that rural and small urban municipalities tend to be further away from detachments than larger municipalities.

Additionally, 70% of respondents either agreed or strongly agreed that resource allocation should be balanced between frontline officers and centralized, specialized, or civilian positions.

RECOMMENDATIONS:

- Work with the Alberta Police Advisory Board to review resourcing methodology to ensure it reflects community need, particularly at the local level. This may include both enhancing direct RCMP engagement with local communities, and working with the Alberta Police Advisory Board to refine resourcing methodology based on the local input gathered.
- Work with the Alberta Police Advisory Board to improve communication with municipalities so that they understand how resources are allocated, as well as the value of centralized, specialized, and civilian positions.

Crime Reduction and Prevention

Priority 3: Increase efforts to target repeat offenders committing crimes in rural and small urban municipalities.

Repeat offenders are a major issue in rural and small urban municipalities across Alberta. Anecdotally, many municipal leaders have indicated that most of the criminal activity occurring within their communities is due to a small group of individuals that frequently re-offend. Survey results highlight the importance that municipal leaders place on addressing repeat offenders, particularly in rural municipalities and specialized municipalities. This may indicate a specific link between repeat offenders and property crimes common in rural areas with a limited police presence.

Although a complete strategy to effectively focus on and reduce the rate of prolific and repeat offenders includes reforms to social supports and the justice system that are beyond the scope of the Alberta Police Advisory Board, there are ways in which policing approaches at the detachment, regional and province-wide level could better address repeat offenders.

The Alberta Justice and Solicitor General/RCMP 2018-2021 Joint Business Plan includes a key initiative under the "crime reduction" priority to establish "specialized crime reduction units focused on targeting

repeat offenders.” It is the Board’s understanding that the first crime reduction unit (CRU) was formed in Alberta in 2017 as a pilot project, and four CRUs are currently in place in the province. The Board supports the CRU model as a key tool to address prolific offenders and appreciates that the RCMP has identified expanding the use of CRUs as a potential 2021 resourcing initiative.

According to the Civilian Review and Complaints Commission’s (CRCC) March 2020 *Review of the RCMP’s Crime Reduction-Type Units*, Alberta’s CRUs collaborate “with the provincial agencies responsible for health, housing, addictions and human services both at the working and senior levels, including the provincial deputy minister level.” While this collaboration between CRUs and provincial agencies is a positive, the report lacks any reference to CRUs attempting to work with municipalities, municipally operated social service organizations (such as Family and Community Support Services), community peace officers, or local non-profit agencies that may provide support to those at high risk of becoming repeat offenders. As many rural and small urban communities have little or no direct provincial agency presence, it is imperative that CRUs increase their collaboration with non-provincial entities that may play a role in both preventing individuals from becoming repeat offenders and helping to identify possible repeat offenders within these communities.

RECOMMENDATIONS:

- Collaborate with the Alberta Police Advisory Board to develop ways in which repeat offender-related strategies and information can be consistently and effectively communicated between detachments and municipalities or police advisory bodies, and how such discussions can then be further communicated to CRUs.
- Improve reporting to municipalities and the public on what constitutes a “repeat offender” and the strategies being undertaken by the RCMP to address repeat offenders, especially in rural and small urban municipalities.

Priority 4: Work with municipal and community leaders to identify local priority enforcement areas and use this information to determine detachment and regional crime reduction strategies.

Survey results showed that while some categories of criminal activity are priorities in municipalities of all types, sizes, and regions of Alberta, there are noticeable differences in how important other types of crime were viewed by different survey respondents. For example, although “major property crime” was clearly identified as the most important crime category for Alberta’s municipalities overall, it was ranked as relatively low among town and city respondents (larger urban municipalities) and as very high among rural municipalities, summer villages, and villages. Conversely, towns and villages ranked drug-related offences as a much higher priority than respondents representing rural and small urban municipalities. Similarly, family violence was ranked as a higher priority by larger municipalities, while property crime was less of a priority.

What these results suggest is that while both drug offences and property crimes impact communities of all types and sizes, the **direct** impacts of each likely differ. This data could be interpreted to suggest that individuals committing drug crimes in towns and villages (where they likely live) may be travelling to rural and small urban municipalities to commit property crimes linked to drug sales or use. This is a significant assumption, but it speaks to the larger issue: crime is a major concern in communities across the province, but its specific impacts differ based on municipal size and type.

While the survey results indicate broad differences in priority crime areas among municipalities of different types and sizes, it is likely that priority issues vary by individual municipality. For this reason, ongoing, quality collaboration between detachments and municipal/community leaders is essential to ensure that those policing the community understand the concerns and priorities of community residents and businesses. In larger municipalities where both police and municipal governments may have the time and capacity to regularly interact, this may be straightforward. However, in smaller municipalities, limited police and municipal capacity may mean that collaboration is more difficult. The impacts of municipal size on collaboration are supported in the survey results. The table below contrasts the overall survey responses to the responses of municipalities with a population below 2,000 on several questions related to police/municipal collaboration.

Question	Alberta overall	Municipalities with population below 2,000	Municipalities with population above 2,000
Does your municipality have a police oversight body?	27.5% said yes	19.4% said yes	36.0% said yes
How often does your municipality/police oversight body meet with your detachment commanders?	58.6% meet two times or more	39.6% meet two times or more	77.1% meet two or more times
Do you consider your current meeting frequency with RCMP detachment commanders sufficient?	65% said yes	56% said yes	73.0 said yes
Does your RCMP detachment provide you with a copy of their annual performance plan (APP)?	66% said yes	59% said yes	74.2% said yes
Is your municipality or police oversight body involved in developing the detachment's APP?	55% said yes	35% said yes	60.2% said yes
Does your municipality or police oversight body receive regular reporting from your detachment?	82% said yes	70% said yes	95.3% said yes

What the results above suggest is that collaboration between small municipalities and their detachments is consistently lower than collaboration between detachments and municipalities in general. This inconsistency likely flows upwards into the policing-related priorities of small and rural municipalities being under-considered in RCMP regional and province-wide priority-setting.

