

1. **Call to Order**
2. **Agenda**
 - a. Deletions/Additions
 - b. Adoption of Agenda
3. **Delegation**
 - a. James MacDonald, Northern Lights Library System - 5:15 PM (Page 3-5)
 - b. Sgt. Dunsmore, Vermilion RCMP – 5:25 PM (Page 6-13)
4. **Adoption of Minutes**
 - a. November 16, 2021 Regular Council Minutes (Page 14-15)
5. **Business Arising from the Minutes**
 - a. Draft Traffic Bylaw 670-21 - RFD (Page 16-21)
6. **Policies & Bylaws**
 - a. Probationary Employees' Employment-Related Policies: (Page 22-28)
 - i. 1900-01A – Employee Job Description – PWF - REVISED
 - ii. 1900-03 – Probationary Period – REVISED
 - iii. 3900-02 – Work Boots Safety Policy – REVISED
 - b. Bylaw 671-21 - Chief Administrative Officer (Page 29-35)
7. **New Business**
 - a. Tax Recovery Costs – RFD (Page 36-38)
 - b. 2022 COLA Approval – RFD (Page 39)
 - c. 2022 Interim Operating Budget - RFD (Page 40-41)
 - d. Innisfree Fire Department – Regionalization - RFD (Page 42-180)
 - e. Appointment of Substitute Returning Officer – RFD (Page 181)
 - f. MSP Project Proposal–Fire Hall & Village Office Improvements–Installation of LED Lighting-RFD(Page 182-183)
 - g. MSP Project Proposal – Fire Hall Improvements – Install Wash/Sanitation Station - RFD (Page 184-188)
 - h. 2022 Library Budget – RFD (Page 189-192)
 - i. MSP Project Proposal – Fire Hall Improvements – Overhead Doors Remediation (Page 193-194)
8. **Councillor Reports**
 - a. ACE Water/County of Minburn AGM (Nov 15/21) – Clr. McMann (Page 195)
 - b. MMI-FCSS (Nov 22/21) – Clr. McMann (Page 196)
 - c. Innisfree Parent Advisory Council (Nov 23/21) – Clr. McMann (Page 197)
 - d. Trans-Canada Yellowhead Association (Nov 26/21) – Mayor Johnson (Page 198)
 - e. Northern Lights Library System (Nov 27/21) – Mayor Johnson (Page 199-204)
 - f. M.D. of Minburn Foundation (Nov 29/21) – Mayor Johnson (Page 205)
 - g. Go East Regional Tourism Organization (Nov 30/21) – Mayor Johnson (Page 206)
 - h. Village of Innisfree Library Board (Dec 1/21) – Mayor Johnson (Page 207)
 - i. ACE Water (Dec 2/21) – Clr. McMann (Page 208)
9. **Administration Reports**
 - a. CAO Report, Action List & Municipal Grants Report (Page 209-222)

- b. Financials
 - i. Monthly Reconciled Financial Statement – Period Ending November 30, 2021 (Provide at meeting)
 - ii. Revenue & Expense (Page 223-229)
 - iii. Tax Trial Balance (Page 230)
 - iv. Utility Trial Balance (Page 231)
 - v. Accounts Payable Cheque List (Page 232-233)
- c. Public Works Report – Period Ending December 7, 2021 (Page 234-235)

10. Correspondence: -

- a. Alberta Justice SG/National Police Federation – Provincial Police Studies (Page 236-243)
- b. Alberta Municipal Affairs – MSP Extension Approval (Page 244)

A List of Correspondence – Period Ending December 14, 2021 (Page 245)

11. Closed Session

12. Adjournment

Delegation Request for Presentation to Council

Council invites delegations to make presentations at Village Council Meetings. To provide Council with clear, concise information, Delegations are requested to submit a written report outlining the issues being brought before Council, at 12 noon, at least **seven calendar (7)** days before the scheduled Council meeting.

Name of Delegation:

Contact Name /Person making presentation: James MacDonald, Northern Lights Library System
Director

Issue to be discussed: Northern Lights Library System Membership

Request of Council: This is a simple report on the value of membership and the services we offer the community.

Date of Council Meeting: December 14th

Delegation Time: 5pm

If there is additional information, please attach (X) yes () no

Delegations are limited to 10 minutes.

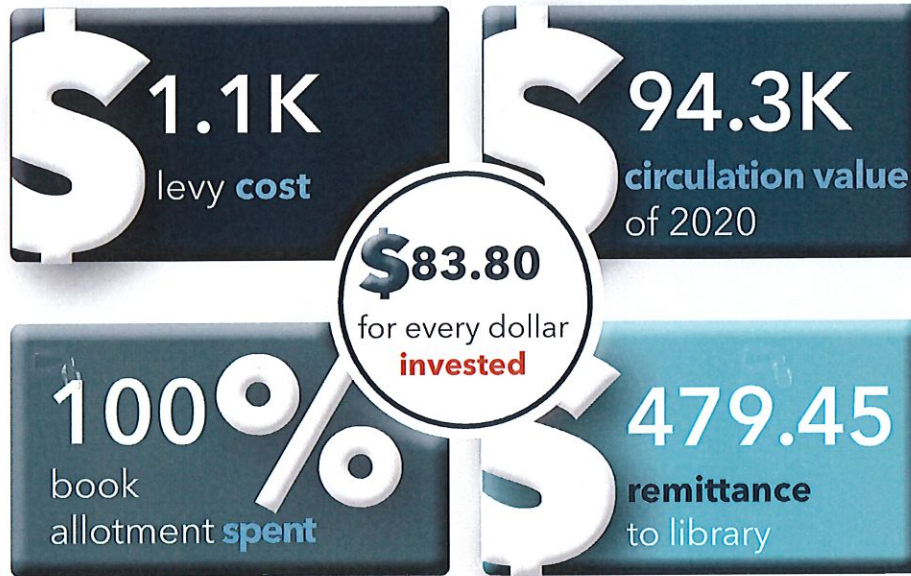
FOIP STATEMENT: This information is being collected Pursuant to the *Municipal Government Act, R.S.A. 2000, C-M-26* and will be used for the Village of Innisfree Council Meeting Agenda Packages as outlined in the *Freedom of Information & Protection of Privacy Act*.

Not for Release
Effective Date _____ Resolution No. _____
Effective Date 2014-10-21/31 Resolution No. _____

VALUE STATEMENT 2021

VILLAGE OF INNISFREE | POPULATION 220

This value statement highlights the benefits of belonging to Northern Lights Library System. It is a snapshot of the health of your library and the value of your investment. For questions or concerns please contact James MacDonald, Executive Director, (780)-545-5072 or jmacdonald@nlls.ab.ca



INNISFREE PUBLIC LIBRARY



NLLS REPRESENTATIVE
WILL OUDSHOORN
BOARD CHAIR

LIBRARY MANAGER
MARILYN NEWTON

NLLS CONSULTANT
JOANNE KNYSH

\$68.00
Consulting Value
for 2 HelpDesk tickets

\$744.00
Technical Support and Infrastructure support

\$772.97
Bulk Purchasing
from NLLS

ENGAGEMENT



NLLS Representative Meeting Attendance



LMC Attendance



Coffee Chat Attendance



Number of Conference Attendee(s)



1,302
items **borrowed**
from other libraries

1,784
items **lent** to
other libraries

\$804.22
\$508.00

**SAVED VIA ACQUISITIONS
CATALOGUING & PROCESSING**

272
library users

7
of programs offered by NLLS

628
website visitors

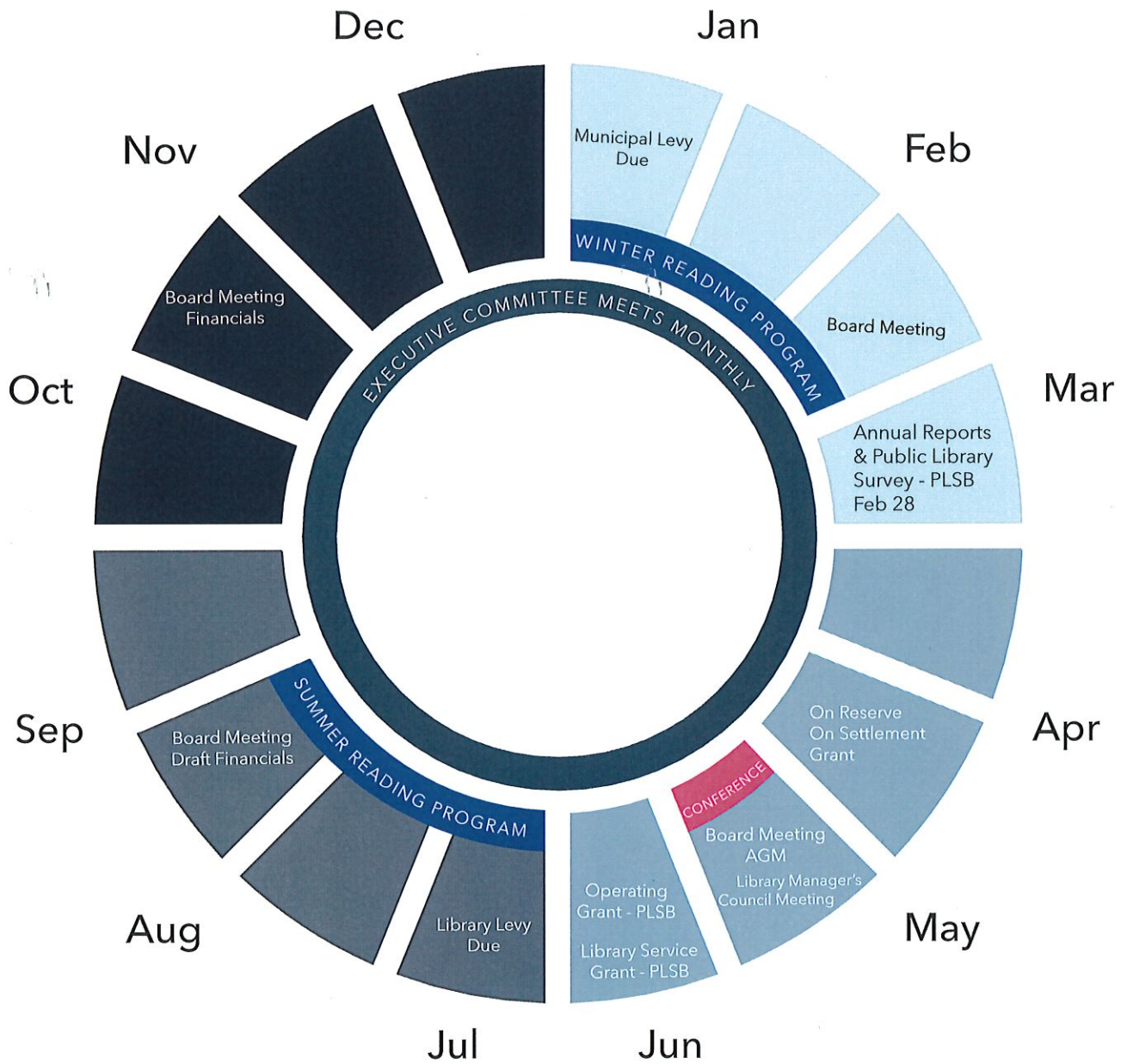


HOW STATS ARE CALCULATED



SEE OUR FULL SERVICE CATALOGUE

YEARLY CALENDAR



Delegation Request for Presentation to Council

Council invites delegations to make presentations at Village Council Meetings. To provide Council with clear, concise information, Delegations are requested to submit a written report outlining the issues being brought before Council, at 12 noon, at least **seven calendar (7)** days before the scheduled Council meeting.

Name of Delegation: Vermilion RCMP

Contact Name /Person making presentation: Sgt Mike DUNSMORE

Issue to be discussed: Regular reporting to council and update/review of the second quarter statistics

Request of Council:

Date of Council Meeting: December 14, 2021

Delegation Time: 5:25 PM

If there is additional information, please attach (x) yes () no

Delegations are limited to 10 minutes.

FOIP STATEMENT: This information is being collected Pursuant to the *Municipal Government Act, R.S.A. 2000, C-M-26* and will be used for the Village of Innisfree Council Meeting Agenda Packages as outlined in the *Freedom of Information & Protection of Privacy Act*.

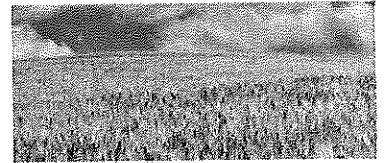
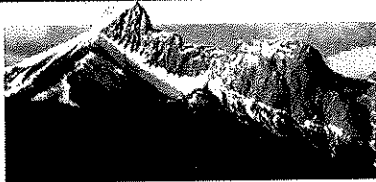
Note: all Council Meetings are open to the public.

Effective Date: **Oct.22/14**

Amendments: Effective Date _____ Resolution No. _____

Resolution No. **2014-10-21/31**

Effective Date _____ Resolution No. _____



October 21, 2021

Sergeant Mike Dunsmore
Detachment Commander
Vermilion, Alberta

Dear Brooke Magosse

The Alberta RCMP remains committed to strengthening partnerships with the communities it serves. In light of municipal elections that took place on October 18th in communities across Alberta, I offer my sincerest congratulations to you and your elected council. Whether or not there are new faces within your executive council, my commitment to you and your team remains unwavering. As the Chief of Police for your community, please reach out to me directly if you require anything to bring your team up to speed.

Please find attached the quarterly Community Policing Report that covers the July 1st to September 30th, 2021 reporting period. The attached report serves to provide a quarterly snapshot of the human resources, financial data and crime statistics for the Vermilion Detachment. As part of maintaining engagement with the Albertans we serve, this quarterly report reinforces our commitment to communicate the work we do to ensure community safety. This reporting along with your valued feedback will allow us to assess and enhance our policing service to ensure we are meeting your needs on an ongoing basis.

In addition to sharing quarterly updates on community-identified policing priorities through this reporting, I remain available to discuss business and program planning processes to further optimize our services to address the priorities that are important to you.

Congratulations once again, and please feel free to contact me if you have any questions or concerns.

Sergeant Mike Dunsmore
Detachment Commander
Vermilion RCMP



Vermilion Provincial Detachment Crime Statistics (Actual) Q2: 2017 - 2021

October 6, 2021

All categories contain "Attempted" and/or "Completed"

CATEGORY	Trend	2017	2018	2019	2020	2021	% Change 2017 - 2021	% Change 2020 - 2021	Avg File +/- per Year
Homicides & Offences Related to Death		0	0	1	0	0	N/A	N/A	0.0
Robbery		0	2	0	0	0	N/A	N/A	-0.2
Sexual Assaults		2	5	0	2	1	-50%	-50%	-0.5
Other Sexual Offences		2	1	1	4	1	-50%	-75%	0.1
Assault		18	22	19	26	19	6%	-27%	0.6
Kidnapping/Hostage/Abduction		0	2	0	1	0	N/A	-100%	-0.1
Extortion		2	0	0	0	0	-100%	N/A	-0.4
Criminal Harassment		6	9	5	5	7	17%	40%	-0.2
Uttering Threats		7	6	11	15	18	157%	20%	3.1
TOTAL PERSONS		37	47	37	53	46	24%	-13%	2.4
Break & Enter		39	23	49	22	29	-26%	32%	-2.1
Theft of Motor Vehicle		25	28	31	22	14	-44%	-36%	-2.8
Theft Over \$5,000		5	7	10	1	2	-60%	100%	-1.2
Theft Under \$5,000		52	69	92	44	29	-44%	-34%	-7.1
Possn Stn Goods		17	23	30	20	23	35%	15%	0.9
Fraud		11	12	18	15	21	91%	40%	2.3
Arson		2	1	4	2	0	-100%	-100%	-0.3
Mischief - Damage To Property		0	0	17	19	23	N/A	21%	6.5
Mischief - Other		40	47	49	14	11	-73%	-21%	-9.1
TOTAL PROPERTY		191	210	300	159	152	-20%	-4%	-12.9
Offensive Weapons		7	1	7	7	14	100%	100%	2.0
Disturbing the peace		4	5	10	8	15	275%	88%	2.5
Fail to Comply & Breaches		20	21	29	37	49	145%	32%	7.4
OTHER CRIMINAL CODE		4	3	11	7	11	175%	57%	1.8
TOTAL OTHER CRIMINAL CODE		35	30	57	59	89	154%	51%	13.7
TOTAL CRIMINAL CODE		263	287	394	271	287	9%	6%	3.2

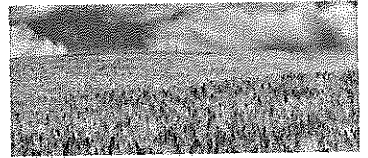
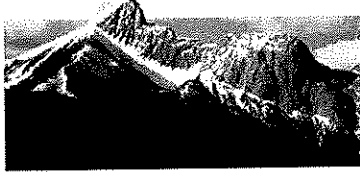


Vermilion Provincial Detachment Crime Statistics (Actual) Q2: 2017 - 2021

All categories contain "Attempted" and/or "Completed"

October 6, 2021

CATEGORY	Trend	2017	2018	2019	2020	2021	% Change 2017 - 2021	% Change 2020 - 2021	Avg File +/- per Year
Drug Enforcement - Production		1	0	0	0	0	-100%	N/A	-0.2
Drug Enforcement - Possession		8	7	8	4	7	-13%	75%	-0.5
Drug Enforcement - Trafficking		4	6	7	5	1	-75%	-80%	-0.7
Drug Enforcement - Other		0	0	0	0	0	N/A	N/A	0.0
Total Drugs		13	13	15	9	8	-38%	-11%	-1.4
Cannabis Enforcement		0	0	0	0	1	N/A	N/A	0.2
Federal - General		2	2	0	3	2	0%	-33%	0.1
TOTAL FEDERAL		15	15	15	12	11	-27%	-6%	-1.1
Liquor Act		38	28	6	4	3	-92%	-25%	-9.4
Cannabis Act		0	0	2	1	2	N/A	100%	0.5
Mental Health Act		11	20	13	9	13	18%	44%	-0.7
Other Provincial Stats		23	23	20	37	40	74%	8%	4.8
Total Provincial Stats		72	71	41	51	58	-19%	14%	-4.8
Municipal By-laws Traffic		2	2	0	0	0	-100%	N/A	-0.6
Municipal By-laws		11	16	6	17	8	-27%	-53%	-0.5
Total Municipal		13	18	6	17	8	-38%	-53%	-1.1
Fatals		0	1	0	1	0	N/A	-100%	0.0
Injury MVC		7	8	7	3	6	-14%	100%	-0.7
Property Damage MVC (Reportable)		69	69	59	43	61	-12%	42%	-4.2
Property Damage MVC (Non Reportable)		6	9	2	10	7	17%	-30%	0.3
TOTAL MVC		82	87	68	57	74	-10%	30%	-4.6
Roadside Suspension - Alcohol (Prov)		0	0	0	0	6	N/A	N/A	1.2
Roadside Suspension - Drugs (Prov)		0	0	0	0	0	N/A	N/A	0.0
Total Provincial Traffic		151	541	352	520	425	181%	-18%	52.7
Other Traffic		5	1	3	5	28	460%	460%	5.0
Criminal Code Traffic		16	27	26	36	23	44%	-36%	2.3
Common Police Activities									
False Alarms		48	27	25	21	19	-60%	-10%	-6.4
False/Abandoned 911 Call and 911 Act		21	2	2	18	21	0%	17%	1.6
Suspicious Person/Vehicle/Property		29	42	31	55	59	103%	7%	7.3
Persons Reported Missing		6	3	5	4	1	-83%	-75%	-0.9
Search Warrants		0	2	2	3	2	N/A	-33%	0.5
Spousal Abuse - Survey Code (Reported)		27	27	22	28	22	-19%	-21%	-0.9
Form 10 (MHA) (Reported)		0	0	0	1	3	N/A	200%	0.7

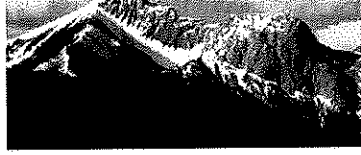


RCMP Provincial Policing Report

Detachment	Vermilion Provincial
Detachment Commander	Sergeant Mike Dunsmore
Quarter	Q2 2021
Date of Report	October 21, 2021

Community Consultations

Date	Attendee(s)	Notes
August 8	Sgt DUNSMORE	personal attendance to town of Mannville council meeting
August 9	Sgt DUNSMORE	virtual attendance to town of Innisfree council meeting
August 17	Sgt DUNSMORE	virtual attendance to town of Vermilion council meeting
August 31	Sgt DUNSMORE	virtual attendance to Vermilion River county council meeting
April 29	Sgt DUNSMORE	consultation with Minburn County CAO regarding local policing
September 14	Sgt DUNSMORE	canvass all local gov't stakeholders with regards to the upcoming RMA meeting scheduled for November 23



Community Priorities

Priority 1

Crime Reduction - Property Crime

Current Status & Results

We are taking an intelligence led direction to our efforts in preventing and reducing property crime: Hot Spot Policing. This approach utilizes crime statistics and trends to help guide and direct policing efforts. Tools used include crime mapping and information provided by Project Lockup. Prevention efforts utilize the process of Integrated Offender Management. Frequent and varied curfew checks on persons on interim release form part of these efforts

Priority 2

Police / Community Relations - Consultations and Connections

Current Status & Results

Pandemic precautions have a negative impact on our ability to reach out through traditional means. As we exit the current phase of pandemic precautions we are confident that our projected goals are attainable.

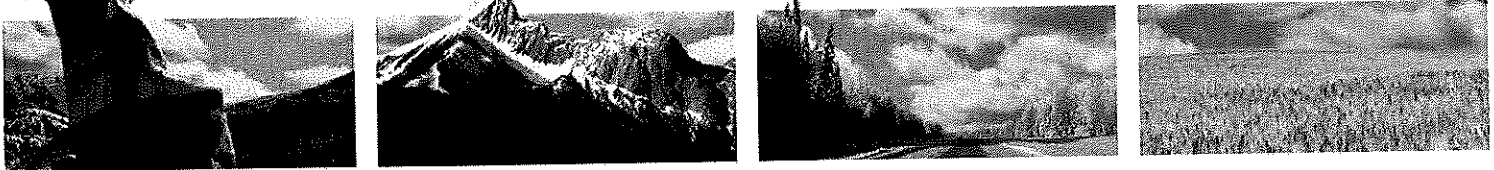
The first quarter saw the Vermilion Detachment engage youth in our communities by way of partnerships with local stores. A positive ticketing campaign saw members engage youth in the community while on patrol and issue small coupons for ice cream and other food treats to reward for safe behaviors relating to outdoor activities (helmets, use of crosswalks etc). The remaining half of the fiscal year will see three public engagements.

Priority 3

Traffic - Enforcement

Current Status & Results

Traffic Enforcement remains a priority for the communities we serve as well as for the detachment members as a whole. Activities for the year include increasing our total officer initiated OVC's (officer violator contacts). The detachment partners with the Vermilion Traffic unit on a regular basis in directing our enforcement activities. Enforcement activities are directed around the provincial government's Traffic Safety calendar



Crime Statistics¹

The following table provides policing statistics on actual offences within the periods listed. Please see Appendix for additional information and a five-year comparison.

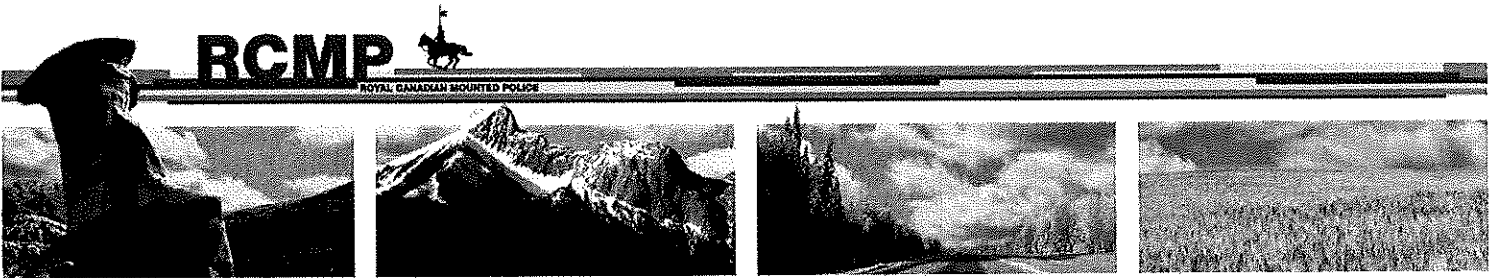
Category	July - September			January - December		
	2020	2021	% Change Year-over-Year	2019	2020	% Change Year-over-Year
Total Criminal Code	271	287	6%	1,244	996	-20%
<i>Persons Crime</i>	53	46	-13%	173	204	18%
<i>Property Crime</i>	159	152	-4%	892	611	-32%
<i>Other Criminal Code</i>	59	89	51%	179	181	1%
Traffic Offences						
<i>Criminal Code Traffic</i>	36	23	-36%	97	73	-25%
<i>Provincial Code Traffic</i>	520	425	-18%	1,457	1,276	-12%
<i>Other Traffic</i>	5	28	460%	7	19	171%
CDSA Offences	9	8	-11%	32	24	-25%
Other Federal Acts	12	11	-8%	38	33	-13%
Other Provincial Acts	51	58	14%	162	173	7%
Municipal By-Laws	17	8	-53%	14	29	107%
Motor Vehicle Collisions	57	74	30%	367	285	-22%

¹ Data extracted from a live database (PROS) and is subject to change over time.

Trends/Points of Interest

Overall trends continue to drop in the areas of property crime and CDSA (drug) offenses.

The upward trends in the areas of traffic and municipal bylaws can be attributed to enforcement actions.



Provincial Police Service Composition²

Staffing Category	Established Positions	Working	Soft Vacancies ³	Hard Vacancies ⁴
Police Officers	9	8	0	1
Detachment Support	3	3	0	0

² Data extracted on September 30th, 2021 and is subject to change over time.

³ Soft Vacancies are positions that are filled but vacant due to maternity/paternity leave, medical leave, etc. and are still included in the overall FTE count.

⁴ Hard Vacancies reflect positions that do not have an employee attached and need to be filled.

Comments

Police Officers - Of the 9 established officer positions, 8 officers are currently working and there is 1 hard vacancy. The Successful candidate has been identified through the promotion process. This member is currently in the process of selling their primary residence to relocate to the detachment area.

Detachment Support - Of the 3 established support positions, all are filled. There is an impending, maternity leave. The position is being backfilled to ensure coverage.

Quarterly Financial Drivers

no specific trends to report

VILLAGE OF INNISFREE – REGULAR COUNCIL MEETING MINUTES OF NOVEMBER 16, 2021

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, November 16, 2021.

CALL TO ORDER

Mayor Johnson called the meeting to order at 5:08 P.M.

PRESENT

Attendance in-person

Mayor J. Johnson
Councillor D. McMann

Thelma Rogers Acting CAO

REGRETS

Brooke Magosse Chief Administrative Officer

APPROVAL OF AGENDA

Moved by Clr. McMann that the agenda be approved will the following additions:

- 7. New Business
 - d. Delnorte School Lighting – Additional Information
- 8. Councillor Reports
 - a. Village of Innisfree Library Board Report – Clr. McMann CARRIED

APPROVAL OF ORG. MINUTES
2021-11-16/01

Moved by Clr. McMann that the October 26, 2021, Organizational Meeting minutes be approved with the following amendment:

- Page 1. Motion ORG-2021-10-26/03 – remove “Moved by Deputy Mayor Cannan” and change to “Moved by Clr. McMann.” CARRIED

APPROVAL OF MINUTES
2021-11-16/02

Moved by Mayor Johnson that the October 26, 2021, Regular Council Meeting minutes be approved with the following amendments:

- Page 2 – Resolutions 2021-10-26/07 and /08 require the word “CARRIED” recorded after each motion.
- Page 2 – Motion 2021-10-26/11 - amend Innisfree Senior Citizens Association MOST Grant from \$1,500 to \$1,000.
- Motion not recorded - after Motion 2021-10-26/12 insert: Moved by Clr. McMann that Council submits a letter of request to the Minister of Municipal Affairs for a one-year extension of the Municipal Stimulus Program. CARRIED.”
- Page 3 – Administration Reports – Motion 2021-10-26/14 - change the word “Correspondence” to “Administration Reports.” CARRIED

COUNCIL MEETING SCHEDULE
2021-11-16/03

Moved by Clr. McMann that the Village of Innisfree Council reschedule the December 21st Regular Council meeting to Tuesday, December 14th at 5:00 PM. CARRIED

Mayor

C.A.O.

GO-EAST RTO
MEMBERSHIP
2021-11-16/04

Moved by Mayor Johnson that the Village of Innisfree 2022 Go-East of Edmonton Destination Marketing Organization membership fee of \$200 be approved.

CARRIED

ANNUAL
HONORARIUMS
2021-11-16/05

Moved by Mayor Johnson that Council approves the following 2021 Honorariums:

- CAO Magosse \$600
- Ken Moody \$150
- Aaron Cannan \$150
- Will Oudshoorn \$150

CARRIED

DELNORTE SCHOOL –
PARENT ADVISORY
COUNCIL TCD
REQUEST
2021-11-16/06

Moved by Clr. McMann that Council direct Administration to develop a revised Traffic Bylaw that endorses the implementation of a Specified School Zone Time from 8:30 am to 5:00 pm during School days and a Playground Zone along Secondary Highway 870 on the two-block area and bring the Bylaw forward to the December Council meeting.

Further, that Council directs a Letter be written to the Innisfree Delnorte Parent Advisory Council, to advise of Council's decision, with a copy to those entities' who provided letters of support.

CARRIED

DRIVER FEEDBACK
SIGNAGE
2021-11-16/07

Moved by Clr. McMann that Council direct Administration to complete a Government of Alberta application for the installation of a Driver Feedback Sign, south of the School zone on Secondary Highway 870 in Innisfree.

CARRIED

COUNCILLOR
REPORTS
2021-11-16/08

Moved by Clr. McMann that the Councillor Reports be received as information.

CARRIED

ADMINISTRATION
REPORTS
2021-11-16/09

Moved by Mayor Johnson that the items listed under Administration Reports be received as information.

CARRIED

CORRESPONDENCE
2021-11-16/10

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

CARRIED

ADJOURNMENT

Moved by Clr. McMann for adjournment at 6:12 PM.

Mayor Jennifer Johnson

Chief Administrative Officer B. Magosse

Request for Decision (RFD)

Topic: Draft Traffic Bylaw
Initiated by: Council
Attachments: Current Village Traffic Bylaw 586-14
Traffic Control Devices Map/Schedule Current
Traffic Control Devices Map/Schedule Proposed REVISED

Purpose(s):

1. To review the Traffic Bylaw to address current traffic-related situations as well as pending Traffic Control Devices changes initiated by Council in November 2021.
2. To address and discuss the current Traffic Control Devices in place in the Village.

Background:

1. At the November Council meeting Council endorsed motions to change the Traffic Control Devices near the School Zone. Additionally, Council directed Administration to revise the existing Traffic Bylaw.
2. Existing Traffic Bylaw 586-14 is very sparse for details with regards to Traffic Control Devices and use of roads.
3. Administration has researched Traffic Bylaws in like-sized municipalities and in the local area and are continuing to create a well-informed/rounded Traffic Bylaw for the Village.

Key Issues/Concepts:

1. The existing Bylaw did not contain very many Definitions; was not formatted in an easy-to-read format with subject separations, nor with too much detail within each subject. It does not address other traffic-related items such as Pedestrians, Parking, Unloading/Loading, Dangerous Goods Transport or Disabled Person Parking.
2. The Traffic Bylaw continues to be under development by Administration.
3. It will address all the subjects noted above in Key Issue #1 plus provide for the Municipal Authority to action any provisions of the Bylaw; a Severability Clause, Obstructions and Work on Highways; Crossings and Maintenance of Highways; Control of Highways: (Operation of Vehicles; Speed & Parking); Parking: (General rules; "No Parking" signs; Parking on Private Property; Parking of Trailers; Commercial Vehicle Parking; Dangerous Goods Parking; Disabled Persons Parking; Exemption from Parking Provisions; Removal of Vehicles), Powers of the CAO/Municipal Manager; Authority of Peace Officers and Enforcement.
4. The proposed Traffic Bylaw will also include a Schedule that describes the Traffic Control Devices used within the Village.
5. The proposed Traffic Bylaw will also include a Truck Routes Schedule and Dangerous Goods Routes.

Options:

1. That Council endorses a motion to endorse the proposed Traffic Control Devices Schedule, Truck Route Schedule & Dangerous Goods Route for inclusion in a new Traffic Control Bylaw.
2. That Council endorses a motion that the Village of Innisfree implement different TCD Schedule, Truck route Schedule and Dangerous Goods Routes.
3. That Council files the Traffic Control Devices as information.

Financial Implications:

1. None identified.

Relevant Policy/Legislation:

1. *Municipal government Act*, R.S.A 2000, c-M-26
2. *Alberta Traffic Safety Act*, R.S.A. 2000 c.T-6

Political/Public Implication(s):

1. The improvement and clarification to the Traffic Bylaw should be viewed favorably by the Public as easier to understand.

Recommendation:

That Council endorses a motion to endorse the proposed Traffic Control Devices Schedule, Truck Route Schedule & Dangerous Goods Route for inclusion in a new Traffic Control Bylaw.

BY-LAW NO. 586-14

A BY-LAW OF THE VILLAGE OF INNISFREE IN THE PROVINCE OF ALBERTA FOR THE PURPOSE OF REGULATING THE OPERATION, THE PARKING AND THE USE OF THE HIGHWAYS WITHIN THE CORPORATE LIMITS OF THE VILLAGE OF INNISFREE

WHEREAS under the provisions of the *Municipal Government Act*, the Council of the Village of Innisfree may pass Bylaws and may make provisions that it deems necessary to carry out the purposes of the Bylaw;

AND WHEREAS the Council of the Village of Innisfree deems it desirable and necessary to regulate the operation, parking and use of the highways within the corporate limits of the Village of Innisfree;

NOW THEREFORE, the Council of the Village of Innisfree, in the Province of Alberta, duly assembled enacts as follows:

1. SHORT TITLE

1.1 This Bylaw may be sited as the "Traffic Bylaw".

2. DEFINITIONS

2.1 'Council' means the Municipal Council of the Village of Innisfree.

2.2 'Corporate Limits' shall mean all the lands within the Corporate Limits of the Village of Innisfree.

2.3 'Chief Administrative Officer' shall mean the Chief Administrative Officer of the Village of Innisfree.

2.4 'Heavy Vehicle' means a vehicle, with or without a load, which, alone or together with a trailer, semi-trailer or other vehicle being towed, weighs 4.5 tonnes or more.

2.5 'Power Turns' means to maneuver a vehicle in such a manner as to cause part of the vehicle to depart from its ordinary line of progress by the sudden use of acceleration and/or braking.

2.6 'Speed Zone' means any portion of highway within the Village of Innisfree as designated therein and identified by a sign erected and maintained at each end therein, indicating the maximum speed and applicable thereto.

2.7 'Motor Vehicle' shall mean a vehicle, trailer, semi-trailer ascribed as such in the *Highway Traffic Act* propelled by any power other than muscular power or a moped but does not include a bicycle, an aircraft, an implement of husbandry, or a motor vehicle that runs only on rails.

2.8 'Peace Officer' means

(a) any member of the Royal Canadian Mounted Police;

(b) any member of a Municipal Police Service;

(c) any Special Constable;

(d) any Bylaw Enforcement Officer; the Chief Administrative Officer or their Designated Officer.

2.9 'Stunting' means, whether as a pedestrian, passenger, or driver and whether or not with the use or aid of any vehicle or other thing, performing or engaging in any stunt or other activity on a highway that is likely to distract, startle or interfere with other users of the highway.

3. INFRACTIONS

3.1 **Signs** – No person shall deface, damage, destroy or remove any sign or marker pursuant to this Bylaw.

3.2 **Parking**

a) Except as otherwise provided herein, the parking of vehicles is permitted on all highways within the municipality.

b) (i) Subject to the provisions of subsection 3.2(b)(ii) no person shall park a vehicle in any lane or in any street to obstruct the entrance to any lane, to a driveway or an approach leading to private premises;

(ii) notwithstanding the provisions of subsection 3.2(b)(i) a vehicle may be parked on any lane for the purpose of taking on or discharging cargo, provided no such vehicle shall be parked for a period exceeding 60 minutes at any one time, unless written permission has first been obtained from the administrator or a special constable for the municipality for an extension of such time limit.

c) No person shall park a vehicle in any "No Parking" area at any time where such areas are marked on the curb or signs are erected indicating the restriction of parking at such a location.

d) No person shall park any vehicle in excess of 4.5 tonnes on any residential street within the municipality unless written permission has been obtained from the administrator.