While Alberta's *Police Act* places the onus on municipalities to form police committees as a formal means to collaborate with their local detachment, it is not the only way. The results above clearly show that detachments often meet with municipal councils regardless of whether the municipality has a standalone police committee. However, the results also show that the level of engagement requires improvement, especially in small municipalities, nearly half of which consider their current meeting frequency with their detachments to be insufficient.

RCMP and Alberta Justice and Solicitor General should emphasize the development of detachment standards for engagement with the municipalities they serve. Alberta Police Interim Advisory Board members have regularly heard from municipal leaders that municipal-detachment engagement is often “personality-driven,” as it is almost entirely dependent on the willingness of a particular detachment commander to take the time to work with municipal leaders. In many cases, municipalities have formed strong relationships with a detachment, only to see them evaporate when the detachment’s leadership shifts.

The Alberta Justice and Solicitor General/RCMP 2018-2021 Joint Business Plan makes some indirect references to improving community engagement, including the need to develop strategies for “local partnerships” within detachment Annual Performance Plans, and “improve the way in which the RCMP connect with, involve, and inform communities to ensure the public is receiving a prompt response to criminal complaints and a positive service experience.” However, neither of these initiatives specifically addresses the need to better inform and engage municipalities, which is especially important in small communities in which the municipality is often most knowledgeable of local concerns and trends.

RECOMMENDATIONS:

- Collaborate with the Alberta Police Advisory Board to develop best practices and standards for detachments to follow to improve collaboration and engagement with small municipalities.
- Recognize different rural and urban crime priority areas and use this information to inform local, regional, and provincewide policing priorities and strategies.

Priority 5: Continue to support detachments in conducting proactive policing and community engagement through the increased use of Crime Reduction Units, Call Back Units, and other resources that will allow frontline officers to increase their presence in the community.

The Alberta Justice and Solicitor General/RCMP 2018-2021 Joint Business Plan includes a strategy to create specialized units, along with the Police Reporting and Occurrence System (PROS) data centre, to increase the amount of time available to frontline police officers for proactive policing and community engagement.

The Alberta Police Interim Advisory Board is highly supportive of this existing strategy and recommends that the RCMP continue to dedicate resources to forming and expanding the use of specialized units to address and respond to crime, which will allow local officers to increase their presence in the communities they serve more strategically.

However, both the concepts of proactive policing and community visibility, as well as their importance, are not homogeneous across Alberta, but rather differ across municipal size and type. For example, in urban municipalities, community visibility may look like police consistently appearing at and participating in community events to build relationships with residents. In isolated rural areas of the province, visibility may be as simple as having a police officer physically visit a resident who was the victim of a property crime, rather than only follow up over the phone. In other words, the threshold for what constitutes an effective level of community visibility differs significantly across the province, meaning that a single definition or measure of community visibility is unlikely to exist.

Similarly, the importance of proactive policing varies across the province. In urban communities that are typically located near a detachment and have short response times, proactive policing is more of a

priority, likely because it is seen as the “next step” in enhancing community safety beyond the core policing aspects of actually responding to calls for service. Conversely, rural municipalities rank response time as having much higher importance than community visibility, likely because current response times in rural areas are much longer than urban communities.

The survey reflects some of the differences in how urban and rural municipalities view proactive policing. The question below shows the relative importance that representatives of different municipal types assigned to travel time and time available for proactive policing in terms of how much importance each should have determining RCMP resourcing allocations (note that a higher number indicates a higher level of importance).

Municipal Type	Travel time importance	Proactive policing importance
City	1.71	4.29
Town	3.89	3.45
Village	4.80	3.75
Summer village	5.12	4.35
Rural municipality	4.97	2.89

What these results suggest is that larger urban municipalities that are likely to host a detachment are less concerned about travel time (which is likely already adequate), while villages, summer villages and rural municipalities, which are less likely to be near detachments, view travel time as a major concern. Interestingly, while all four urban municipal types shown above view proactive policing as relatively important, it is much less so in rural municipalities. This should not be viewed as an assumption that rural municipalities are not interested in having enhanced proactive policing in their area, but rather that response times (or reactive policing) is such a major concern in rural areas that rural expectations for anything beyond basic response is currently quite low.

These results also suggest that the RCMP must more effectively report on their rural proactive policing efforts, in the form of Crime Reduction Units, Call Back Units, and other initiatives, and their link to seeking to improve both police availability and community visibility in rural communities. It is likely that many rural residents (and municipalities) may be unaware of the proactive and strategic initiatives being undertaken by the RCMP with the end goal of increasing police presence and response in rural areas.

RECOMMENDATIONS:

- Collaborate with the Alberta Police Advisory Board to develop meaningful definitions and measures of proactive policing and community visibility that are relevant in both urban and rural municipalities.
- Determine how the continued growth of specialized units will directly support improved frontline policing (including proactive policing and community visibility) in rural and small urban municipalities.
- Collaborate with the Alberta Police Advisory Board to develop messaging on how to better communicate the proactive policing initiatives already underway to support improved rural police services.

Outcome Accountability

Priority 6: Provide the Alberta Police Advisory Board with adequate and consistent financial and administrative support.

The Alberta Police Advisory Board fills an important gap in the current RCMP-Alberta Justice and Solicitor General planning and priority setting process by ensuring that small and rural communities have some level of representation in the process. The current interim Board is supported by RMA and AUMA, along with additional assistance from Alberta Justice and Solicitor General and RCMP staff. Moving forward, RMA and AUMA expect to have a lesser role in the Board, as board members will no longer exclusively be RMA and AUMA representatives, but rather broader municipal and community representatives from rural and small urban municipalities.