3.3 **Power Turns and Stunting**

The operator of a vehicle will not perform "power turns" or participate in any "stunting" on any highway within the municipality.

3.4 **Speed**

No person shall be permitted to operate a vehicle on any highway within the municipality at a speed greater than 50 km per hour unless otherwise posted.

4. PENALTIES

4.1 Any person who contravenes any of the provisions of this Bylaw is guilty of an offense and liable on summary conviction to the penalties provided in subsection 4.2 of this Bylaw.

4.2 First offence	\$150.00 fine.
Second offence	\$500.00 fine.
Third Offence	\$500.00 fine and vehicle towed.

4.3 Any member of the police force, special constable, Chief Administrative Officer or other person appointed by the Council may remove or cause to be removed any vehicle that is unlawfully placed, kept or left on any street, lane, public parking place or other public place or on municipally owned property and to impound or store such a vehicle.

4.4 Where a vehicle has been impounded or stored after it has been removed under subsection 4.3 of this Bylaw, it will be retained at a place designated by Council for a period of thirty (30) days from the date of removal, unless the cost of removal, impounding and storage are sooner paid. Upon payment of the full costs herein, the vehicle may be released to the owner thereof.

4.5 If the cost of removal, impounding or storage are not paid within the thirty (30) days as specified in subsection 4.4 of this Bylaw, the municipality shall have the right to recover same from the owner of the vehicle by;

- a) legal action in a court of competent jurisdiction;
- b) sale by public auction or sealed tender with a notice being sent to the owner at the address appearing on the last registration of the vehicle.

5. GENERAL

5.1 Where this bylaw refers to another act, bylaw, regulation or agency, it includes reference to any act, bylaw, regular or agency that may be substituted therefore.

5.2 Every provision of this bylaw is independent of all other provisions and if any provision of this bylaw is declared invalid for any reason by a Court of competent jurisdiction, all other provisions of this bylaw shall remain valid and enforceable.

6. EFFECTIVE DATE

6.1 This bylaw shall come into full force and effect upon the date of the third and final reading.

READ for a first time this 20th day of May, 2014 A.D.

READ for a second time 20th day of May, 2014 A.D.

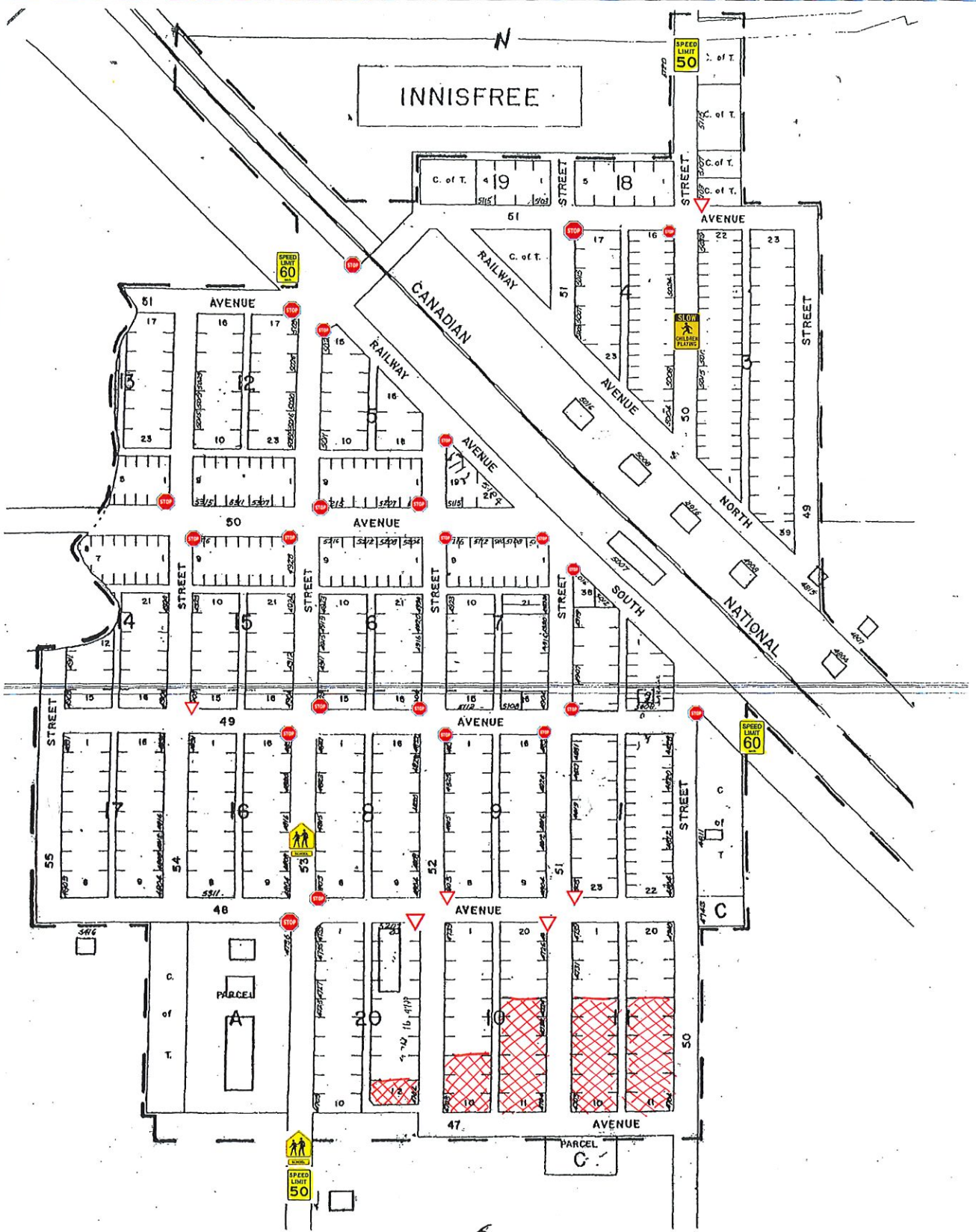
UNANIMOUS CONSENT RECEIVED FOR THIRD AND FINAL READING

READ for a third time this 20th day of May, 2014 A.D.

Deborah McMann, Mayor

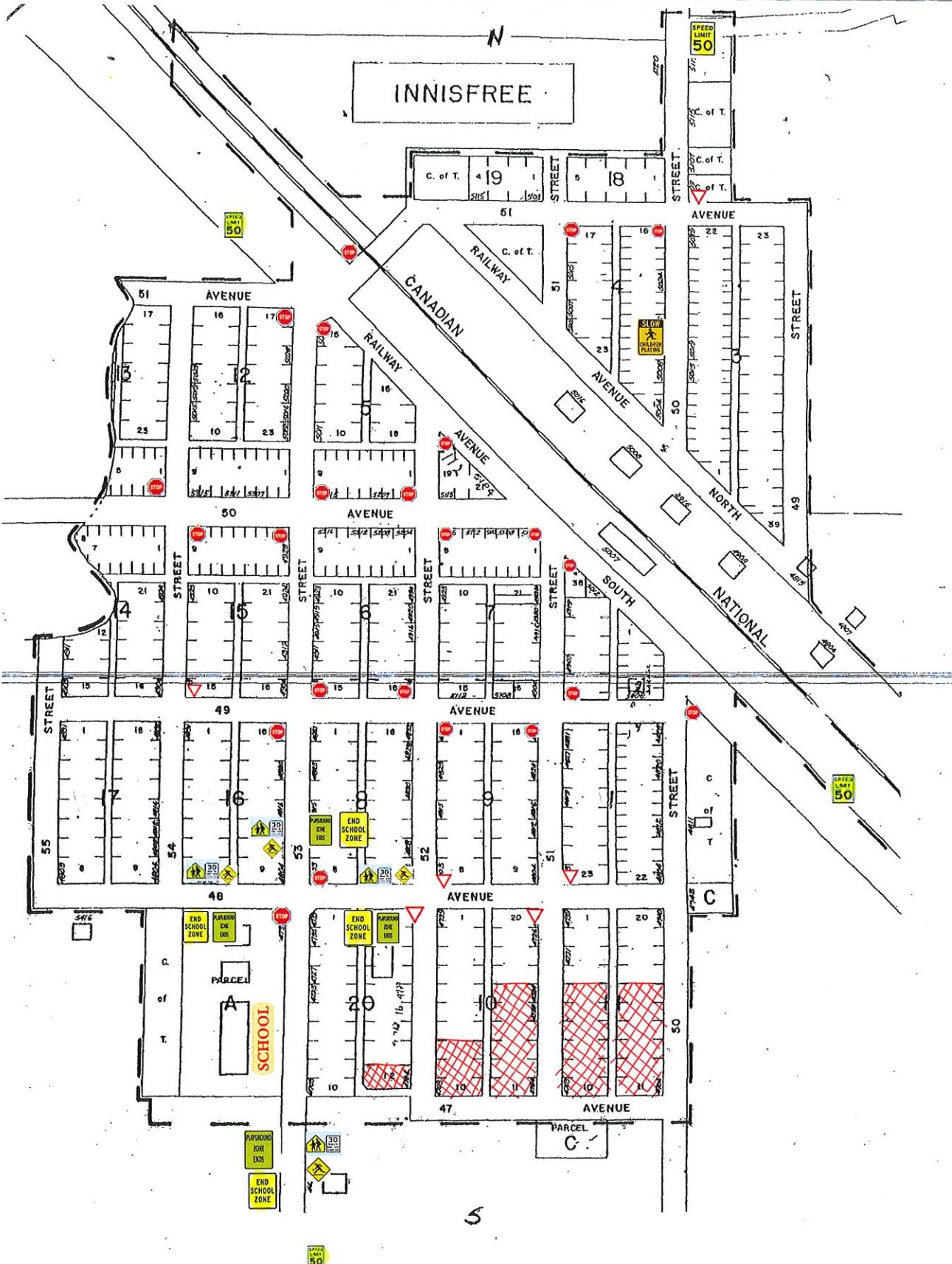
Jennifer Hodel, CAO

CURRENT TCD's



5

REVISED TCD's



Request for Decision (RFD)

Topic: Probationary-Affected Policies' Revisions Proposed
Initiated by: Administration
Attachments: 1900-01A Employee Job Description – PW Revised
1900-03 Probationary Period Policy Revised
3900-03 Work Boots Safety Policy Revised

Purpose(s):

1. To review a proposal for revisions to several policies that address the probationary period for new employees. Clarification was deemed necessary to address when employees were entitled to specific benefits provided under policies of the Municipality.

Background:

1. Recent Administration discussions have revealed that several policies required clarification on several items, specifically for the Probationary Period.
2. Policy 1900-01A Employee Job Description – Public Works Foreman – Section 3.5 added under “Duties and Responsibilities.”
3. Policy 1900-03 - Probationary Policy – Section 2.1.5 added under “Full-time Employees” and Section 2.2.4 “Part-Time Employees” was added.
4. 3900-02 – Work Boots Safety Policy – Sections 1.2 and 3.2 added.

Key Issues/Concepts:

1. The existing policies do not address the specific situation in which an employee may receive some benefits. Specifically, the policies did not address the timeframe of the probationary period, during which a new employee may be dismissed within notice or quit without notice.
2. The proposed amendments are intended to clarify these situations.

Options:

1. That Council endorses a motion to:
 - a. Approve Policy 1900-01A Employee Job Description – Public Works Foreman as revised;
 - b. Approve Policy 1900-03 – Probationary Policy as revised; and,
 - c. Approve Policy 3900-02 – Work Boots Safety Policy as revised.
2. That Council endorses a motion that the Village of Innisfree implement different Policy amendments.
3. That Council files the Policy Revision Proposals as information.

Financial Implications:

1. Clarification of benefits availability during probation can reduce municipal costs & liabilities.

Relevant Policy/Legislation:

1. Policies 1900-01A, 1900-03 & 3900-03

Political/Public Implication(s):

1. The policy clarification demonstrates fiscal awareness and should be viewed positively by the public.

Recommendation:

That Council endorses a motion to:

- a. Approve Policy 1900-01A Employee Job Description – Public Works Foreman as revised;
- b. Approve Policy 1900-03 – Probationary Policy as revised; and,
- c. Approve Policy 3900-02 – Work Boots Safety Policy as revised.

Job Title: Public Works Foreman

Department/Group Public Works Department – Maintenance

Travel Required: Occasionally for Public Works-Related operations

HR Contact: Chief Administrative Officer

Applications Accepted by:

Fax: 780.592.3729
Email: cao@innisfree.ca
Subject Line: Public Works Foreman
Attention: CAO – Public Works Position

Mail: Village of Innisfree
Attn: CAO – Public Works Position
PO Box 69
Innisfree, AB T0B 2G0

1. Job Goal/Objectives:

This position performs duties of a specialized nature related to the installation, maintenance and repair of the water distribution and wastewater collection/treatment systems and collection for solid waste management services. Perform preventative maintenance, repairs, and emergency activities for all municipal infrastructure, excluding the Water Reservoir Plant, undertake manual labor duties as required and ensure compliance with the Village's safety policies.

2. Qualifications & Educational Requirements:

2.1 Education:

- Completion of Grade Twelve (12) or Equivalent
- Valid Standard First Aide/CPR Certificate
- Valid WHMIS Certificate
- Valid Class 5 Alberta Driver's License
- Level 1 Alberta Environment Certification in Water Distribution, Wastewater Treatment & Wastewater Collection

2.2 Related Work Experience:

- 1 year related experience in water and wastewater and common services to include roads, solid waste management collection, parks and equipment maintenance.

2.3 Preferred Skills:

- Strong analysis skills

- Strong understanding of water and wastewater systems to be able to troubleshoot problems in these systems
- Ability to operate a variety of equipment in a safe and effective manner related to water, wastewater and solid waste management servicing
- Common service work unrelated to water wastewater and solid waste management services including the operation of equipment related to snow removal, road maintenance and park maintenance.

3. Duties & Responsibilities:

3.1 Infrastructure (Water & Wastewater)

- Testing and sampling of water and wastewater to ensure compliance with Provincial and Federal standards.
- Preventative maintenance, repairs and emergency activities on all municipal infrastructure, i.e. water breaks, wastewater distribution system cleaning etc.
- Preventative maintenance on pump systems, lift stations, and wastewater equipment
- Operate a variety of equipment including loader and tractor to perform maintenance tasks
- Some manual labor as required using a variety of hand tools
- Perform all water, wastewater and storm water locates within the village limits in a timely manner and within the appropriate timelines (within 48 hours)
- Perform a full range of skilled and semi-skilled duties including installation of water meters and wiring, programming of water meters for radio reader, maintenance, troubleshooting, pulling large and small meters to be sent away for testing, troubleshoots automated meter reading equipment and replaces stopped and/or damaged meters
- Assist contractors in the video inspections of wastewater/storm water lines
- Participate in preventative maintenance programs of infrastructure such as valve turning and flushing programs
- 20% of workload

3.2 Infrastructure (Roads, Streets, Sidewalks, Parks)

- Preventative Maintenance, repairs and emergency activities on all municipal infrastructure, i.e. gravel road grading, snow removal, pothole repair, grass and weed control
- Preventative maintenance on equipment
- Operate a variety of equipment including loader, tractor, lawn mowers to perform maintenance tasks
- Some manual labour as required using a variety of hand tools
- 30% of workload

3.3 Other Municipal Services (Solid Waste Collection, Private Driveway Snow Removal, Etc.)

- Collection and appropriate disposal of solid waste management materials from residents and commercial properties, as appropriate within the municipal boundaries of the Village of Innisfree
- Collection of solid waste materials at the Wapasu Recreational Area per an agreement between the Village of Innisfree and the County of Minburn
- Distribution and maintenance of all solid waste management infrastructure, i.e. waste bins, transfer station wood pit, etc.
- Physical labor required for the provision of weekly solid waste management collection from the Village residences and commercial properties, as appropriate.
- Operation of a PW truck and towing of a trailer is required to provide solid waste management services.
- 40% of workload.

3.4 Customer Service & Communication

- Frequently advise, direct, assist and cooperate with the general public to troubleshoot potential problems

- Strong analytical skills, both oral and written
- The ability to communicate effectively with the public and his/her supervisor and to foster positive work relationships.
- 10% of workload

3.5 Risk Management & Safety

- It is the responsibility of the Village of Innisfree employees to take care to ensure their own safety and the safety of others, to know and to follow all safety and health instructions, rules, regulations and safe work procedures and to report any unsafe or substandard condition or act as soon as possible to the employer.
- Employees are responsible for ensuring that operations are performed with the utmost regard for the safety and health of all personnel, and for promoting proper attitudes towards safety and health in themselves and in those they supervise.
- Hazard Assessment and Risk Management for Roads, Solid Waste, Water, Wastewater, Stormwater Management, Developer Requirements, are contained in the Village of Innisfree Safety Manual.

3.6 Health and Safety:

- **CSA-Approved Recognized Safety Boots are a prerequisite of hiring.**

4. Designated Authority

4.1 The CAO shall be the Supervisory Authority for the Public Works Foreman; the Foreman shall have no designated authority unless otherwise approved by the CAO.

5. Terms of the Employment:

5.1 The Public Works Foreman position is fulltime employment pursuant to Village policy on Hours of Work, and as amended from time to time.

5.2 The Probationary Period shall be set pursuant to the Village Probationary Policy, and as amended from time to time.

6. Other - Working Conditions:

5.1 Ongoing interruptions, traffic/driving, adverse weather conditions and working alone;

5.2 Identified job hazards:

- Dealing with angry people
- Working alone, heat, cold, bending, lifting
- Working around the following conditions: mechanical, electrical, fume/odor chemical exposure, dust and noise.
- Potential for exposure to infectious substances (biohazardous substances)
- Additional hours based on operational demands
- Ability to lift and move up to 22 kilograms (50 pounds)
- Evening and week on-call periods

Policy: The Village of Innisfree recognizes the need to clarify the probationary period for their employees.

Purpose

The purpose of this policy is to clearly set guidelines and standards regarding the probationary period for newly hired employees. This would include positions of Village Assistant and the Supervisor of Public Works.

This Policy supersedes any previous Village of Innisfree Personnel Policy regarding length of probation for employees.