To ensure that the Board functions effectively in the long-term, a portion of the funds currently collected through the new police costing model should be used to support the expenses and administrative requirements of the board. This includes board member costs and per diems and board administrative and capacity requirements, such as minute-taking, report writing, survey construction and analysis, and other specialized skills that the board will require but that cannot continue to be provided on RMA and AUMA on a no-cost basis. Proactively confirming that the operational Board will be adequately supported is crucial to supporting member recruitment, long-term planning, and ensuring the board can focus on policing, rather than on how to remain operational with limited provincial support.

RECOMMENDATIONS:

- That Alberta Justice and Solicitor General allocate a portion of revenues collected annually through the police costing model to provide required administrative funding for the Alberta Police Advisory Board before transferring funding to the RCMP.
- Collaborate with the Interim Board to determine long-term board costs and administrative requirements in order to inform the funding allocation.

Priority 7: Work with the Alberta Police Advisory Board to develop best practices to enhance the quality and consistency of communication and collaboration between detachments and the municipalities that they serve.

The RCMP has been a consistent and helpful partner for the Alberta Police Interim Advisory Board since its establishment in early 2020. The interim Board will be in place until the end of November 2021. Moving forward, the operational Board will likely consist of a variety of municipal and community representatives from rural and small urban municipalities across Alberta. In addition to providing input and recommendations to the RCMP and provincial government on behalf of municipalities, it is expected that the Board will play an important role in enhancing local engagement and partnership between the RCMP and municipalities across the province.

As explained under Priority 4, the effectiveness of local detachment-municipal engagement and collaboration varies by municipal size and type. A core focus of the work undertaken by the RCMP and Board should be to improve the consistency of local communication and collaboration, particularly in small municipalities, through the creation and implementation of best practices and policies that can be

used by both detachments and municipalities to encourage engagement in cases where a lack of time and resources may prevent the use of more “official” approaches such as police committees.

Such approaches should be flexible to meet the differing needs and capacities of municipalities, and should be grounded in the idea that an ongoing relationship should exist between each detachment and all of the municipalities it serves, but that this relationship should not necessarily look the same across the province.

RECOMMENDATIONS:

- Collaborate with the Alberta Police Advisory Board (possibly through the formation of a sub-committee involving RCMP, Government of Alberta, and Board members) to develop communication and collaboration best practices and approaches in the following areas:
 - How to form relationships with municipal leaders
 - How to effectively report to and update municipalities about policing in the community
 - How to work with municipalities to identify and engage community leaders, including those from racialized and/or under-represented communities
 - How to maintain collaboration following changes in detachment and/or municipal leadership

Social Justice

Priority 8: Work with community and municipal leaders to address racism and other forms of discrimination in policing

Alberta’s communities are diverse, and many Albertans have had negative experiences with police that have shaped their perceptions of policing and the role of police in their communities. Incidents across Canada and the United States over the past year have brought into sharp focus the concerning relationship between police and racialized groups that has existed for decades. It is critical that the RCMP engage with racialized and Indigenous communities, and other marginalized groups across the province to understand their perspectives on systemic discrimination in policing, and to ensure that all Albertans are effectively served by police.

While the Alberta Justice and Solicitor General/RCMP 2018-2021 Joint Business Plan includes a priority related to better serving Indigenous communities, a similar priority is required for other marginalized groups. Additionally, although the business plan includes a strategy to develop cultural awareness, diversity and inclusion training for all employees, action must go beyond simply requiring employees to take a single diversity training course. This focus should extend to the detachment level and require each detachment to take concrete, measurable steps to learn about and engage with racialized and vulnerable groups within the communities they serve. The Alberta Police Advisory Board can play a role in supporting this relationship-building by working with municipalities to identify those in small and rural communities that are members of or represent racialized or vulnerable populations.

RECOMMENDATIONS:

- Develop measurable detachment-level requirements for engaging with local racialized and/or under-represented communities.
- Collaborate with municipalities and other leading community organizations to raise awareness of and respond to local social justice issues.

- Collaborate with the Alberta Police Advisory Board to develop initiatives that will support detachments in undertaking this action.

Next Steps and Implementation

As the role of the Alberta Police Advisory Board is to provide recommendations to the RCMP and Alberta Justice and Solicitor General, it is ultimately the responsibility of the provincial government and “K” Division leadership to decide whether to accept the Board’s recommendations, and if so, how to integrate them into existing planning processes and strategic initiatives.

Many of the recommendations above build on actions already reflected in planning documents, and mainly focus on the need to accelerate implementation or collaborate with the Alberta Police Advisory Board to a greater extent around certain existing initiatives.

The Board would appreciate an opportunity to meet with the leadership of the RCMP and Alberta Justice and Solicitor General to discuss the priorities identified in this report, and how all three groups can work together towards effective implementation.

Appendix 1

ALBERTA POLICE INTERIM ADVISORY BOARD

TERMS OF REFERENCE

BACKGROUND

The Minister heard that Albertans wanted more of a voice into the setting of provincial policing priorities. The Minister of Justice and Solicitor General (Minister) is establishing the Alberta Police Advisory Board (Board) in support of the provincial government and Minister's mandate and responsibilities respecting the provision of adequate and effective policing in Alberta and in support of the participation and input of Albertans.

The Board will be implemented in two phases:

1. Within the first year, an Interim Board will develop the structure and scope of the Advisory Board (Phase One).
2. On completion of the Interim Board's mandate, the work of the Advisory Board will then commence for a four-year term (Phase Two).

MANDATE / RESPONSIBILITIES

On behalf of all provincial police service (PPS) municipalities and Albertans, the Interim Board will collaborate with the Ministry of Justice and Solicitor General (JSG) and those PPS municipalities to:

- develop the scope and terms of reference for the operational Board;
- develop a recruitment and selection process for operational Board members;
- develop governance documents for the operational Board, including at minimum, a Competency Matrix for Board member appointments and review, a Code of Conduct, and a Mandate and Roles Document;
- provide input, advice and recommendations to the government and Royal Canadian Mounted Police (RCMP) "K" Division on the buildup of the provincial police service related to funds raised by the Police Funding Model; and
- provide input into discussions respecting the provincial policing priorities for the 2021/22 fiscal year to facilitate engagement during transition to the operational Board.