1.0 Definitions

- 1.1 ***“Probationary Period”*** shall mean a set period of time to evaluate the employee in the new working environment.
- 1.2 ***“Full Time Employees”*** employees working more than 30 hours a week.
- 1.3 ***“Part Time Employees”*** employees working less than 30 hours a week.
- 1.4 ***“Temporary Employees”*** employees working on a short term contract, not permanent.

2.0 Guidelines

2.1 Full time Employees:

- 2.1.1 All full time employment positions will have a three-month probationary period.
- 2.1.2 During the three-month probationary period staff may be dismissed without cause and without compensation or notice.
- 2.1.3 During the three-month probationary period, employees have no obligation to provide notice of an intention to resign.
- 2.1.4 The probationary period may be extended for an additional three-month period to a maximum of twelve months. However, the probationary period should only exceed six months under exceptional circumstances.
- 2.1.5 **During all terms of probationary period, employees are not eligible for benefits under Policy 1900-08 – Sick Leave Policy; Policy 1900-10 – Health Benefits and 3900-02 – Safety Work Boots.**

2.2 Part time Employees:

2.2.1 All part time permanent positions will have a three-month probationary period.

2.2.2 During the three-month probationary period, staff may be dismissed without cause and without compensation or notice.

2.2.3 During the three-month probationary period, employees have no obligation to provide notice of an intention to resign.

2.2.4 During all terms of probationary period, employees are not eligible for benefits under Policy 1900-08 – Sick Leave Policy; Policy 1900-10 – Health Benefits and 3900-02 – Safety Work Boots.

2.3 Temporary Employees:

2.3.1 Temporary employees will have a probationary period determined, if required, at the time of hiring.

3.0 Responsibilities

3.1 The CAO is responsible for ensuring awareness and compliance with this policy.

4.0 Procedures

4.1 If after the 3-month period, a satisfactory performance is attained then the employee will be placed on a permanent basis to allow for benefits not available during probation.

4.2 For temporary employees, requirements for a formal evaluation will be scheduled at the time of hiring.

5.0 End of Procedure

Policy

The Village of Innisfree is committed to contribute to the safety of all employees while working for the municipality. Personal Protective Equipment (PPE) is an integral part of the Village Safety Program. Recognized Safety Boots are one type of PPE and must be worn by all Public Works and Recreation Department employees during their work day for the Village of Innisfree.

Purpose

The purpose of this policy is to ensure that safety procedures are in place and affordable for all employees for the Village of Innisfree.

1.0 Definitions

- 1.1 **"CAO"** means Chief Administrative Officer per the *Municipal Government Act*.
- 1.2 **"Full Time Employees"** employees working more than 30 hours a week.
- 1.3 **"Part Time Employees"** employees working less than 30 hours a week.
- 1.4 **"Temporary Employees"** employees working on a short-term contract, not permanent.
- 1.5 **Probationary Period** shall mean a set period of time to evaluate an employee in the new working environment.

2.0 Responsibilities

- 2.1 The Chief Administrative Officer is responsible for ensuring awareness and compliance with this policy.

3.0 Procedure

- 3.1 The Work Boots Safety Policy applies to Full Time Employees in the Public Works Department only.
- 3.2 Probationary Employees are not eligible during their Probationary Period.
- 3.3 The Village of Innisfree will contribute up to *one hundred dollars* (\$100) per annum, towards the purchase of one pair of CSA-approved Recognized Safety Boots.
- 3.4 The Employee must provide the *original receipt* to be reimbursed for the purchase of the Safety Boots within the fiscal year the purchase was made.

4.0 End of Procedure

Effective Date: **Jan.19, 2016** Amendments: Effective Date _____ Resolution No. _____
Resolution No. **2016-01-19/09** Effective Date _____ Resolution No. _____

Request for Decision (RFD)

Topic: CAO BYLAW REVISION PROPOSAL - RFD
Initiated by: Administration
Attachments: BYLAW 634-18
DRAFT CAO BYLAW 671-21

Purpose(s):

1. To review Draft CAO Bylaw 671-21.

Background:

1. Bylaw 634-18 refers to the position of CAO in accordance with Bylaw 515-96 and Bylaw 524-98; both Bylaws have been rescinded.
2. Administration experienced opposition to the application of Tax Recovery Costs relevant to an individual's Tax Account recently. While Municipal Affairs stated they had never received such an inquiry before, they advised, to mitigate the situation, the Municipality should establish, via Policy or Bylaw, that this process will be authorized.

Key Issues/Concepts:

1. The existing CAO Bylaw did not address the Roles and Responsibilities of the CAO Position; the proposed Bylaw addresses Appointment, Responsibilities, Code of Conduct and Indemnification.
2. Additionally, the current Bylaw is invalid due to the reference to rescinded Bylaws. The Revised Bylaw repeals "all former CAO Bylaws," as the availability of earlier bylaws is not consistent.
3. The Revised Bylaw includes a "Severability" Clause which protects the Bylaw in the instance a portion is found invalid.
4. Clause 3.2 addresses the authority of the CAO or their designate to enforce Bylaws and Policies passed by Council and the ability to add allowed costs to a Tax Roll.

Options:

1. That Council endorse motions to approve CAO Bylaw 671-21.
2. That Council endorse motions to approve CAO Bylaw 671-21 with amendments.
3. That Council file proposed CAO Bylaw 671-21 as information.

Financial Implications:

1. A clarified CAO Bylaw should reduce the liability of the Municipality with regards to Administrative services.

Relevant Policy/Legislation:

1. *Municipal Government Act*, R.S.A. 2000 c.M-26, Specifically:
 - a. Part 6. "Municipal Organizations & Administration;"
 - b. Part 8 "Financial Administration;"
 - c. Part 10 "Taxation," and
 - d. Part 13 "Liability of Municipalities, Enforcement of Municipal Law and Other Legal Matters."

Political/Public Implication(s):

1. A descriptive CAO Bylaw should provide additional information and clarity to the COA role to the Public.

Recommendation:

That Council endorse motions to approve CAO Bylaw 671-21.

BY-LAW NO. 634-18

A BYLAW OF THE VILLAGE OF INNISFREE, IN THE PROVINCE OF ALBERTA, APPOINTING A CHIEF ADMINISTRATIVE OFFICER

WHEREAS pursuant to the statutes of the *Municipal Government Act, Chapter M-26, RSA 2000*, and amendments thereto, a Council must, by Bylaw, establish the position of Chief Administrative Officer, and

WHEREAS every Council must appoint one or more persons to carry out the powers, duties and functions of Chief Administrative Officer;

NOW THEREFORE under the authority of the Municipal Government Act, the Council of the Village of Innisfree duly assembled **ENACTS AS FOLLOWS:**

That **BROOKE YAREMCHUK** be appointed to the position of Chief Administrative Officer in accordance with Bylaw 516-96 and Bylaw 524-98 which establishes the position of Chief Administrative Officer (Municipal Administrator) for the Village of Innisfree and that this Bylaw be continuous from year to year until it is rescinded. This appointment will be effective July 24, 2018.

BYLAW 592-13 IS HEREBY RECIDED.

READ A FIRST, SECOND, AND BY UNANIMOUS CONSENT OF COUNCIL, A THIRD TIME AND FINALLY PASSED THIS 24TH DAY OF JULY 2018

Aaron Cannan, Mayor

Brooke Yaremchuk, CAO

A BY-LAW OF THE VILLAGE OF INNISFREE IN THE PROVINCE OF ALBERTA TO ESTABLISH THE ROLE AND RESPONSIBILITIES OF THE CHIEF ADMINISTRATIVE OFFICER.

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

AND WHEREAS, Council may, in accordance with section 203 of the *Municipal Government Act*, delegate executive and Administrative duties, powers and function;

NOW THEREFORE, the Council of the Village of Innisfree in the Province of Alberta, duly assembled, hereby enacts as follows:

1. SHORT TITLE

1.1. This Bylaw may be cited as the "CAO Bylaw."

2. APPOINTMENT, TERMS & CONDITIONS

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

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

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

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

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

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

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

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

3. RESPONSIBILITIES

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

3.2. The CAO has authority under Sections 203 and 553, 553.1 and 553.2 of the *Act*.

3.3. CAO Administrative Management Duties:

-
- 3.3.1. Hire, dismiss, promote, demote, reward, or discipline any municipal employee;
 - 3.3.2. Direct, supervise, and review the performance of all departments and employees of the Municipality;
 - 3.3.3. Implement any internal reorganization of responsibilities and duties required for the effective and efficient operation of the Municipality;
 - 3.3.4. Determine the structure of Administration including establishing, merging, dividing, and eliminating Departments and establishing a managerial hierarchy as required for the effective, efficient, and safe operation of the Village;
 - 3.3.5. Bring to Council for approval, any change to the structure of the Administration of the Village which requires an increase in the approved budget; and,
 - 3.3.6. Implement all Programs and Policies of the Municipality.
- 3.4. CAO Council-Related Duties:
- 3.4.1. Meeting Attendance:
 - a. Be present at any meeting of Council unless excused therefrom,
 - b. Attend meetings of such boards, committees, commissions, or other bodies as may be required;
 - 3.4.2. Budgeting:
 - a. Oversee the preparation of budgets for operating and capital programs annually or more often as required or directed by Council;
 - b. At the end of each fiscal year, or as required or directed by council, prepare, and submit a complete financial report on all financial activities of the Village during the preceding year;
 - c. Monitor and report on the operating and capital budgets approved by Council;
 - d. At no time may the CAO authorize cumulative operating and capital expenditures in excess of the approved total operating and capital budgets unless in accordance with established Policy and Procedure respecting unbudgeted expenditures;
 - 3.4.3. Communication:
 - a. Advise and inform Council or Council committees on the operation and affairs of the Municipality;
 - b. Provide reports and updates to Council regarding activities and community concerns;
 - c. Ensure that Council is aware of any key Administrative and Political issues as they may arise;
 - d. Ensure that Council is made aware of all available information for each issue, at least to the extent that Administration is aware of such information;
 - e. Keep Council informed on progress, recommended changes, and new matters that relate to the Strategic Plan and Work Programs on a regular basis.
 - f. Prior to the execution of 3.3.4 above, the CAO must consult and inform Council of any substantial impact to the function and/or focus of Administration resulting from the structural change.

3.4.4 Council and Committee Reports

- a. Prepare and submit reports and recommendations as required by Council and Council committees;
- b. Ensure that Council has access to reasonable decision options as well as the recommendation of the CAO;
- c. Utilize a consistent format and be proactive in providing a full range of information, background, issues identified, available options and implications in the Requests for Decision reports required for decision-making.

3.4.5 CAO Bylaw & Policy Development Duties:

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

3.4.6 CAO Third Party Relations Duties:

- a. Negotiate contracts, agreements and transactions required for the effective operation of the Municipality provided the expenditure does not exceed the amount approved by Council in its annual budget or result in a decrease to anticipated revenue which would impact the budget;
 1. Should the contract, agreement, or transaction result in a budgetary impact as outline in Section 3.4.6.a., the CAO is to bring a Report and recommend the approval of such to Council.
- b. Conclude contract negotiations on behalf of the Municipality to a financial limit established by Policy or resolution; and
- c. Sign any order, agreement, cheque, negotiation instrument, or document made or executes on behalf of the Municipality.

3.4.7 CAO Other Duties:

- a. Hire or retain legal counsel on behalf of the Municipality;
- b. In the case of an emergency, while still following the Municipality's Policies, authorize any expenditure not previously approved by council provided a detailed Report on such expenditures and its need is presented at the next meeting of Council;
- c. Maintain a current understanding of applicable Municipal legislation and leadership, as well as relevant Programs, Polices and Initiatives of the provincial and federal governments; and,
- d. Take such other actions as necessary to carry out the responsibilities and duties assigned by Council.

4.0 CONDUCT OF THE CAO

- 4.1 In his/her relationship with Council, the CAO must:

-
- 4.1.1 Conduct himself/herself as the Municipality's Chief Policy Advisor in an honest and ethical manner;
 - 4.1.2 Provide professionally sound, ethical and legal advice that is in accordance with the Policies and objectives of Council;
 - 4.1.3 Share information to all Members of Council when deemed appropriate in responding to a request from one Councillor;
 - 4.1.4 Ensure that Members of Council are accorded respect in all personal and public comments;
 - 4.1.5 Treat Members of Council with respect and integrity;
 - 4.1.6 Lead, establish, and maintain a positive and constructive environment for Members of council, residents, stakeholders, businesses, and Town employees;
 - 4.1.7 Listen carefully to the concerns of Council via the CAO's Performance Review and seek to improve any deficiencies on an ongoing basis; and,
 - 4.1.8 Admit mistakes of substance made by the CAO or Administration and take corrective action.
- 4.2 Through the process of carrying out his/her Administrative duties, the CAO must:
- 4.2.1 Act on the will of Council as a whole, not on the will of an individual Councillor, as established by Resolutions, Policies and Bylaws of Council;
 - 4.2.2 Implement Council's directions and Strategic Plan, provide decision-making advice and communicate customer needs;
 - 4.2.3 Direct the actions of Administration so that it is in accordance with the Policies and objectives of Council;
 - 4.2.4 Forward any complaints or concerns to the appropriate area or individual so that reasonable and prompt follow-up is assured; and,
 - 4.2.5 Address Administration activities that harm relationships with Members of Council, citizens, or stakeholders.
- 4.3 The CAO must refrain from abusive conduct, public comments on staff performance, personal charges, or verbal attacks upon the character or motive of Members of Council, citizens, stakeholders, boards and committees, or staff.

5.0 INDEMINIFICATION

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

6.0 CONFLICT

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

7.0 SEVERABILITY

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

8.0 DEFINITIONS

- 8.1 In this Bylaw, words have the meanings set out in the *Act*, except as defined in sections 8.2 to 8.12.
- 8.2 **Act:** the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended.
- 8.3 **Acting CAO:** Short-term appointment to carry out the duties of CAO due to an absence of the CAO;
- 8.4 **Administration:** the administrative and operational arm of the Municipality comprised of the various Departments and including all employees who operate under the leadership of the CAO.
- 8.5 **Chief Administrative Officer/CAO:** the person appointed by Council to the position of Chief Administrative Officer of the Village of Innisfree, or his/her designate.
- 8.6 **Consult:** A two-way conversation between Council and the CAO which allows the CAO to understand Council’s position on a matter, when the matter is under the CAO’s authority.
- 8.7 **Council:** the municipal council of the Village of Innisfree, including the Mayor and Councillors.
- 8.8 **Mayor:** the chief elected official as appointed by Council.
- 8.9 **Member of Council:** a member of Council including Councillors and the Mayor.
- 8.10 **Municipality/Village:** the municipal corporation of the Village of Innisfree.
- 8.11 **Interim CAO:** Appointed by Council to carry out the duties of CAO for a specific period of time beyond which an Acting CAO should cover, due to a vacancy in the CAO position.
- 8.12 **Organizational Chart:** a graphic representation of the structure of an organization showing the relationships of the positions or jobs within it.

9.0 REPEAL

- 7.1 CAO Bylaw 634-18 and all former CAO Bylaw versions are hereby repealed.

10.0 ENACTMENT

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

Read a First Time this ____ day of _____ 202_.

Read a Second Time this ____ day of _____ 202_.

Read a Third Time by unanimous consent of Council, and finally passed this __ day of _____ 202_.

Mayor

Chief Administrative Officer

Request for Decision (RFD)

Topic: MGA Section 413 (3) and Section 553 (1)(f) - Tax Recovery Expenses
Initiated by: Administration
Attachments: M.G.A. Section 413 (3) and Section 553 (1)(f)

Purpose(s):

1. To add Tax Recovery related Expenses to the Tax Rolls of the parcels associated with the Tax Arrears List and Tax Recovery Auction.

Background:

1. Section 413 (3) stated that a municipality is responsible for the payment of the costs associated with the Tax Arrear's List, but may add the costs to the taxes owing in respect of the parcels of land shown on the Tax Arrears List;
2. Section 553 (1) (f) states that a Council may add costs associated with tax recovery proceedings related to the parcel;
3. The costs associated with the 2021 Tax Arrears List were \$250. Costs associated with the discharging of Tax Notifications were \$60.00. Costs for the Oct 15 Issue of the Alberta Gazette were \$20. And the cost of Vegreville News Advertiser, November Issue was \$300.

Key Issues/Concepts:

1. Village Rate Payers should not have to pay for the expenses associated with Tax Recovery and/or Tax Arrears costs for individuals who failed to pay their property taxes.
2. Costs to be transferred to Tax Rolls are as follows:

Roll #	Description of Cost	Amount Applied
100	Tx Arrears List REG #212-085-253	\$21.00
360	Tx Arrears List REG #212-085-253	\$21.00
630	Tx Arrears List REG #212-085-253	\$16.00
710	Tx Arrears List REG #212-085-253	\$26.00
	Tx Arrears List REG #212-085-253	\$26.00
1190	AB Gazette Oct 15 Issue – Tax Sale	\$4.00
	Tx Recovery – Veg News Advertiser	\$60.00
1280	Tx Arrears List REG #212-085-253	\$11.00
	Discharge of TX Notif REG 212-085-253	\$10.00
1440	Tx Arrears List REG 212-085-253	\$11.00
	Tx Arrears List REG 212-085-253	\$11.00
1660	AB Gazette Oct 15 Issue – Tax Recovery	\$4.00
	Tx Recovery – Veg News Advertiser	\$60.00
2120	Tx Arrears List REG # 212-085-253	\$11.00
2560	Tx Recovery – Veg News Advertiser	\$60.00
	AB Gazette Oct 15 Issue – Tax Recovery	\$4.00
2590	Tx Arrears List REG #212-085-253	\$18.00
	Tx Arrears List REG #212-085-253	\$18.00
2900	Tx Recovery – Veg News Advertiser	\$60.00
	AB Gazette Oct 15 Issue – Tax Recovery	\$4.00
3520	Tx Arrears List REG #212-085-253	\$11.00
3710	Discharge of Tx Notif REG # 212-085-253	\$10.00
3850	Discharge of Tx Notif REG #212-085-253	\$10.00
3880	Tx Recovery – Veg News Advertiser	\$60.00
	Discharge of Tx Notif REG #212-085-253	\$4.00
9000	Discharge of Tx Notif REG #212-085-253	\$10.00
	Tx Arrears List REG #212-085-253	\$16.00
	TOTAL	\$577.00

Option(s):

December 14, 2021 - Village of Innisfree – New Business –Tax Recovery Expenses

1. That Council approve costs, in the amount of \$577.00, to be transferred to the applicable Tax Rolls as follows:

Roll #	Description of Cost	Amount Applied
100	Tx Arrears List REG #212-085-253	\$21.00
360	Tx Arrears List REG #212-085-253	\$21.00
630	Tx Arrears List REG #212-085-253	\$16.00
710	Tx Arrears List REG #212-085-253	\$26.00
	Tx Arrears List REG #212-085-253	\$26.00
1190	AB Gazette Oct 15 Issue – Tax Sale	\$4.00
	Tx Recovery – Veg News Advertiser	\$60.00
1280	Tx Arrears List REG #212-085-253	\$11.00
	Discharge of TX Notif REG 212-085-253	\$10.00
1440	Tx Arrears List REG 212-085-253	\$11.00
	Tx Arrears List REG 212-085-253	\$11.00
1660	AB Gazette Oct 15 Issue – Tax Recovery	\$4.00
	Tx Recovery – Veg News Advertiser	\$60.00
2120	Tx Arrears List REG # 212-085-253	\$11.00
2560	Tx Recovery – Veg News Advertiser	\$60.00
	AB Gazette Oct 15 Issue – Tax Recovery	\$4.00
2590	Tx Arrears List REG #212-085-253	\$18.00
	Tx Arrears List REG #212-085-253	\$18.00
2900	Tx Recovery – Veg News Advertiser	\$60.00
	AB Gazette Oct 15 Issue – Tax Recovery	\$4.00
3520	Tx Arrears List REG #212-085-253	\$11.00
3710	Discharge of Tx Notif REG # 212-085-253	\$10.00
3850	Discharge of Tx Notif REG #212-085-253	\$10.00
3880	Tx Recovery – Veg News Advertiser	\$60.00
	Discharge of Tx Notif REG #212-085-253	\$4.00
9000	Discharge of Tx Notif REG #212-085-253	\$10.00
	Tx Arrears List REG #212-085-253	\$16.00
	TOTAL	\$577.00

Financial Implication(s):

1. The recommended resolution will reduce the financial impact on the Municipality.

Relevant Policy/Legislation:

1. MGA Section 413 (3) and Section 553 (1)(f).

RECOMMENDATION(s):

1. That Council approve costs, in the amount of \$577.00, to be transferred to the applicable Tax Rolls as follows:

Roll #	Description of Cost	Amount Applied
100	Tx Arrears List REG #212-085-253	\$21.00
360	Tx Arrears List REG #212-085-253	\$21.00
630	Tx Arrears List REG #212-085-253	\$16.00
710	Tx Arrears List REG #212-085-253	\$26.00
	Tx Arrears List REG #212-085-253	\$26.00
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	Tx Arrears List REG 212-085-253	\$11.00
1660	AB Gazette Oct 15 Issue – Tax Recovery	\$4.00
	Tx Recovery – Veg News Advertiser	\$60.00
2120	Tx Arrears List REG # 212-085-253	\$11.00
2560	Tx Recovery – Veg News Advertiser	\$60.00
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3850	Discharge of Tx Notif REG #212-085-253	\$10.00
3880	Tx Recovery – Veg News Advertiser	\$60.00
	Discharge of Tx Notif REG #212-085-253	\$4.00
9000	Discharge of Tx Notif REG #212-085-253	\$10.00
	Tx Arrears List REG #212-085-253	\$16.00
	TOTAL	\$577.00

Request for Decision (RFD)

Topic: 2022 COLA Proposal - RFD
Initiated by: Administration
Attachments: None

Purpose(s):

1. To review a proposal for 2022 COLA adjustments.

Background:

1. Canada Inflation Rate Quickens to 18-1/2-Year High: The annual inflation rate in Canada went up to 4.7% in October of 2021 from 4.4% in September. It was the largest gain since February of 2003. Excluding energy, the CPI rose 3.3% year over year, matching the increase in September.
2. In the long-term, the Canada Inflation Rate is projected to trend around 2.20 percent in 2022 and 2.50 percent in 2023, according to econometric models.
3. The Consumer Price Index for November will be released on December 15th.
4. The Financial Post's cross-country survey in September revealed that salaries are set to rise the most in five years in 2022, by 3.3%, *exclusive of COLA increases*.

Key Issues/Concepts:

1. As the cost-of-living increases, an individual's buying abilities are restricted. If COLA is not applied to salary rates, the salaries are, each year, effectively reducing the employee's earnings. COLA, therefore, should not be considered a salary increase; rather as a balancing of the purchasing ability for the individual, equivalent to the prior year.
2. Salary increases should be considered a separate subject, that addresses items such as the employee's work ethic, effectiveness and/or improvement of the employee's work produced and possibly, years of service endorsement.
3. A COLA-based policy would be another effective tool for the retention and recruitment of municipal employees.

Options:

1. That Council endorses a motion that the Village of Innisfree implements a COLA-based Policy for Municipal Employees, that would become effective January 1, 2022.
2. That Council endorses a motion that the Village of Innisfree implement a COLA Policy to review the annual CPI data at the December Council meeting and implement the calculation of an increase to all salaries in the new year based on 75% of the December CPI rate.
3. That Council endorses a motion that the Village of Innisfree implement a different annual COLA-based Policy.
4. That Council files the COLA Policy proposal as information.

Financial Implications:

1. The costs for a COLA-based salary implementation procedure/policy may be significantly outweighed by the costs associated with the loss of trained employees and the cost of training of new employees.

Relevant Policy/Legislation:

1. *Municipal Government Act,*

Political/Public Implication(s):

1. The fair and equitable treatment of employees should display a positive workplace culture.

Recommendation:

That Council endorses a motion that the Village of Innisfree implement a COLA Policy to review the annual CPI data at the December Council meeting and implement the calculation of an increase to all salaries in the new year based on 75% of the December CPI rate.

Request for Decision (RFD)

Topic: 2022 Interim Operating Budget
Initiated by: MGA S. 242(2)
Attachments: Proposed 2022 Interim Operating Budget

Purpose(s):

1. To pass the Village of Innisfree's 2022 Interim Operating Budget.

Background:

1. The 2021 year is closing out and the 2021 Operating Budget will no longer be recognized after December 31, 2021.
2. Municipalities are permitted, under the MGA, to adopt Interim Operating budgets prior to the year's end in order to continue the business of the Municipality through the New Year.
3. Traditionally, the current year's operating budget is endorsed as the next year's interim operating budget.

Key Issues/Concepts:

1. A municipality is required to have an annual Operating Budget in place at all times; effective December 31st, 2021, the 2021 Operating Budget is no longer valid.
2. In order for the Village to continue paying bills, Council must approve the 2022 Interim Operating Budget.
3. MGA, Section 242(2) states that "A Council may adopt an interim operating budget for part of a calendar year."
4. The 2021 Approved Operating Budget is presented as the 2022 Interim Budget.

Options:

1. As directed by Council.
2. That Council approve the 2022 Interim Operating Budget as presented.

Financial Implications:

It is MGA requirement that each municipality must approve an operating budget,

Relevant Policy/Legislation:

1. MGA, S. 242 – Adoption of an Operating Budget.
2. MGA, S. 243 (1) – Contents of Operating Budget.

Political/Public Implication(s):

1. The Village must, in order to continue as a credible municipality, meet its expenditures.

Recommendation:

1. That pursuant to Section 242 of the *Municipal Government Act*, Council hereby endorses the 2022 Interim Operating Budget, with revenues of \$ 701,054 and Expenditures of \$700,010.

New Business

Department	Revenue	Expenditures	Taxation Levy
(00) Requisitions	315,409	42,393	273,017
(11) Governance		6,600	-6,600
(12) Administration/General	94,415	171,428	-77,013
(21) Police	500	-	500
(23) Fire/Emergency	37,250	42,460	-5,210
(26) Bylaw Enforcement	1,700	525	1,175
(32) PW/Transportation	18,030	138,804	-120,774
(37) Storm Water	4,775	5,975	-1,200
(41) Water	92,150	135,282	-43,132
(42) Sanitary Sewer	40,075	21,834	18,241
(43) Solid Waste/Recycling	64,900	76,199	-11,299
(51) Social Services	-	1,850	-1,850
(61) Land Services	250	1,275	-1,025
(72) Recreation	31,500	40,995	-9,495
(74) Culture	100	14,391	-14,291
TOTALS	701,054	700,010	1,044

Request for Decision (RFD)

Topic: Innisfree Fire Department - Regionalization
Initiated by: Administration – County of Minburn & Village of Innisfree
Attachments: Fire Feasibility Study (Final), Proposed "DRAFT" Fire Services Agreement

Purpose(s):

1. To identify any opportunities that achieve a more collaborative, streamlined, effective, efficient, and fiscally responsible regional fire service model for the County of Minburn and its partner municipality being the Village of Innisfree.

Background:

1. The existing Fire Services Agreement will expire December 31, 2021.
2. The County of Minburn approached the Village of Innisfree, regarding the regionalization of the Innisfree Fire Department, as stated during the Fire Feasibility Study conducted in 2020.
3. Behr Integrated Solutions provided a Regional Fire Feasibility Study dated November 11, 2020 (see attached).
4. Behr Integrated Solutions made a presentation on the Fire Feasibility Study that was conducted, to previous members of Council, on December 08, 2020 (See attached power-point presentation).
5. Behr has identified the following four models of governance for a regional fire service to be considered by the steering committee:
 - **Option A: Independent Fire Departments**
Town and Villages fee for service agreements with the County (status-quo)
 - **Option B: One Formal Regional Agreement**
Inter-municipal agreement with either the County or the Town as managing partner
 - **Option C: Partial Regionalization**
Two inter-municipal agreements with Villages integrated into County of Minburn Regional Fire Department and a revised fee for service agreement with the Town of Vegreville
 - **Option D: Regional Commission**
Provincially approved inter-municipal bylaw that establishes a regional fire service commission
6. Each of the options varies in terms of complexity, implementation, cost to adopt, scale of benefits and associated drivers. It is also hoped that these base examples would simplify the discussions and aid in defining the preferred governance approach.
7. Several meetings amongst Administration and County of Minburn Fire Chief M. Fundytus, have taken place to determine the best approach. It was soon determined that Option C, being a partial Regionalization between the County of Minburn and Village of Innisfree, would be the best approach moving forward. This option posed to be the best option financially and administratively, for both the Village of Innisfree and County of Minburn.
8. Revenue and Expense, as per 2019, 2020 and 2021 Actuals are as follows:

<u>YEAR</u>	<u>REVENUE</u>	<u>EXPENSE</u>	<u>SURPLUS/(Deficit)</u>
2019	\$35,017	\$54,113	(\$19,096)
2020	\$33,811	\$49,174	(\$15,363)
2021	\$32,225	\$34,565	(\$2,340)

Key Issues/Concepts:

1. The Village of Innisfree would present one of the following options to the County of Minburn for consideration:

OPTION #	DETAILS
1	<ul style="list-style-type: none"> • County would Lease the Innisfree Fire Department Building at the cost of \$1.00. • The Village of Innisfree would pay a yearly requisition to the County of Minburn for Fire Services, in the amount of \$10,000-15,000 • The Village to cover the cost of Insurance, and Utilities (Gas, Power, Water, Sewer and Garbage) Est. \$7,000-\$8,000 • Village of Innisfree would continue snow removal as per Policy 3200-01. • Village of Innisfree would monitor and enforce Fire Pit Regulations as per Fire Bylaw 595-14.
2	<ul style="list-style-type: none"> • Lease the Innisfree Fire Department Building at a cost of \$1.00. • The Village of Innisfree would pay a yearly Requisition to the County of Minburn for Fire Services, in the amount of \$3,500. • The Village would cover the cost of Insurance, and Utilities (Gas, Power, Water, Sewer and Garbage) Est. \$7,000-\$8,000 • Village of Innisfree would continue snow removal as per Policy 3200-01. • Village of Innisfree would monitor and enforce Fire Pit Regulations as per Fire Bylaw 595-14.
3	<ul style="list-style-type: none"> • The Village of Innisfree would gift the Innisfree Fire Department Building at a cost of \$1.00. • The Village of Innisfree would pay a yearly requisition to the County of Minburn for Fire Services, in the amount of \$10,000 - \$15,000 • Utilities, Insurance, etc. to be the responsibility of the County of Minburn • Village of Innisfree would continue snow removal as per Policy 3200-01. • Village of Innisfree would monitor and enforce Fire Pit Regulations as per Fire Bylaw 595-14.
4	<ul style="list-style-type: none"> • The Village of Innisfree would gift the Innisfree Fire Department Building to the County of Minburn, at a cost of \$1.00. • The Village of Innisfree would pay a yearly Requisition to the County of Minburn for Fire Services, in the amount of \$3,500 (to cover training, and other related expenses). • The Village would cover the cost of Insurance, and Utilities (Gas, Power, Water, Sewer and Garbage) Est. \$7,000 - \$8,000 • Village of Innisfree would continue snow removal as per Policy 3200-01. • Village of Innisfree would monitor and enforce Fire Pit Regulations as per Fire Bylaw 595-14.

2. County of Minburn advised that a decision regarding requisition amounts do not need to take place now. However, they are seeking a motion from the Village of Innisfree Council, approving the regionalization of the Innisfree Fire Department, prior to December 31, 2021.
3. A "DRAFT" Agreement from the County of Minburn has been provided (see attached) for Council's review.

Options:

1. As directed by Council.
2. That Council approve the Regionalization of the Innisfree Fire Department, under a partial Regionalization basis. Further, that Administration be directed to continue consultations with the County of Minburn No. 27 with regards to the Fire Services Agreement, to be executed in 2022.

Financial Implications:

1. Option C – \$ 10,000-\$15,000/year for Requisition costs.

Relevant Policy/Legislation:

1. Existing Fire Services Agreement dated August 2005.
2. Inter-Municipal Collaboration Framework Bylaw 648-20 and Inter-Municipal Development Plan
3. MGA Section 12 (a) – Geographic Area of Bylaws
4. MGA Section 54 (1) – Providing Services in Other Areas
5. MGA Section 708.29 (1) – Contents of Framework

Political/Public Implication(s):

1. Will demonstrate better collaboration and fiscal responsibility for the Village of Innisfree and County of Minburn.
2. Will strengthen the Village of Innisfree and County of Minburn's regional partnership.

Recommendation:

1. That Council approve the Regionalization of the Innisfree Fire Department, under a partial Regionalization basis. Further, that Administration be directed to continue consultations with the County of Minburn No. 27 with regards to the Fire Services Agreement, to be executed in 2022.



REGIONAL FIRE SERVICES FEASIBILITY STUDY



Submitted by:

Behr Integrated Solutions Inc.
750, 600 – 6 Avenue SW
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PREFACE

The following report serves as a guide for the participating partners of the County of Minburn, Town of Vegreville, Village of Innisfree and Village of Manville for a Regional Fire Service Feasibility Study. The primary motivation for developing this document is to assist the partners in determining a long-term strategy based on a collaborative model to enhance efficiencies and operational effectiveness. In creating this document, we analyzed a number of factors including current administrative and operational systems, and various governance models to provide the partners with the data and information necessary to make an informed decision regarding the future level of partnership and preferred governance model.

ACKNOWLEDGEMENTS

We would like to acknowledge the participating partners' representatives for taking the initiative to explore the long-term planning and governance benefits of collaboration. This project was completed by incorporating input from the participating communities and their representatives.

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ACRONYMS

ACP	Alberta College of Paramedics
AFRRCS	Alberta First Responders Radio Communications System
AHJ	Authority Having Jurisdiction
AHS	Alberta Health Services
BESC	Beaver Emergency Services Commission (BESC)
BLS	Basic Life Support
CAD	Computer Aid Dispatch
CN	Canadian National Railway
CPR	Cardiopulmonary Resuscitation
CVR	County of Vermilion River
DG	Dangerous Goods
EMR	Emergency Medical Responder
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ERF	Effective Response Force
FRESC	Foothills Regional Emergency Services Commission
GoA	Government of Alberta
MFR	Medical First Responder
MVC	Motor Vehicle Collision
MVI	Motor Vehicle Incident
NFPA	National Fire Protection Association
PCP	Primary Care Paramedic
PTO	Power Take Off
QMP	Quality Management Plan
RCMP	Royal Canadian Mounted Police
REMG	Regional Emergency Management Group
SOC	Standards of Cover
SOG	Standard Operating Guidelines
SOP	Standard Operating Procedures



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EXECUTIVE SUMMARY

Introduction

The primary focus of this document is to identify any opportunities that achieve a more collaborative, streamlined, effective, efficient, and fiscally responsible regional fire service model for the County of Minburn and its partner municipalities of the Town of Vegreville, Village of Innisfree and Village of Mannville. Although there appears to be an excellent working relationship at the operational level between four participating partners, a need was identified to formally collaborate and enhance the overall emergency response service delivery throughout the County of Minburn and Partner Municipalities.

The preparation of this document involved a Steering Committee consisting of members from the four participating municipalities within the County of Minburn. The Committee was responsible for providing emergency services related data, input, information, issues, and comments.

This report serves to provide the Steering Committee with the information necessary to help them select a preferred approach.

This report provides:

- Community Risk Overview
- Fire Services Overview,
- Governance and Feasibility Analysis, and
- Key Considerations and Governance Challenges

Community Risk Overview

The total land area covers approximately 2930 km² and contains a total urban and rural population of 9,917 (Statistics Canada, 2016). The County is located within the central parkland region of Alberta, primarily existing as cultivated cropland with some areas of mixed woodland. The entire area has a diverse economy including mixed agriculture, agricultural research and manufacturing, railway, tourism, recreation and oil and gas activities.

The following risk factors are identified as having the potential to challenge fire department response capacity or capability:

- Multiple transportation corridors
- First medical response
- Stationary dangerous goods
- Wildland urban interface
- Structure fire/vulnerable occupants
- Limitations of the paid-on-call staffing model

These factors will need to be given due consideration in the development of fire services' response policy and service delivery standards.



Governance and Feasibility Analysis

An analysis was conducted to provide the Steering Committee and key stakeholders with the necessary information to make decisions regarding the viability of a regionalized governance structure for the County and municipal partners' fire services into a single unified fire service. This includes an overview of the benefits, challenges, the appropriate governance, and management structure.