SCOPE

While the Interim Board will provide input to the buildup of the PPS and to the development of provincial policing priorities during Phase One, the interim Board will be primarily development-focussed to ensure the efficient and effective, structure, participation and contribution of an Advisory Board.

In relation to the development of provincial policing priorities during Phase One of the Board, the Interim Board will conduct the necessary consultation, research, and analysis of current and anticipated policing issues as well as the priorities of significance and importance to Albertans and Alberta municipalities to support their role. Priorities and issues identified by the Board might include, but are not limited to:

- Community Safety and Well-being;
- Crime Reduction and Prevention; and
- Cross Jurisdictional Crime.

The Interim Board may also make recommendations and provide advice to the Minister with respect to the JSG/RCMP joint business plan, annual performance plans and multi-year financial plan as appropriate during the interim year, and ensuring the input is reflective of all PPS municipalities.

MEMBERSHIP

The Interim Board is comprised of:

- Four representatives from the Executive or Board of the Rural Municipalities of Alberta (RMA);
- Four representative from the Executive or Board of the Alberta Urban Municipality Association members (AUMA); and
- One representative from the Executive of the Alberta Association of Police Governance (AAPG).

Non-voting members of the Interim Board include:

- Executive Director, Law Enforcement and Oversight Branch, JSG
- Director, Contract Policing and Policing Oversight, JSG
- Manager, Policing Oversight and Contract Policing, JSG
- One administrative representative from RMA
- One administrative representative from AUMA

Interim Board Representation

Interim Board voting members have been selected to ensure broad representation, perspectives and diversity from all PPS municipalities and, where possible, representation aligns with each of the four RCMP districts (i.e. Central Alberta District, Eastern Alberta District, Southern Alberta District, and Western Alberta District).

Voting members of the Interim Board represent the broadest possible municipal and public interests across the PPS municipalities. A preference has been given to those who are engaged in or knowledgeable in matters related to policing. Voting members are not currently employed in law enforcement and policing. The organizations have determined voting members of the Interim Board having regard to any personal, professional or business interests or relationships that could reasonably be considered to represent an actual or perceived conflict of interest in relation to Interim Board work.

Any concerns respecting the selection and representation of an Interim Board member or of an Interim Board member's failure to conduct member duties and responsibilities in a manner consistent with this Terms of Reference will be addressed in a timely manner as appropriate, up to and including, the replacement of the Interim Board member.

It is important that all Interim Board voting members attend the meetings to ensure continuity and to maximize the efficiency and productivity of the Interim Board.

Non-voting members of the Interim Board will be in attendance at Interim Board meetings in an advisory, observational, and support capacity to the work of the Interim Board and to share information.

Chair

An Interim Board Chair (Chair) will be elected by the Interim Board using voting procedures of this Terms of Reference. The Chair is responsible for the overall leadership of the Interim Board, management of Interim Board meetings, sharing of information, and communication of Interim Board matters with the JSG. The Chair will collaborate and consult with Interim Board members to establish Agendas, Work Plans, Records of Discussions and other materials, as required.

The Interim Board will also elect an Alternate Chair from the Interim Board to act as Chair if the Chair is unable to attend Interim Board meetings.

Secretary

An Interim Board Secretary will be elected by the Interim Board using voting procedures of this Terms of Reference. The Secretary will ensure that a record of meeting agendas, meeting attendees, and any recommendations made by the Interim Board are kept. Copies of these records will be provided to JSG, and the respective organization's Chairs, Presidents and Executive Directors.

RESPONSIBILITIES

Conduct

The members of the Interim Board must, at all times, observe the highest standards of integrity and objectivity in their duties. Interim Board members must declare any direct or indirect personal, professional or business interests or relationships which could reasonably be considered to represent an actual or perceived conflict of interest in relation to Interim Board work. If a conflict of interest declaration is made by a member, the Interim Board must decide, having regard to the nature of the relationship, if the member must withdraw from membership on the Board.

Duties

Members of the Interim Board are required to consult and liaise with the PPS municipalities (councils and local policing committees/advisory committees) in order to bring those perspectives to discussions by the Interim Board and to determine the most efficient and effective Advisory Board structure. Engagement and work conducted as an Interim Board will be conducted in a transparent manner with the organizations and JSG to enable accountability of the Interim Board.

The Interim Board will engage with the Minister, JSG, and the Commanding Officer of RCMP “K” Division as necessary and required to discuss matters related to the Interim Board’s mandate, ongoing policing issues and concerns, to receive updates on the progress of policing initiatives, and to provide updates on the Interim Board’s work.

Meetings

Meetings are expected to be held monthly, at minimum, either through face-to-face meetings or teleconference to ensure the Interim Board is prepared to transition to the Advisory Board by April 1, 2021.

Meeting agendas will be distributed at least one week in advance of each meeting by the Chair. Copies will be maintained as records.

Reporting

Municipalities

Within the context of the Terms of Reference Confidentiality provisions, the Interim Board:

- will report to their respective organizational members following any Interim Board decisions; and
- will keep their organizational members and municipalities (councils and local policing committees/advisory committees) apprised of government policing priorities and initiatives respecting policing priorities and Interim Board mandate matters.

Minister and JSG

The Interim Board is accountable to the Minister and is required to report in writing to the Assistant Deputy Minister, Public Security Division, as follows:

1. To provide a final, Interim Board approved, Terms of Reference for the Advisory Board by January 1, 2021;
2. To provide a report detailing the Interim Board’s recommendations and advice on the buildup of PPS resources from Police Funding Model revenue by the end of Interim Board term;
3. To provide a report detailing the Interim Board’s recommendations and advice on the JSG/RCMP “K” Division Multi-year Financial Plan by January 31, 2021; and
4. To provide a report detailing the Interim Board’s recommendations and advice on provincial policing priorities by January 31, 2021.
5. To provide any other report or document as determined necessary and appropriate by the Minister, JSG, or in consultation with the Minister and JSG.