The overarching consideration is to determine if a regional configuration will lead to improved efficiencies and/or effectiveness in the delivery of fire and emergency services for the County and municipal partners. There is no ideal or 'one size fits all' governance model, only one which makes the most sense given the activities and the circumstances under which it must be carried out: governance must be aligned with context.

It is important to note that the County of Minburn and partner municipalities have already developed an informal type of regionalization. The County's formal fee-for-service agreements with the Villages and Town, and the Fire Chief's leadership has created a good level of cooperation, primarily at the operational level. During the stakeholder consultation and workshop, there were several positive comments about the interoperability of the various fire departments and their relationships within the County.

Depending on the number of factors (including types of service, cost, and level of formality and control) the optimal governance model will vary. At the onset of a regionalization effort, time must be taken to discuss governance with stakeholders and work towards defining the preferred governance approach. This will ensure success at the onset of the initiative and support the sustainability of the program.

Although many forms of regionalization or collaboration could be considered, feedback during the consultative phase indicated an interest in a regional fire service. However, a greater understanding of what the regional structure would look like was required. The stakeholders believe that most of the public would support a regional fire department. Key factors identified were no increase in costs or degradation of service, and the need to retain local autonomy and identity.



For these reasons, Behr has identified the following four models of governance for a regional fire service to be considered by the steering committee:

- **Option A: Independent Fire Departments**
 - Town and Villages fee for service agreements with the County (status-quo)
- **Option B: One Formal Regional Agreement**
 - Inter-municipal agreement with either the County or the Town as managing partner
- **Option C: Partial Regionalization**
 - Two inter-municipal agreements with Villages integrated into County of Minburn Regional Fire Department and a revised fee for service agreement with the Town of Vegreville
- **Option D: Regional Commission**
 - Provincially approved inter-municipal bylaw that establishes a regional fire service commission

Each of the options varies in terms of complexity, implementation, cost to adopt, scale of benefits and associated drivers. It is also hoped that these base examples would simplify the discussions and aid in defining the preferred governance approach.

Table 14: Governance Framework

Option	Option A Independent Fire Departments: Fee for Service with the County	Option B One Formal Regional Agreement	Option C Partial Regionalization	Option D Regional Commission
Structure	<ul style="list-style-type: none"> - Current status quo - Some informal agreements/practices - Separate Fire Departments - Separate financial and administrative processes 	<p>One comprehensive agreement with Town or County identified as managing partner.</p>	<ul style="list-style-type: none"> - County is managing partner for Village Fire Departments as a Regional Service - Revised defined service agreement with the County 	<ul style="list-style-type: none"> - Regional Protective Services Commission - Equitable Representation with County weighted as oversight
Implementation	Easiest	Complex	Moderate	Challenging
Cost to adopt	Low	Moderate	Moderate	Highest
Benefits	<ul style="list-style-type: none"> - Coordination at operational level - Functioning resource coverage into County areas 	<ul style="list-style-type: none"> - Improved resource coverage - Defined scope of services - Defined cost sharing model - Structured dispute resolution mechanisms - Moderate realization of economies of scale and scope 	<ul style="list-style-type: none"> - Improved resource coverage - Cross functional strategic direction and alignment - Defined scope of services - Defined cost sharing model - Structured dispute resolution mechanisms - Realization of economies of scale and scope 	<ul style="list-style-type: none"> - Distinct legal status - Natural person powers - Improved resource coverage - Cross functional strategic direction and alignment - Defined scope of services - Defined cost sharing model - Structured dispute resolution mechanisms - Realization of economies of scale and scope
Challenges	<ul style="list-style-type: none"> - Lack of efficient/effective coordination, - duplication, ambiguous costing structures - No service definition, control, costs - Political interference - Administrative challenges 	<ul style="list-style-type: none"> - Decrease of local authority/control - Perception of loss of autonomy and identity - Determination of managing partner - Negotiating defined service levels within the agreement - Administrative and Political support 	<ul style="list-style-type: none"> - Decrease of local authority/control for Villages - Perception of loss of autonomy and identity - Resistance between Town and County on fee for service structure and defined agreement 	<ul style="list-style-type: none"> - Decrease of local authority/control - Perception of loss of autonomy and identity - Resistance with Regional Commission's authority



Key Considerations and Governance Challenges

There are many challenges associated with designing, implementing, and sustaining regional models. Some of the common challenges of delivering shared services and regional models are:

- **Lack of support from leaders:** Without leadership buy-in, both at the political and administrative levels, regionalization efforts are not likely to succeed. If leadership does not support the initiative, it will be difficult to secure the necessary resources and commitment required to make and sustain meaningful change. Lack of support from leadership has limited the extent to which regional models have been successfully implemented with other municipalities examined during this study.
- **Loss of control, perceived loss of control, and changing roles:** Regionalization, by definition, will result in stakeholders losing some facet of control over their operations. Individual departments and managers often believe that they are uniquely positioned to deliver effective critical services to their constituents. Management and front-line staff often perceive that regionalization will result in a reduced level of service. As previously indicated during our interviews with stakeholders, the loss of control or perceived loss of control was identified as a potential roadblock to regionalization.
- **Poor accountability:** Accountability is a major concern among impacted stakeholders, especially with respect to critical services that deal with life-safety issues. Any governance structure, for the services under consideration, needs to clearly delineate the roles and responsibilities of all key stakeholders in the regional model.
- **Extended timeframe for benefits realization:** The benefits associated with regionalization take time to accrue. Research and experience have demonstrated that full benefit realization often takes three to four years to achieve on average. To ensure that the risks associated with critical service delivery are mitigated during the implementation, strong contingency plans need to be developed. The timeframes associated with the realization of benefits should be communicated to stakeholders at the onset of the initiative.



Summary of Observations and Recommendations

The following observations and recommendations have been identified in our analysis and are presented throughout the report. These are arranged in two categories; one regional collaboration, and the other daily operations that affect regional operations. Each one appears in sequence as presented in the report and will have a corresponding page reference on where they can be found.

Category 1: Regional Collaboration Observations and Recommendations

Observation #1: In our opinion, the Provincial rates are not applicable from the perspective that the County provides an annual stand ready fee and owns, or cost shares most of the emergency response fleet.

Reference: Section 3.2.3 Financial Structure Cost Recovery, Page 16

Recommendation #1: Negotiate a more equitable fee schedule

It is recommended that a more equitable fee schedule needs to be negotiated as part of the revisions to the agreement in 2021. The revised fee schedule should be more indicative of the actual costs for Vegreville fire services and the contributions made by the County.

In the event that the Town of Vegreville is not amenable to negotiating a new agreement with a fee schedule that is more representative of actual costs for providing the services to the County, the County of Minburn could establish a stand-alone County Fire Service. In our opinion this is a “no-win” situation for the citizens of the Town and County. Following the initial capital expense of more than \$4,000,000 to construct and equip a fire station, the County could conceivably operate the service for the same amount they are paying the Town currently (average \$177K per-year). Conversely the Town’s Fire Service budget would be reduced by this same amount.

The County could be significantly challenged to maintain an effective POC staff roster from the County’s population that reside near the new fire station and competing with the Town for members. Furthermore, the Town’s response capabilities would need to be reduced due to the loss of funding from the County or the fire service taxation rate would need to be increased. Finally, this represents a duplication of services that will ultimately be more costly for the County and the Town. These separate fire services would be compelled to work together through a mutual or automatic aid agreement for large emergencies or during POC staffing shortfalls.

In our opinion, there is significant incentive for the County and Town to work together and come to agreement that balances the interests of both municipalities and provides an interdependent cost efficient and effective fire service.



Observation #2: There appears to be good bulk purchasing coordination with the departments of Mannville and Innisfree however there is no coordination with the Town of Vegreville for purchasing of equipment.

Reference: Section 3.2.3 Financial Structure Cost Recovery, Page 16

Recommendation #2: Establish bulk purchasing arrangement with Town of Vegreville

It is recommended that the County Fire Chief establishes bulk purchasing arrangement with the Town of Vegreville to take advantage of the economies of scale with common equipment purchases.

Observation #3: The recruitment of new POC firefighters is difficult and labour intensive for any volunteer department. There is no indication that the recruitment drives are coordinated between the three fire departments within the County of Minburn. Considering that the pool of potential new firefighters would come from the immediate area of each fire station, a coordinated approach to recruiting would reduce duplication of efforts by each fire service.

Reference: Section 3.2.3 Financial Structure Cost Recovery, Page 16

Recommendation #3: Centralized or joint recruitment

It is recommended that the three municipalities conduct centralized or joint recruitment processes to reduce a duplication by each fire service.

Observation #4: There have been limited opportunities for each of the fire departments' members to train together, whether it is fire suppression related or other emergency work such as motor vehicle incidents (MVIS). It is common that these firefighters are finding themselves working side-by-side in emergency situations, where consistent training and protocols would serve to provide enhanced safety and efficiency.

Reference: Section 3.2.3 Financial Structure Cost Recovery, Page 16

Recommendation #4: Implement joint training and base level standards

It is recommended that the County working with the three municipalities develop operational protocols and a minimum base level training program as the County of Minburn Fire Service Operations Manual. On a recurring basis, the County would conduct a training weekend event that the POCs from each department can conduct inclusive training sessions.



Observation #5: The Alberta Safety Codes Fire Discipline QMP (fire inspections, investigations, and public education) could be easily integrated and delivered in a regional or centralized service model.

Reference: Section 3.4.6 Fire Inspections, Investigation, Public Education, and Safety Codes Fire Discipline QMP, Page 33

Recommendation #5: Integrate all QMPs into a centralized QMP and safety codes program

It is recommended that the County and municipal partners work together to develop and submit a joint accreditation application and quality management plan in the Fire Discipline to deliver the requirements as a regionalized service. This would also leverage additional regional opportunities to upgrade the Group A SCOs’ training to higher levels of certification with the Safety Codes Council. Behr has the qualified resources to assist in this process if desired.

Observation #6: The Town of Vegreville has an extensive inventory of SOPs/SOGs for their fire department. Innisfree has a smaller inventory of SOPs/SOGs, and Mannville has a minimal inventory. Each of these fire departments are in the process of updating and/or developing SOPs and SOGs. It would be both efficient and effective to develop common SOPs and SOGs where applicable.

Reference: Section 3.5 Standard Operating Guidelines and Procedures, Page 34

Recommendation #6: Develop common operational guidelines

As previously recommended the County working with the three municipalities develop operational protocols and guidelines as the County of Minburn Fire Service Operations Manual. These SOGs/SOPS would be for common or typical responses within the County as where two or more fire services jointly respond (mutual aid).

Observation #7: The County of Minburn uses East Central 911 for their dispatching, and the Town of Vegreville uses E911 services from Strathcona County. The use of two separate dispatch centers would appear to facilitate delays, duplication, and other inefficiencies of response to the County.

Reference: Section 3.6 Dispatch Services, Page 35

Recommendation #7: Centralize fire dispatch services

Should the County and municipal partners proceed with a regional governance structure the integration of the dispatch services is recommended to enhance interoperability and cost efficiencies.



Observation #8: The County of Minburn municipal partners maintain very basic records of activity for their respective services. These records could be expanded to include additional information from each response that is captured by their dispatch service. The suggested benchmarks provide the data to analysis emergency response capabilities. This is deemed essential to ensure a safe and effective level of fire protection is being delivered to all areas within the County.

Reference: Section 4.1.1 Historical Response Data, Page 38

Recommendation #8: Develop consistent and coordinated benchmark data for emergency response services

It is recommended the County and municipal partners develop a consistent template of records management for statistical analysis of demands and performance. This information should be coordinated at a regional level as part of the recommended SOC policy.

Observation #9: Based upon the consultations with the Steering Committee and key stakeholders , a review of the relevant data and current agreements, the benefits and challenges with a regionalization initiative and experiences of other communities, it is our opinion that Option C and Partial Regionalization is the preferred approach for Minburn County and the partner municipalities. Of all the options identified in this analysis Option C and partial regionalization has the greatest potential for success.

Reference: Section 5.7 Comparative Analysis, Page 67

Recommendation #9: The County of Minburn and municipal partners initiate a broad consultation and communication process with the view to transitioning to a partial regionalization governance structure

It is recommended that the County and municipal partners undertake a comprehensive consultation and communication process to confirm if there is sufficient incentive amongst the key stakeholders at the operational, administrative and political levels to embark upon the implementation of the partial regionalization identified in this analysis. As previously indicated, there is no ideal or ‘one size fits all’ governance model, only that which makes the most sense given what activities are involved and the circumstances under which they must be carried out: governance must be aligned with context.

It is further recommended that if the decision is made to implement Option C and Partial Regionalization, the County would need to increase the staffing levels for the fire service administration and management functions. A Deputy Chief of Operations and Training along with a Financial/Administrative Assistant is suggested. The estimated costs for these positions are approximately \$100k and \$65k, respectively.

It is important to note that if the agreement renewal negotiations with the Town of Vegreville results in a more efficient fee schedule, and the regionalization of the Villages into the County occurs, cost savings should be realized so that the positions are cost neutral.



Category 2: Fire Department Operations Observations and Recommendations

Observation #10: The County and municipal partners have not established a standard of cover policy that provides a comprehensive series of benchmarks that define an affordable, acceptable, and appropriate level of service for all response areas in the County. This is particularly important for the County given their resource contributions to the municipal partners’ fire services.

Reference: Section 3.2.2 Standard of Cover, Page 15

Recommendation #10: Undertake a comprehensive risk analysis of all response areas and develop a standard of cover to effectively manage risks

The SOC is used to establish performance benchmarks for existing levels of service, providing opportunities for continuous improvement at the same time. This would also provide a well-articulated description of services to be provided to the various response areas with the full understanding and endorsement of elected officials.

The benefits of completing a SOC will ensure that the County, Town and Villages have a clear understanding of the scope of overall risk for the community while enabling them to identify the resources and response capabilities necessary to adequately address those risks. The SOC will further ensure that all fire services have a safe and effective response force for all emergencies including fire suppression, emergency medical services and specialized response situations. The SOC can be included as part the formal agreements between the County, Town, and Villages.

Observation #11: The County and municipal partners have not collected response data to include the effective response force (ERF) staffing levels. Further, the core services provided by the fire services has not included a critical task to ensure that any emergency response activities are safely conducted.

Reference: Section 4.1.2.1 Critical Task Analysis, Page 42

Recommendation #11: Complete an ERF analysis and establish response criteria based upon a critical task analysis

It is recommended that the County and municipal partners work together and develop the previously recommend SOC and include ERF protocols based upon a critical task analysis.



Observation #12: There are several agreements that are over 10 years old since enactment. It is also understood that the Town of Vegreville Fire and Emergency Services Agreement expires on December 31, 2021.

Reference: Section 5.5.1 Option A: Independent Fire Departments (Status quo), Page 57

Recommendation #12: Conduct a complete review of all agreements that are over five years old

It is recommended that the County of Minburn complete a review of all agreements that are five years and older since enactment. While this cyclical review and updating of agreements is not a legislated requirement it is a standard practice amongst municipalities.



Conclusion

This review was completed to assist the County of Minburn and the municipal partners of the Town of Vegreville, Village of Innisfree and Village of Mannville in evaluating their current fire services and establishing a long-term strategy to provide efficient and effective fire, rescue and emergency services for their community.

Behr analyzed several factors to determine the effectiveness and efficiency of the fire services within the County. We evaluated the operational and administrative aspects of each department, as well as the respective community's profile, risk factors, core services and programs, training, recruitment, and retention of paid-on-call (volunteer staff), facilities and major equipment. Additionally, we evaluated the agreements and relationships with the County and municipal partners. The emergency response data from the Town and Villages fire services was assessed with a focus on the current capabilities and alignment with the existing risk factors and levels of demand. Fire Chief Fundytus has provided exceptional leadership and enhanced interoperability at the operational level.

There are several observations and recommendations in this review that need to be considered by all four municipalities to improve operational effectiveness and efficiencies. Key among the 12 proposed recommendations is the establishment of a standards of cover policy, an enhanced fee schedule for the County agreements, bulk purchasing procedures, centralized recruitment of POCs, joint training and base level standards, centralized safety codes program, common operational guidelines, and centralized dispatch services and response benchmarks

The key constructs of merging or regionalization were assessed comparatively with the collection of the qualitative and quantitative data provided by the County and partner municipalities. The outcome of this was four options to aid the steering committee and key stakeholders with the necessary information to make decisions regarding the viability of a regionalized governance structure for the County and municipal partners fire services. The following four options of governance for a regional fire service to be considered by the Steering Committee:

- Option A: Independent Fire Departments
- Option B: One Formal Regional Agreement
- Option C: Partial Regionalization
- Option D: Regional Commission

Regionalization of shared services amongst municipalities can be very complex endeavors and must be carefully consulted, planned, communicated, and implemented to achieve anticipated cost avoidance and enhanced service levels. Based upon the consultations with the Steering Committee and key stakeholders, a review of the relevant data and current agreements, the benefits and challenges with a regionalization initiative and experiences of other communities, it is our opinion that Option C: Partial Regionalization is the preferred approach for the County of Minburn and the partner municipalities. Of all the options identified in this analysis, Option C has the greatest potential for success. This is based upon the finding the right framework analysis conducted in Section 5.5, pages 56 to 63 in this report.



SECTION 1 INTRODUCTION

1.1 Project Background and Significance

The County of Minburn, the Town of Vegreville and the Villages of Innisfree and Manville have chosen to participate in a study to explore the feasibility of a regional fire service. The purpose of this study was to identify opportunities that achieve a more collaborative, streamlined, effective, efficient, and fiscally responsible regional fire service model.

In doing so, our team researched, conducted a workshop and several interviews, and provided recommendations and options for a model that we feel would have positive impacts on governance, budget, operations, administration, and other pertinent factors. The outcomes are based on in-depth analyses of operations and services provided to the communities using applicable legislation, and industry ‘leading practices’ and standards.

The results of this study will provide a point of reference upon which future decisions and priorities can be evaluated and implemented by identifying priorities, risks, challenges and opportunities for the improvement of the delivery of emergency services to the communities, businesses and public.

Note: *This study conforms to the Province of Alberta’s Modernized Municipal Government Act. The results identified in this document do not guarantee commitment to formally regionalize by the participating communities.*

1.2 Project Scope

We completed the following tasks to arrive at our observations and recommendations:

- a) Reviewed existing means of delivery of fire services
- b) Consulted with the participating community partners’ fire services to understand how fire services are currently delivered
- c) Evaluated existing efficiencies and identify potential enhancements through a regional fire service structure
- d) Consulted each Chief Administrative Officer and Fire Chief to understand administratively and operationally what is working and what the challenges are in the current delivery of fire and emergency services
- e) Consulted elected officials of each municipality to understand their perspective on fire services, so that opportunities, challenges, and alternatives can be identified
- f) Discussed the needs, opportunities, and concerns with a view to identify the requirements for streamlined and effective services for residents and safety of emergency responders, financial efficiencies, proper infrastructure, and fair compensation for emergency responders, etc.
- g) Considered the population and activity within the municipalities and areas of jurisdiction



over the next 10 – 20 years, and the potential impact to service delivery and operations of the fire departments

- h) Reviewed all areas including staffing, station locations, vehicles, and large apparatus (new and replacement cycles), vehicle and apparatus maintenance, other equipment, administration, and training
- i) Provided recommendations, approximate financial implications, implementation plans and timelines

1.2.1 Review Process

Our activities covered an assessment of available services, providing long-term and sustainable recommendations for emergency response resources in harmony with community needs. Additionally, through stakeholder interviews, site visits, research using available data and benchmark information, we analyzed the services currently provided by the County of Minburn and the partner municipalities, both legislated and voluntary, as well as assessed their overall participation within the generalized provision of public safety in the community.

In our study, we conducted a comprehensive review and gap analysis to address the following areas:

- Service levels and operational staffing models
- Resource location
- Implementation strategies and timelines
- Community risks
- Current legislation, bylaws, and recognized industry standards
- Fire apparatus and emergency response equipment condition, capability, and replacement criteria
- Standard operating guidelines, procedures, and policies
- Response times
- Mutual aid and fee for service agreements
- Training

1.2.2 Consultative Process and Workshop

Consultation and formal interviews were conducted with representatives from the County of Minburn, Town of Vegreville, Village of Innisfree and Village of Mannville. We also conducted a facilitated workshop with members from each community. The goal of the workshop was to present an overview of the project and its objectives and to gauge the interest from the participating communities on the interest of regionalizing. Further the workshop allowed the participants with the opportunity to provide input into “what’s working”, “what’s not working”, and any current or perceived challenges to the evolution of the services for the partner communities.



Table 1: Targeted Interview List

No.	Name	Job Title	Community
1	Roger Konieczny	Reeve	County of Minburn
2	Mike Fundytus	Director of Protective Services	County of Minburn
3	Brent Williams	CAO	County of Minburn
4	Jason Warawa	Chief Financial Officer	County of Minburn
5	Tim McPhee	Mayor	Town of Vegreville
6	Cliff Craig	CAO	Town of Vegreville
7	Phil Rowe	Community Services Director	Town of Vegreville
8	Chris Jardine	Fire Chief	Town of Vegreville
9	Rex Smith	Mayor	Village of Mannville
10	Jody Quickstad	CAO	Village of Mannville
11	Jennifer Hodel	Assistant CAO	Village of Mannville
12	Eldon Kostynuck	Fire Chief	Village of Innisfree
13	Dean Gadke	Fire Captain	Village of Mannville

1.2.3 Standards and References

The following references and standards were considered during the study and developing recommendations:

- Alberta Building Code and Fire Codes
- Alberta Safety Codes Act
- Alberta Emergency Health Services Act
- Alberta Emergency Management Act
- Alberta Government Emergency Management Regulation
- Alberta Occupational Health and Safety Act
- Municipal Government Act and Inter-municipal Collaboration Framework Regulation
- National Fire Protection Association’s (NFPA) Standards and Guidelines
- National Building and Fire Codes

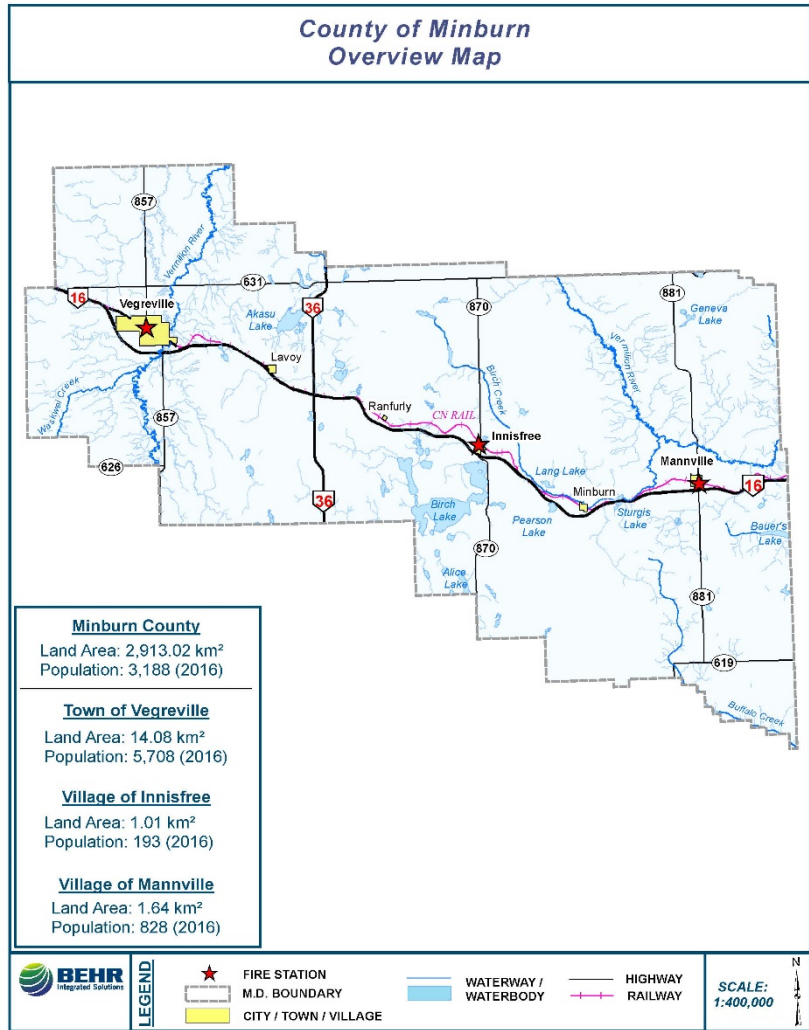
SECTION 2 COMMUNITY PROFILE AND RISK OVERVIEW

2.1 Community Profile

Map 1: Regional Fire Service Feasibility Study - Study Area

The County of Minburn and its partner communities - the Town of Vegreville, Village of Mannville and Village of Innisfree, along with the hamlets of Lavoy, Minburn and Ranfurly, are located in east central Alberta between 100 to 180 kms east of Edmonton, straddling the Yellowhead Trans-Canada Highway (Alberta 16) and the Veteran’s Memorial Highway (Alberta 36).

The total land area covers approximately 2930 km² and according to the 2016 Canadian Census, contains a total urban and rural population of 9,917 (Statistics Canada, 2017)¹. The County is located within the central Parkland region of Alberta, primarily existing as cultivated cropland with some areas of mixed woodland. The County has a few larger lakes and is dotted with numerous smaller bodies of water. There are no major waterways flowing through the County.



The entire area has a diverse economy including mixed agriculture, agricultural research and manufacturing, railway, tourism, recreation and oil and gas activities.

¹ Statistics Canada. 2017. Minburn County No. 27, MD [Census subdivision], Alberta and Alberta [Province] (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017.



Highway 16 transects the County of Minburn from east to west in a west-northwesterly direction and links all the towns, villages, and hamlets within the area. Highway 36 runs in a north-south direction through the middle of the County just west of Ranfurly.

Along with a network of Alberta Secondary Highways (running north/south #857, #870, #881 and running west/east #619, #626, #631) a developed network of paved, oiled and gravel municipal roads provide easy passage throughout the community and generally provides easy access for emergency services.

CN Rail’s Vegreville subdivision also runs through the town, villages and hamlets following the same general path as the Yellowhead Highway.

2.1.1 County of Minburn

The County of Minburn is strategically located in Alberta with Highway 16 running east and west and Highway 36 running north and south. Given its location, the County is a center for road, railway, and regional air transportation services. There are industrial areas, research parks, and prime downtown office space located within the County and its partners, making Minburn a prime business development opportunity.

Of the County’s 694,304 acres, 75% is cultivated land. Wheat, canola, barley, and oats are the major commodities while the cultivation of “newer” crops including pulses and fibres continues to grow. The farming community represents a skilled and hard-working labour force with additional expertise in research, assembly line work, welding, and metal fabrication. The County is also a highly productive livestock area with most operations being low intensity in nature.

The County of Minburn’s administrative offices are in Vegreville, the largest urban municipality and the regional shopping and service hub within the County. InnoTech Alberta conducts agricultural research in the County and Town on crop production, aquaculture, environmental impacts and the enhanced application of crops and byproducts.

Shallow low-pressure natural gas lies underneath most of the County, and there is a large heavy oil field with over 400 wells located in the southeast area. Oil and gas and pipeline development have increased recently but expectation of that trend continuing has seemingly been put on hold given current market and national/international political considerations.

In the 2016 Canada Census, the County of Minburn No. 27 recorded a population of 3,188 living in 1,184 of its 1,380 total private dwellings, a 5.8% decrease change from its 2011 population of 3,383. With a land area of 2,913.02 km², it had a population density of 1.1/km² in 2016²³.

² Statistics Canada. 2017. Minburn County No. 27, MD [Census subdivision], Alberta and Alberta [Province] (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017.

³ https://en.wikipedia.org/wiki/County_of_Minburn_No._27

2.1.2 Town of Vegreville

In general, the commercial and agricultural base of Vegreville remains strong. Innotech, an agricultural research firm, is active in Vegreville and the surrounding region. However, the closure of the Federal Immigration Processing Centre in 2018 and the current reduction of oil & gas activity has had a negative impact on the local and regional economy.

In the 2016 Canada Census, the Town of Vegreville recorded a population of 5,708 living in 2,429 of its 2,734 total private dwellings, a 0.2% decrease change from its 2011 population of 5,717. With a land area of 14.08 km², it had a population density of 405.4/km² in 2016.

Vegreville is located approximately 100 kms east of Edmonton city centre along Highway 16. The Highway skirts the south side of the town while CN's secondary main rail line and Highway 16A pass through the centre of town⁵.

Map 2: Town of Vegreville⁴

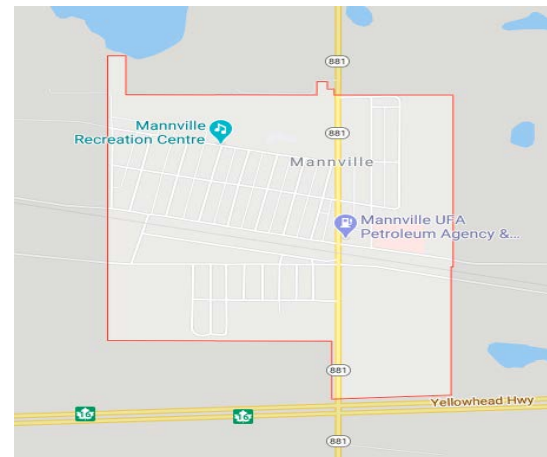


2.1.3 Village of Mannville

Manville is located approximately 170 kms east of Edmonton city centre along Highway 16, which bypasses the village. Highway 881 and the CN secondary main rail line run through the village.

In the 2016 Canada Census, the village of Mannville recorded a population of 828 living in 341 of its 377 total private dwellings, a 3.1% change increase from its 2011 population of 803. With a land area of 1.64 km², it had a population density of 504.6/km² in 2016⁶.

Map 3: Village of Mannville⁵



⁴ Google Maps. 2020. As retrieved from <https://www.google.com/maps/place/Vegreville,+AB/@53.4977893,-112.1014273,13z/data=!3m1!4b1!4m5!3m4!1s0x53a09c46f669a723:0xe411b3727f789924!8m2!3d53.4940748!4d-112.0538583> on August 5, 2020.

⁵ Google Maps. 2020. As retrieved from <https://www.google.com/maps/place/Mannville,+AB+T0B+2W0/@53.336611,-111.1848158,14.59z/data=!4m5!3m4!1s0x530a1de68e427625:0x48b50a5f17ec1c18!8m2!3d53.3402291!4d-111.175448> on August 5, 2020.

⁶ <https://regionaldashboard.alberta.ca/region/mannville/#/>

2.1.4 Village of Innisfree

Innisfree is located approximately 144 kms east of Edmonton city centre along Highway 16, which skirts the south end of the village. Highway 870 and the CN secondary main rail line travel through the village.

In the 2016 Canada Census, the village of Innisfree recorded a population of 193 living in 96 of its 126 total private dwellings, a 12.3% decrease change from its 2011 population of 220. With a land area of 1.01 km², it had a population density of 191.1/km² in 2016⁸.

Map 4: Village of Innisfree⁷



2.2 Fire Department History

Within the County of Minburn, there are three fire departments which provide emergency response services within their urban community, and under separate agreements, to the County for emergencies within the County boundaries. These fire departments are described further in the Section 3 of this report. A brief history of the evolution of the fire services in the study area is provided below.

It is important to note that while the fire departments within the town and villages have a long history of providing protection within their municipal boundaries, their provision of formal fire suppression services in the rural areas was a relatively recent undertaking, provided by a fire protection cooperative in some manner, and in some locations, starting in the mid-1970s.

The first of these co-ops was the Vegreville Rural Fire Protection Association (Coop) that essentially served the west end of the County and some subscribers outside the County. This was a membership driven non-municipal entity to which the Vegreville Fire Department provided the person power and housed apparatus, while the Coop provided the rolling equipment and operating funds. As with many rural areas the equipment was aimed at supplying water for exposure protection and grass/crop fires with two single-axle water trucks with power-take-off (PTO) driven water transfer pumps. In the 1990s, this was supplemented with an older fire engine

⁷ Google Maps. 2020. As retrieved from <https://www.google.com/maps/place/Innisfree,+AB+T0B+2G0/@53.3770646,-111.5342839,15z/data=!3m1!4b1!4m5!3m4!1s0x530a0fb0a531aab5:0x803dd6f312d8e5a3!8m2!3d53.3815677!4d-111.5297166>

on August 5, 2020

⁸ <https://regionaldashboard.alberta.ca/region/innisfree/#/>



that could generate water flows and pressures to support foam application and more advanced firefighting tactics.

The second Coop was the Innisfree and Mannville Fire Protection Coop formed in the early 1990s with a board representing residents of the eastern portion of the county. Through agreements this Coop funded an engine and tender for both Innisfree and Mannville, and later a rescue unit for Mannville. Each village also retained their municipal fire engines. The Coop equipment went to rural calls and was permitted to be used for village calls under the agreement. The village engines were required to stay within each village. Prior to the establishment of this Coop the village fire departments did not officially respond into the rural area.

There is no evidence that the County had any involvement in either cooperatives' operations or funding although they may have billed non-members on behalf of the Coops to utilize the tax recovery provisions of the Municipal Government Act.

In the early 2000s, a review of both cooperatives was done by the County. The review resulted in the County assuming a direct role in the administration of fire protection on behalf of all their ratepayers and residents. It also resulted in the winding down of the Coops, although some of the organizational names continued to be used for a period to describe operational areas. This change also resulted in the creation of the County Fire Chief position who is an employee of the County.

At the time of this transition the County entered into its initial fire protection agreements with the Town and Villages which appear to be the basis for the agreements currently in place today. These agreements vary in the manner with which matters such as capital and loose equipment purchases, ownership, insurance, staffing, training, as well as how responses and the associated costs are managed.

Currently, the County of Minburn's fire service, under separate and differing agreements with the Town and Villages, identifies that each fire department covers a specified area in the County and provides the trained firefighters. The County Fire Chief administers the agreements and the County's fire service budget. Most of the fire apparatus is jointly funded by the County and the Town or Villages as per the agreements, sometimes with provincial government assistance. Some equipment has been solely funded by the Town as is the case of the Command Unit, Engine 1, and Rescue Unit in Vegreville.

In addition, each agreement has a "Standby Ready Fee" which appears to be understood/interpreted and utilized in a different manner by each fire department. The agreements also lack clarity on how calls for response to incidents on primary and secondary highways are managed and billed to Alberta Transportation or insurance companies, by whom, and how any generated revenue is to be managed and allocated.

The agreements also do not seem to provide any direction on number and types of units and staff that are to respond to an emergency call. This seems to be exacerbated by the Alberta Transportation reimbursement system where an hourly rate per unit (\$630/hr./engine or rescue \$185/hr./ command vehicle etc.) is paid to cover all vehicle and staff costs. Across Alberta many



fire departments send multiple vehicles, usually in good faith and to protect staff, but wind up in lengthy discussions with Alberta Transportation about reimbursement and purpose for all these units.

This “reimbursement for everything sent” seems to have crept into many fire department’s practices as they seek to maximize revenues for operations. An increased level of policy direction, along with additional transparency and accountability would be beneficial to all fire services in the area and their stakeholders.

2.3 Community Risk Overview

An all-hazards and vulnerability risk analysis is not part of the scope of work for this report. The following risks are identified as having the potential to challenge fire department response capacity or capability:

2.3.1 Multiple Transportation Corridors

As noted previously the County of Minburn, Vegreville, Innisfree and Manville are located on, or adjacent to, portions of Alberta’s major road and rail transportation infrastructure. A plethora of products are transported on these transportation links including agricultural and forestry commodities, consumer goods, flammable and combustible liquids/gases, and other dangerous goods.

The possibility of an incident involving dangerous goods being transported is likely the risk scenario with the highest degree of probability and potential consequence in the minds of residents and responders alike. The concern over transportation of dangerous goods is heightened when these materials travel through the urban areas, particularly by rail given the quantity of goods potentially involved in an incident.

2.3.1.1 Rail (CN Western Canada Secondary Main Line – Vegreville Subdivision)

While the frequency of significant incidents on the rail line is low in comparison to the volume of goods transported on the rail line, the potential for severe consequences has been witnessed on several occasions across Western Canada in recent years. This risk should be a planning consideration for municipalities and their fire departments for both response and future infrastructure.

When incidents do occur on the rail line outside of urban areas, the likelihood of an event increases due to train speed and uncontrolled crossings; however, the risk to life safety is significantly decreased in comparison to an incident which might occur in a more highly populated urban area (town, villages, hamlets). The proximity of fire stations to the rail line creates an additional concern which should guide future planning as well.