A record of meeting agendas, meeting attendees, and of any recommendations made by the Interim Board will be provided to JSG, and the respective organization’s Chairs, Presidents and Executive Directors.

Quorum

Quorum is required to conduct a meeting and for any Interim Board business. Quorum must include the Chair or Alternate Chair. Quorum is set at a minimum of 60 per cent of Interim Board members.

Interim Board business does not include the operational work necessary for Interim Board members to consult with their respective organizations or municipalities.

Voting

Elections and votes taken respecting any Interim Board business requires a majority vote by those Interim Board members in attendance to pass.

EXPENSES

Expenses necessarily incurred in the performance of duties as a member of the Interim Board will be reimbursed in accordance with the rates set out in the Travel, Meal and Hospitality Expenses Directive (Treasury Board Directive 1/2015) as amended from time to time, or any directive made in substitution, as if they were employees of the Government of Alberta.

CONFIDENTIALITY

The members of the Interim Board must maintain as confidential any information brought before them in the conduct of their work. Any information and knowledge learned, acquired or shared with by the Interim Board from the Minister, JSG, the RCMP "K" Division, or the RCMP generally, as a result of membership on the Interim Board or in relation to Interim Board work and its mandate will not be further communicated, disseminated or shared beyond the Interim Board without express permission from the originator of the information.

Any information and knowledge shared by the Interim Board to its respective organization's Chairs, Presidents and Executive Directors will be governed by the same confidentiality provisions as noted the interim Board and its members.

Members of the Interim Board must sign a confidentiality agreement as a condition of their appointment and participation on the Interim Board.

RMA, AUMA, and AAPG Chairs, Presidents and Executive Directors must also sign a confidentiality agreement in respect of any information and knowledge learned or acquired from the Interim Board and Interim Board members.

Appendix 2 – Alberta Police Interim Advisory Board Membership

Tanya Thorn	Board Chair	Councillor, Town of Okotoks
Kara Westerlund	Alternate Chair	Councillor, Brazeau County
Tom Burton	Board Member	Councillor, Municipal District of Greenview
Terry Coleman	Board Member	Board Chair, Alberta Association of Police Governance
Angela Duncan	Board Member	Deputy Mayor, Village of Alberta Beach
Tyler Gandam	Board Member	Mayor, City of Wetaskiwin
Trina Jones	Board Member	Councillor, Town of Legal
Kathy Rooyakkers	Board Member	Councillor, County of Wetaskiwin
Jason Schneider	Board Member	Reeve, Vulcan County

Appendix 3 – Alberta Police Interim Advisory Board Survey

1. Name of Municipality
2. Our municipality is a:
 - City
 - Town
 - Village
 - Summer Village
 - Specialized Municipality
 - County/Municipal District
 - Other (please specify)
3. We represent a population:
 - Under 2,000
 - 2,000 - 5,000
 - 5,001 - 10,000
 - Over 10,000
4. Our municipality receives RCMP services from the following detachment(s): (fill in)
5. Please provide a contact name, in case there is a need to follow up with your municipality to clarify feedback or get more detailed information regarding interesting ideas or collaborations (optional).

Engagement with RCMP

6. Does your municipality have a police oversight body?
 - Yes
 - No
7. How often does your municipality or municipal/community police oversight body meet with your RCMP detachment commander(s)?
 - Four times a year or more
 - 2-3 times a year
 - Once a year
 - Less than once a year
 - We've never met formally
8. Do you consider your current meeting frequency with the RCMP detachment commander(s) to be sufficient?
 - Yes
 - No
9. Does your RCMP detachment(s) provide you with a copy of their annual performance plan(s)?

Yes
No

10. Is your municipality or municipal police oversight body involved in developing the detachment's annual performance plan (APP)?

Yes
No

11. Does your municipality or municipal police oversight body receive regular reporting (such as information on statistics, trends, and detailed crime rates) from your local detachment(s)?

Yes
No

If yes, what type of information *do you* receive?

Is there any other type of information you would like to receive that is not currently provided?

If no, what type of information *would you like* to receive?

12. Please share any examples of effective collaboration between your detachment(s) and your municipality/community members.

13. How could your detachment(s) improve engagement with your municipality/community members?

14. Do you think that processes for providing input on local policing priorities should be formalized and standardized? For example, independent municipal, community police oversight bodies, which are currently optional, could be mandated in legislation.

Yes
No

If yes, what is your preferred mechanism for doing so?

Policing Priorities

15. Rank the policing priorities below in the order of importance for your municipality in 2021/22.

Traffic enforcement (i.e. aggressive driving, distracted driving)

Family violence (i.e. domestic abuse and threats)

Illegal drug-related offenses (i.e. possession, trafficking)

Impaired driving (drugs, alcohol)

Crimes against persons (i.e. assaults, threats)

Minor property crime (i.e. vandalism, theft from motor vehicles, theft under \$5,000)

Major property crime (i.e. break and enters, theft of motor vehicles, theft over \$5,000)

Proactive/community policing (i.e. school resource officers, patrols)

Increased focus on prolific offenders

Other (fill in)

16. Rank the RCMP service issues below in the order of importance for your local RCMP detachment to resolve in 2021/22.

911 response times
Community visibility
Filling vacancies and providing full coverage service
Engaging with the municipality (reporting, setting priorities, communication on service changes, etc.)
Communication with community members and other stakeholders
Other (fill in)

Rollout of New Police Resources

The RCMP currently determines how to allocate additional and/or new policing resources by analyzing each detachment's workload. This analysis takes the following factors into account:

- Travel time
- Call volume
- Type of crimes occurring in the area
- Amount of time required for investigations
- Size of detachment
- Time available for proactive policing (patrols, community engagement, visiting schools, and attending community events).

17. Rank the order of importance of these factors to your municipality.

18. Are there any other factors that should be considered?

Revenue collected through the new costing model will be reinvested into policing, leading to an increase in the number of RCMP officers and civilian positions throughout the province. This investment prioritizes adding uniformed patrol officers in rural RCMP detachments, but will also add police officers to centralized RCMP units that work to address province-wide issues such as organized crime, drug trafficking, and auto and scrap metal theft. A portion of the revenue will also be used to fund new civilian positions to assist with administrative tasks and provide investigative support. These administrative roles are intended to improve response times and help ensure officers have the support they need to protect Albertans by spending more time in their communities.

19. Do you agree that RCMP resource allocation should balance frontline officers with centralized, specialized, and/or civilian positions? (Strongly agree to strongly disagree)

Police Costing Model

20. Have you engaged in conversations with your local detachment around whether any new police resources arising from the new costing model may affect policing in your municipality?

Yes
No

If yes, what information did you receive from your detachment on new police resources?

21. Has the information provided by the Government of Alberta on the new police costing model been sufficient to ensure your council and staff understand the new model, including how costs are determined and how the additional funding could be used?

Yes

No

If no, what additional information do you require on the new police costing model?

**ANNUAL RESOLUTIONS IN WRITING
CONSENTED TO BY ALL OF THE SHAREHOLDERS
OF
ALBERTA CENTRAL EAST WATER CORPORATION
(THE "CORPORATION")
PASSED PURSUANT TO SECTION 141(1)
OF THE *BUSINESS CORPORATIONS ACT* (ALBERTA) (THE "ACT")
EFFECTIVE: APRIL 30, 2020**

BE IT RESOLVED THAT:

1. ELECTION OF DIRECTORS

The following persons are hereby elected directors of the Corporation to hold office, subject to the Act, until the next annual meeting of the shareholders (or the signing of a resolution in lieu thereof) or until their successors are duly elected or appointed:

DENNIS ROTH
CLINT McCULLOUGH
EDWARD E. SOSNOWSKI
CLIFFORD WOWDZIA
REX SMITH
AARON CANNAN
DON GULAYEC
LEONARD L. EWANISHAN
MARTY BAKER

2. APPOINTMENT OF AUDITORS

Metrix group be and the same are hereby appointed auditors of the Corporation, to hold office until the next annual meeting of the shareholders of the Corporation unless such auditors are earlier duly removed from office, at a remuneration to be fixed by the Board of Directors with the Board being hereby authorized to fix such remuneration.

3. WAIVER / ACKNOWLEDGMENT

Each and every of the undersigned Shareholders hereby:

- a) acknowledges and confirms receipt of a copy of the Financial Statements for the most recent fiscal period of the Corporation; or
- b) notifies the Corporation that such shareholder does not require delivery of a copy of the Financial Statements for the most recent fiscal period of the Corporation.

ACKNOWLEDGED AND SIGNED by all of the shareholders entitled to vote on the foregoing resolution at a meeting of the shareholders of the Corporation, in counterpart or otherwise, by electronic means.

COUNTY OF MINBURN NO. 27

Per: _____

COUNTY OF TWO HILLS NO. 21

Per: _____

COUNTY OF VERMILION RIVER

Per: _____

TOWN OF TWO HILLS

Per: _____

TOWN OF VERMILION

Per: _____

VILLAGE OF DEWBERRY

Per: _____

VILLAGE OF INNISFREE

Per: _____

VILLAGE OF KITSCOTY

Per: _____

VILLAGE OF MANNVILLE

Per: _____

VILLAGE OF MARWAYNE

Per: _____

VILLAGE OF MYRNAM

Per: _____

VILLAGE OF PARADISE VALLEY

Per: _____

January 27, 2021

The Honourable Jason Kenney
Premier of Alberta
307 Legislature Building
10800-97 Avenue
Edmonton, AB
T5K 2B6

Dear Premier:

RE: REOPENING RECREATIONAL AND BUSINESS SERVICES

While we appreciate the work the government has done to ensure the safety of Albertans, we recognize the extreme toll the pandemic has taken on our residents, businesses and recreational centres.

We strongly urge the Provincial Government to reopen access to indoor recreational facilities, such as arenas, to the public and establish additional supportive public health guidelines. These could include allowing facility rentals for private functions.

Additionally, we urge the Provincial Government to reopen all business services as many are at risk of closing permanently and losing their livelihood. In our rural remote northern location, services such as restaurants are extremely limited. Reinstating in-person service will assist in sustainability into the future.

Again, we thank you for your efforts in keeping Albertans safe, and we look forward to having a conversation with you to discuss the specific needs of our communities. Please feel free to contact me at (780) 926-7405 or by email to josh@mackenziecounty.com.

Yours sincerely,



Josh Knelsen
Reeve

c: Dr. Deena Hinshaw, Chief Medical Officer of Health
Mr. Dan Williams, MLA Peace River
Rural Municipalities of Alberta – Member Municipalities
Alberta Urban Municipalities Association – Member Municipalities
Mackenzie County Council
La Crete Chamber of Commerce
Fort Vermilion & Area Board of Trade
High Level Chamber of Commerce



Municipal District of Spirit River No. 133

Box 389 Spirit River, Alberta T0H 3G0
E-mail: mdsr133@mdspiritriver.ab.ca

Telephone (780) 864-3500
Fax (780) 864-4303

January 27, 2021

Honourable Premier Kenney
Alberta Premier

Email: premier@gov.ab.ca

Dear Honourable Premier Kenney,

Thank you for your response to our letter regarding our position on the handling of COVID-19 restrictions. We appreciate the tenuous position the government is in when making decisions surrounding the containment of COVID-19.

The MD of Spirit River appreciates the importance of preserving life, however we also recognize that the loss of lives during the shutdown will not be limited to those who die from COVID-19.

The aftermath of the lockdown as identified in the paper *COVID-19: Rethinking the Lockdown Groupthink*, by Ari R Joffe MD, FRCPC with the Stollery Hospital, clearly outlines the massive cost both financially and to human lives if we continue with the lockdowns.

In the paper Joffe states, "... lockdowns are far more harmful to human health than COVID-19 can be." We have attached a copy of his paper.

There are numerous other Physicians and papers, including the Great Barrington Declaration (gbdeclaration.org), a statement written by three public health experts from Harvard, Stanford and Oxford, that back the findings of Joffe.

Our council wishes to publicly state that we support the governments steps to reopening the economy and choosing a balanced approach to ensure a quick return to our economy and our wellbeing. We commend the leadership role you are taking.

Sincerely,

Tony Van Rootselaar, Reeve
Municipal District of Spirit River

Cc: Honourable Tyler Shandro Minister of Health
Honourable Nate Glubish, Minister of Service Alberta
Honourable Doug Schweitzer, Minister of Jobs, Economy and Innovation
Todd Loewen, MLA Central Peace Notley
Dan Williams, MLA Peace River

*****To all RMA and AUMA Members*****

AIRDRIE	MOUNTAIN VIEW COUNTY	CASTOR	RAYMOND
BEAUMONT	NEWELL, COUNTY OF	CLARESHOLM	REDCLIFF
BROOKS	NORTHERN LIGHTS, COUNTY OF	COALDALE	REDWATER
CALGARY	NORTHERN SUNRISE COUNTY	COALHURST	RIMBEY
CAMROSE	OPPORTUNITY NO. 17, M.D. OF	COCHRANE	ROCKY MOUNTAIN HOUSE
CHESTERMERE	PAINT EARTH NO. 18, COUNTY OF	CORONATION	SEDGEWICK
COLD LAKE	PARKLAND COUNTY	CROSSFIELD	SEXSMITH
EDMONTON	PEACE NO. 135, M.D. OF	DAYSLAND	SLAVE LAKE
FORT SASKATCHEWAN	PINCHER CREEK NO. 9, M.D. OF	DEVON	SMOKY LAKE
GRANDE PRAIRIE	PONOKA COUNTY	DIDSBURY	SPIRIT RIVER
LACOMBE	PROVOST NO. 52, M.D. OF	DRAYTON VALLEY	ST. PAUL
LEDUC	RANCHLAND NO. 66, M.D. OF	DRUMHELLER	STAVELY
LETHBRIDGE	RED DEER COUNTY	ECKVILLE	STETTLER
LLOYDMINSTER	ROCKY VIEW COUNTY	EDSON	STONY PLAIN
MEDICINE HAT	SADDLE HILLS COUNTY	ELK POINT	STRATHMORE
RED DEER	SMOKY LAKE COUNTY	FAIRVIEW	SUNDRE
SPRUCE GROVE	SMOKY RIVER NO. 130, M.D. OF	FALHER	SWAN HILLS
ST. ALBERT	SPIRIT RIVER NO. 133, M.D. OF	FORT MACLEOD	SYLVAN LAKE
WETASKIWIN	ST. PAUL NO. 19, COUNTY OF	FOX CREEK	TABER
CROWNEST PASS, MUNICIPALITY OF	STARLAND COUNTY	GIBBONS	THORSBY
JASPER, MUNICIPALITY OF	STETTLER NO. 6, COUNTY OF	GRIMSHAW	THREE HILLS
LAC LA BICHE COUNTY	STURGEON COUNTY	HANNA	TOFIELD
MACKENZIE COUNTY	TABER, M.D. OF	HARDISTY	TROCHU
STRATHCONA COUNTY	THORHILD COUNTY	HIGH LEVEL	TURNER VALLEY
WOOD BUFFALO, REGIONAL MUNICIPALITY OF	TWO HILLS NO. 21, COUNTY OF	HIGH PRAIRIE	TWO HILLS
ACADIA NO. 34, M.D. OF	VERMILION RIVER, COUNTY OF	HIGH RIVER	VALLEYVIEW
ATHABASCA COUNTY	VULCAN COUNTY	HINTON	VAUXHALL
BARRHEAD NO. 11, COUNTY OF	WAINWRIGHT NO. 61, M.D. OF	INNISFAIL	VEGREVILLE
BEAVER COUNTY	WARNER NO. 5, COUNTY OF	IRRICANA	VERMILION
BIG LAKES COUNTY	WESTLOCK COUNTY	KILLAM	VIKING
BIGHORN NO. 8, M.D. OF	WETASKIWIN NO. 10, COUNTY OF	LAMONT	VULCAN
BIRCH HILLS COUNTY	WHEATLAND COUNTY	LEGAL	WAINWRIGHT
BONNYVILLE NO. 87, M.D. OF	WILLOW CREEK NO. 26, M.D. OF	MAGRATH	WEMBLEY
BRAZEAU COUNTY	WOODLANDS COUNTY	MANNING	WESTLOCK
CAMROSE COUNTY	YELLOWHEAD COUNTY	MAYERTHORPE	WHITECOURT
CARDSTON COUNTY	ATHABASCA	MCLENNAN	ACME
CLEAR HILLS COUNTY	BANFF	MILK RIVER	ALBERTA BEACH
CLEARWATER COUNTY	BARRHEAD	MILLET	ALIX
CYPRESS COUNTY	BASHAW	MORINVILLE	ALLIANCE
FAIRVIEW NO. 136, M.D. OF	BASSANO	MUNDARE	AMISK
FLAGSTAFF COUNTY	BEAVER LODGE	NANTON	ANDREW
FOOTHILLS COUNTY	BENTLEY	NOBLEFORD	ARROWWOOD
FORTY MILE NO. 8, COUNTY OF	BLACK DIAMOND	OKOTOKS	BARNWELL
GRANDE PRAIRIE NO. 1, COUNTY OF	BLACKFALDS	OLDS	BARONS
GREENVIEW NO. 16, M.D. OF	BON ACCORD	ONOWAY	BAWL F
KNEEHILL COUNTY	BONNYVILLE	OYEN	BEISEKER
LAC STE. ANNE COUNTY	BOW ISLAND	PEACE RIVER	BERWYN
LACOMBE COUNTY	BOWDEN	PENHOLD	BIG VALLEY
LAMONT COUNTY	BRUDERHEIM	PICTURE BUTTE	BITTERN LAKE
LEDUC COUNTY	CALMAR	PINCHER CREEK	BOYLE
LESSER SLAVE RIVER NO. 124, M.D. OF	CANMORE	PONOKA	BRETON
LETHBRIDGE COUNTY	CARDSTON	PROVOST	CARBON

MINBURN NO. 27, COUNTY OF
CAROLINE
CHAMPION

CHAUVIN
CHIPMAN
CLIVE
CLYDE
CONSORT
COUTTS
COWLEY
CREMONA
CZAR
DELBURNE
DELIA
DONALDA
DONNELLY
DUCHESS
EDBERG
EDGERTON
ELNORA
EMPRESS
FOREMOST
FORESTBURG
GIROUXVILLE
GLENDON
GLENWOOD
HALKIRK
HAY LAKES
HEISLER
HILL SPRING
HINES CREEK
HOLDEN
HUGHENDEN
HUSSAR
HYTHE
INNISFREE
IRMA
KITSCOTY
LINDEN
LOMOND

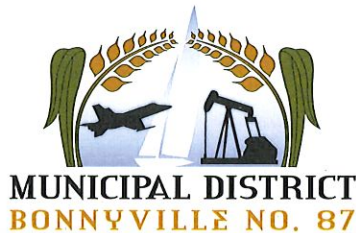
CARSTAIRS
LONGVIEW
LOUGHEED

MANNVILLE
MARWAYNE
MILO
MORRIN
MUNSON
MYRNAM
NAMPA
PARADISE VALLEY
ROCKYFORD
ROSALIND
ROSEMARY
RYCROFT
RYLEY
SPRING LAKE
STANDARD
STIRLING
VETERAN
VILNA
WARBURG
WARNER
WASKATENAU
YOUNGSTOWN
ARGENTIA BEACH
BETULA BEACH
BIRCH COVE
BIRCHCLIFF
BONDISS
BONNYVILLE BEACH
BURNSTICK LAKE
CASTLE ISLAND
CRYSTAL SPRINGS
GHOST LAKE
GOLDEN DAYS
GRANDVIEW
GULL LAKE
HALF MOON BAY

RAINBOW LAKE
HORSESHOE BAY
ISLAND LAKE
ISLAND LAKE
SOUTH
ITASKA BEACH
JARVIS BAY
KAPASWIN
LAKEVIEW
LARKSPUR
MA-ME-O BEACH
MEWATHA BEACH
NAKAMUN PARK
NORGLENWOLD
NORRIS BEACH
PARKLAND BEACH
PELICAN NARROWS
POINT ALISON
POPLAR BAY
ROCHON SANDS
ROSS HAVEN
SANDY BEACH
SEBA BEACH
SILVER BEACH
SILVER SANDS
SOUTH BAPTISTE
SOUTH VIEW
SUNBREAKER COVE
SUNDANCE BEACH
SUNRISE BEACH
SUNSET BEACH
SUNSET POINT
VAL QUENTIN
WAIPAROUS
WEST BAPTISTE
WEST COVE
WHISPERING HILLS

CARMANGAY
WHITE SANDS
YELLOWSTONE

I.D. NO. 04 (WATERTON)
I.D. NO. 09 (BANFF)
I.D. NO. 12 (JASPER NATIONAL PARK)
I.D. NO. 13 (ELK ISLAND)
I.D. NO. 24 (WOOD BUFFALO)
I.D. NO. 25 (WILLMORE WILDERNESS)
IMPROVEMENT DISTRICT NO. 349
KANANASKIS IMPROVEMENT DISTRICT
SPECIAL AREAS BOARD



Received:
2021-01-26
Bm

January 20, 2021

Village of Innisfree
PO Box 69
Innisfree, AB T0B 2G0

Attn: Mayor and Council

RE: Need for a Stronger Western Canadian Municipal Advocate

The past few years have presented convincing evidence of the continued lack of advocacy and blatant disregard at the federal level for Western Canada's needs and one of its highly significant industries that impacts us all: the natural resources industry. Our Council here at the Municipal District of Bonnyville (M.D.) is beyond frustrated with this lack of effective representation that Western Canadian municipalities receive.

Currently, our only voice at the national table is that of the Federation of Canadian Municipalities (FCM). From their website, FCM states they "...advocate for municipalities to be sure their citizens' needs are reflected in federal policies and programs. Year after year, our work benefits every municipal government and taxpayer in Canada, and our programming delivers tools that help municipalities tackle local challenges."

Question: Do you feel that FCM advocates for the needs of your municipality or western Canada?

Question: Does the annual FCM Conference agenda/tours provide relevant value for your municipality?

Question: Are the needs of western Canada different than those of eastern Canada, and if so, is it time we entertain the idea of a WCM (Western Canadian Municipalities)?

To their credit, FCM did add a Western Economic Solutions Taskforce as one of their 15 program areas. Unfortunately, this initiative – which was created to mitigate the genuine alienation and hostility western Canadian municipalities experienced at the 2019 FCM Annual Conference held in Quebec City – has not produced any real results.

Our hope is that this letter will spark the much-needed conversation and potential solution to this long-standing issue. We sincerely request that you and your Council take the time to truly reflect on the level of service you are receiving from your current federal advocate. Are they truly the federal voice advocating for your citizens and your municipality?



The M.D. and many other communities across Alberta and western Canada are proud supporters and partners of the oil and gas industry. We wish to be a part of a solution that supports industry competitiveness rather than be forced to absorb Ontario's and Quebec's concepts of crippling changes that impact our municipal sustainability.

Thank you in advance for your Council's reflection on this topic and we look forward to hearing any feedback you may have.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "G. Sawchuk", is written over a light blue horizontal line.

Greg Sawchuk
Reeve

cc: Mr. Barry Morishita, President, Alberta Urban Municipalities Association
Mr. Paul McLauchlin, President, Rural Municipalities of Alberta

/eq