Transloading facilities (pipeline/storage or truck to train), especially for crude oil and petroleum gases, are generally known, permanent, and stationary, and therefore not considered a transportation risk.



The other rail line created risk is the possibility of trains blocking road crossings at the time of an emergency response, which requires ongoing planning and the development of alternate procedures.

2.3.1.2 Roadway

With the twinning of the Yellowhead Trans-Canada Highway (Alberta 16) in the 1990s and the completion of the Vegreville by-pass, the probability of significant incidents in this corridor is significantly reduced. Single vehicle incidents remain a concern but are generally considered low consequence unless involving a high number of victims. Some events will involve dangerous goods, but the consequence of this type of event would be determined by the event's proximity to urban development.

Highway 36 and the secondary highways, although carrying a lower volume of traffic at lower speed, create a higher level of risk due to the increased likelihood of head on collisions because of narrower roadways, frequent access points and often reduced sightlines. These roadways also have a mixture of commercial, agriculture, oilfield, and personal travel, with variable speed and width scenarios, creating additional risks.

Motor vehicle collisions/ incidents form a significant proportion of the responses within the County by Vegreville and Manville Fire Departments.

2.3.2 First Medical Response

While varying by year and location, calls to provide medical assistance is one the most frequent events for all three fire departments, particularly on a relative basis for Innisfree.

2.3.3 Stationary Dangerous Goods

Dangerous goods stored and utilized within the response areas, or demand zones, are generally considered low probability risks to manage as the location, along with product descriptions, quantities and hazard can be determined in advance through pre-planning and inspections. These facilities fall under the guidance of the Safety Codes Act (Chapter S1, R.S.A 2000) and the National Fire Code of Canada 2019 (Alberta Edition).

2.3.3.1 Fertilizer and Agricultural Chemicals

With some exceptions such as ammonium nitrate (34-0-0 as seen in Beirut, Lebanon and West, Texas) and anhydrous ammonia (both of which should involve evacuation planning) the fertilizer storage, blending plants and agrichemical storage companies within the area should pose limited fire and life safety risks. Fertilizer Canada and the Agrichemical Warehousing Standards Association provide codes of practice, audits and training for operators and emergency responders that can be used to understand and mitigate actual hazards and risks.

Facilities may only want fire departments to protect exposures and conduct evacuations when products other than ammonium nitrate are threatened by fire to limit runoff that



may create off-site environmental concerns. This should be discussed by the fire departments with each facility operator in advance.

2.3.3.2 Bulk Storage – Flammable and Combustible Liquids

Commercial storage, delivery and dispensing of fuels, is well regulated under legislation with accredited municipalities and the Alberta Safety Codes Authority having shared jurisdictional oversight of the tanks and operations under the Alberta Fire Code. These requirements may not be as strictly adhered to on farm sites creating the potential for additional risk.

2.3.3.3 Natural Gas Storage

The underground storage of natural gas in caverns occurs in the northwest portion of the County in the Warwick area. The storage itself poses little risk and falls under the control of the Alberta Energy Regulator, and or, the National Energy Board. The abundance of above and underground pipelines associated with the oil and gas industry throughout the County, however, deserves consideration by fire departments who may be called upon to respond to fires, ruptures, and leaks in this equipment. In these events, exposure protection and evacuation may be all that the operator or regulator prefers as response support, as they isolate and depressurize the associated pipelines.

2.3.3.4 Transloading

With shortages in inter-provincial and international crude oil pipeline capacity, the practice of loading crude oil from regional pipelines, storage or trucks into rail tanker cars has increased in recent years. These facilities, regulated by senior levels of government, do create a potential concern for fire departments who should include them, and the relevant contact information, in their pre-planning considerations.

2.3.4 Wildland Urban Interface

Wildland and grassland fires are most frequently dealt with by fire departments serving forested and rural agricultural areas. Given the call information provided, and the types and numbers of fire apparatus available, these fires are usually the impetus for provision of rural fire protection. They are high in the awareness and planning efforts of all partners in this study. Continuing efforts to coordinate and collectively educate fire department members, farmers and public works staff should be formalized so that these three resources can work together effectively and safely during these incidents.

Additional efforts towards farm site/structure/facility protection via the FireSmart program is suggested as a focus that will be of preventative benefit in reducing the frequency of these events. Efforts to encourage regular maintenance of fire extinguishers and related items on farming equipment, and training in their usage, may also create significant reduction in the number and size of these fires.



2.3.5 Structure Fires and Vulnerable Occupants

With an aging population the number of senior citizens living in apartments, supportive living and their own homes will continue to rise. Given that this population, and those with special needs generally will have a reduced ability to self-evacuate from their spaces in the event of a fire, proactive efforts in prevention and education could be of value. The Remembering When Program available through the National Fire Protection Association is specifically tailored for fire and fall prevention in this age group.

2.3.6 Limitations of the Paid-on-Call Staffing Model

All the fire services in the County of Minburn operates with a paid-on-call staffing model. While very efficient, these models are not without challenges. The number of firefighters responding to emergencies can be unpredictable. Training commitments can conflict with personal commitments making it difficult to maintain required competencies. Turnover of POC firefighters can be high and persistent, increasing recruitment and training costs. Recruitment can be a challenge. Finally, fewer POC firefighters can maintain long-term commitments which limits the number of senior staff with experience and leadership skills.

The number of fire department members, both in total and the number who are actively training and responding, and their relative ages, is a concern in every volunteer/paid-on-call fire department in Alberta. In the study area this is most apparent in Mannville where the small number of volunteers and the relatively high call volume appears to be reaching a point that the sustainability of an effective response force may be in jeopardy.

In addition to ongoing recruitment, a County-wide, coordinated, and collaborative formalized training program, openly available to all members and recruits of all three fire departments should be a strong consideration for retention and provision of minimum competency and service levels.

2.3.7 Administration

While the Vegreville Fire Department does have full time administrative staff to supplement a part-time fire chief, the other fire departments rely on the responders to also fulfill most of the administrative duties. While some of this is now being moved to an electronic system, which helps in record keeping, it does not diminish the time required for input in a meaningful manner.

This deficiency tends to result in inadequate records and reports and creates a liability for each fire department and municipality in the areas of workplace health and safety. In addition, a good portion of the required health and safety program for fire service is specific to activities that are not undertaken by other work groups and not as clearly outlined in legislation and regulation as more common place activities.

This administrative stress could be reduced by the broad provision of regional administrative support and occupational health and safety (OH&S) oversight to backstop fire departments and their electronic records management systems.



SECTION 3 DEPARTMENT PROFILE, CORE SERVICE SUMMARY, ASSETS AND FACILITIES

3.1 Department Profile and Core Services

The Vegreville Fire Department, Mannville Fire Department and Innisfree Fire Department provide critical emergency response services within their boundary and respond to areas within the County of Minburn. As previously indicated, the primary categories of calls include:

- Structure fires
- Pre-hospital care/medical calls
- Wildland fires
- Rescue (confined space, low angle, water, ice, back country)
- Motor vehicle collision (MVC)
- Hazmat (dangerous goods)
- Mutual aid
- False alarms
- Inspections and investigations
- Public education
- Public assistance
- Other (i.e. explosions, ruptures, standbys, smoke odors, police assist, etc.)

Each of the three fire departments serving the County of Minburn rely POC firefighters to respond when requested for service.

- The Town of Vegreville currently has 34 POC firefighters, supported by a part-time fire chief and one full time administrative assistant
- The Village of Mannville currently has 17 POC firefighters, including a POC fire chief
- The Village of Innisfree currently has 14 POC firefighters, including a POC fire chief

The County of Minburn employs one full-time fire chief who is responsible for the fire services within County areas and is a designated Safety Codes Officer for all four municipalities in the County.

The following table provides an overview of current staff and equipment of the three fire departments within the County of Minburn:



Table 2: Fire Department Overview

Department	Staffing
County of Minburn	- 1 Fire Chief - .5 FTE Admin. support
Town of Vegreville	- 1 Fire Chief - 34 POC FFs - 1 FTE Admin. support
Village of Innisfree	- 1 Fire Chief - 14 POC FFs
Village of Mannville	- 1 Fire Chief - 17 POC FFs - 1 PT Admin. support

3.2 County and Municipal Partners Fire Service Management

Effective and efficient leadership and management are needed to guide an organization towards success. In the case of regionalization, this may require a shift from the historical approach of maintaining current systems to a focus on building synergies to create a service that is more responsive and sustainable, not only between the communities, but amongst multiple individuals as well.

While the cost/benefits to regionalizing services may seem obvious, accomplishing this would require some finesse. Throughout this report, Behr will identify several areas where the County and the partner municipalities may better collaborate within the fire services. These collaborations can exist through formal agreements, informal agreements, or practices.

Examples include:

- Updated initial response zones
- Agreement on a single emergency dispatch provider
- Emergency vehicle specifications/maintenance/life cycle replacement and procurement
- Coordinated purchasing of major capital and other equipment
- Joint recruitment initiatives
- Joint firefighter training and base level standards
- Fire safety codes: Integrated Quality Management Plan (QMP)
- Common standard operational policies (SOPs) and guidelines (SOGs) including incident command protocols
- AFRRCS digital emergency radio communications system
- Mutual and automatic aid agreements

The three fire departments within the County of Minburn have worked together through formal agreements to ensure all citizens and properties within the County have access to fire response



services. Each department reciprocates by providing the emergency response personnel (firefighters), equipment, and facilities necessary for the County to provide services to the rural areas. The County provides the largest financial contribution to the fire services through capital purchases, stand ready fees, and fee for services into the rural areas.

It is important for the County and municipal partners to ensure their fire service performance is aligned with known industry ‘best practices’, recognized codes and standards such as Alberta’s Limiting Distance and Fire Department Response for new developments, NFPA, and other accrediting bodies such as the Commission on Fire Accreditation International (CFAI). They must also compare themselves with other emergency service departments to establish goals and benchmarks such as those included in Section 4 this report.

3.2.1 Fire Service Agreements and Service Levels

There are two agreements that have been enacted to provide fire protection throughout the County; the Fire and Emergency Services Agreement between the Town of Vegreville and the County of Minburn, and the Fire Service Agreement between the Villages of Minburn, Mannville, Innisfree and the County. Amongst other provisions, these agreements contain the various fee schedules for stand ready costs, wages, equipment usage and replacement, and emergency vehicle deployments/usage. These agreements do not include service level descriptions, standards, or response performance criteria. A leading practice is the development of a standards of cover policy (SOC). Given the financial contributions that the County provides to the municipal partners it is important that there is clarity regarding service levels and accountability measures in place.

3.2.2 Standard of Cover

The SOC provides:

- An assessment of the County, Town and Villages service environment including risks
- A description of the service delivery model designed to respond to the unique characteristics of each community and response areas, and to manage the risks identified with the resources available through prevention, preparedness, and emergency response
- Emergency response benchmarks and/or performance targets for each fire service
- A basis for evaluating performance that addresses both current and future service demands

The SOC would also incorporate the previously identified community risk factors:

- Multiple transportation corridors
- First medical response
- Stationary dangerous goods
- Wildland/grassland/hay /urban interface
- Structure fire/vulnerable occupants
- Limitations of the paid-on-call staffing model



The County and municipal partners’ fire services response time goals need to reflect a continuous process of examining performance trends, industry standards, and the unique fire and emergency response service needs of the entire County. The SOC will provide benchmarks that will consider risks and demands for service against available resources. This combination of data will define each fire services performance expectations, evaluate performance, identify gaps, and guide service improvements.

An important outcome with establishing an SOC is to obtain each Council’s understanding of the various risk factors and the endorsement of the service levels and response time benchmarks. This provides each Fire Chief with the basis for a business plan and accountability framework that should be measured to balance available resources and levels of service that are affordable, acceptable, and appropriate for the citizens of the county, town and villages.

Observation #1: *The County and municipal partners have not established a standard of cover policy that provides a comprehensive series of benchmarks that define an affordable, acceptable, and appropriate level of service for all response areas in the County. This is particularly important for the County given their resource contributions to the municipal partners’ fire services.*

Recommendation #1: *Undertake a comprehensive risk analysis of all response areas and develop a Standard of Cover to effectively manage risks*

The SOC is used to establish performance benchmarks for existing levels of service, providing opportunities for continuous improvement at the same time. This would also provide a well-articulated description of services to be provided to the various response areas with the full understanding and endorsement of elected officials.

The benefits of completing an SOC will ensure that the County, Town and Villages have a clear understanding of the scope of overall risk for the community while enabling them to identify the resources and response capabilities necessary to adequately address those risks. The SOC will further ensure that all fire services have a safe and effective response force for all emergencies including fire suppression, emergency medical services and specialized response situations. The SOC can be included as part the formal agreements between the County, Town, and Villages.

3.2.3 Financial Structure Cost Recovery

The County provides stand ready fees for the Villages of Manville and Innisfree, which in 2019 was \$44,626 and \$20,730, respectively. Over a three-year period, the Village of Mannville collected an average annual operating cost recovery from the County of \$37,000 in addition to the stand ready fee. Based upon the data provided by the Village of Innisfree, the annual firefighting fees revenue line indicates a three-year average of approximately \$15,000 per year.



In addition, for the need to establish performance standards and accountability measures within the County’s fee for service agreement with the Town of Vegreville. The costing model in the current agreement indicates the County provides a five-year average of \$66,000 per year as a stand ready fee and a five-year average of \$111,000 per year for the Vegreville Fire Department’s responses into County areas. This includes the Alberta Transportation cost reimbursement for MVIs on Provincial Highways. Consumables and third-party changes are reimbursed by the County with a 15% administrative overhead charge.

It is important to note that the costs and service charges in the County’s agreement with Vegreville is based upon Provincial rates. These rates were developed by the Province for the purpose of reimbursing municipalities that deploy their staff, vehicles and equipment for emergencies occurring within Provincial response areas of authority.

Observation #2: *In our opinion, the Provincial rates are not applicable from the perspective that the County provides an annual stand ready fee and owns, or cost shares most of the emergency response fleet.*

Recommendation #2: Negotiate a more equitable fee schedule

It is recommended that a more equitable fee schedule needs to be negotiated as part of the revisions to the agreement in 2021. The revised fee schedule should be more indicative of the actual costs for Vegreville fire services and the contributions made by the County.

In the event that the Town of Vegreville is not amenable to negotiating a new agreement with a fee schedule that is more representative of actual costs for providing the services to the County, the County of Minburn could establish a stand-alone County Fire Service. In our opinion this is a “no-win” situation for the citizens of the Town and County. Following the initial capital expense of more than \$4,000,000 to construct and equip a fire station, the County could conceivably operate the service for the same amount they are paying the Town currently (average \$177K per-year). Conversely the Town’s Fire Service budget would be reduced by this same amount.

The County could be significantly challenged to maintain an effective POC staff roster from the County’s population that reside near the new fire station and competing with the Town for members. Furthermore, the Town’s response capabilities would need to be reduced due to the loss of funding from the County or the fire service taxation rate would need to be increased. Finally, this represents a duplication of services that will ultimately be more costly for the County and the Town. These separate fire services would be compelled to work together through a mutual or automatic aid agreement for large emergencies or during POC staffing shortfalls.

In our opinion, there is significant incentive for the County and Town to work together and come to agreement that balances the interests of both municipalities and provides an interdependent cost efficient and effective fire service.



Observation #3: *There appears to be good bulk purchasing coordination with the departments of Mannville and Innisfree however there is no coordination with the Town of Vegreville for purchasing of equipment.*

Recommendation #3: Establish bulk purchasing arrangement with Town of Vegreville

It is recommended that the County Fire Chief establishes bulk purchasing arrangement with the Town of Vegreville to take advantage of the economies of scale with common equipment purchases.

Observation #4: *The recruitment of new POC firefighters is difficult and labour intensive for any volunteer department. There is no indication that the recruitment drives are coordinated between the three fire departments within the County of Minburn. Considering that the pool of potential new firefighters would come from the immediate area of each fire station, a coordinated approach to recruiting would reduce a duplication of efforts by each fire service.*

Recommendation #4: Centralized or joint recruitment

It is recommended that the 3 municipalities conduct centralized or joint recruitment processes to reduce a duplication by each fire service.

Observation #5: *There have been limited opportunities for each of the fire departments' members to train together, whether it is fire suppression related or other emergency work such as motor vehicle incidents (MVIS). It is common that these firefighters are finding themselves working side-by-side in emergency situations, where consistent training and protocols would serve to provide enhanced safety and efficiency.*

Recommendation #5: Implement joint training and base level standards

It is recommended that the County working with the three municipalities develop operational protocols and a minimum base level training program as the County of Minburn Fire Service Operations Manual. On a recurring basis, the County would conduct a training weekend event that the POCs from each department can conduct inclusive training sessions.

The County and partner municipalities all acknowledged during the consultations that there are cost efficiencies and enhanced operational effectiveness that can be gained through further collaboration.



3.3 Area Assets and Facilities

3.3.1 Fire Stations

Within the County of Minburn, there are three independent fire stations:

- Vegreville Fire Station
- Manville Fire Station
- Innisfree Fire Station

All three communities own their own fire stations, proudly displaying their respective fire department identity. These facilities are operated and maintained by the respective municipality.



Town of Vegreville Fire Station

Address:	5100 – 60 th Street, Vegreville AB		
Use:	Fire & Rescue / Ambulance Response		
Bays:	5 Drive through	Unit Capacity:	10 – 13
Comments:	This station serves as the hub for all apparatus and equipment for Fire and EMS area response. The station also has meeting rooms and lounge/dorm area (for EMS).		





Village of Mannville Fire Station

Address:	4613 – 50 Ave., Mannville, AB		
Use:	Fire & Rescue Hall		
Bays:	3 (non-drive through)	Unit Capacity:	4
Comments:	This station serves as the hub for all apparatus and light-duty units and response personnel.		





Village of Innisfree Fire Station

Address:	4903 51 Street, Mannville AB		
Use:	Fire & Rescue		
Bays:	3 (non-drive thru)	Unit Capacity:	3-4 Units
Comments:	This station serves as the hub for al apparatus and light duty units, and response personnel.		





3.3.2 Fire Apparatus and Response Vehicles

All fire apparatus that are housed and used by the villages is owned 100% by the County of Minburn. The Town of Vegreville through agreement houses and maintains three of the County purchased apparatus, along with one unit that is cost shared. The balance of apparatus utilized by the Town of Vegreville are purchased and maintained by the Town. The County owned apparatus housed in Vegreville are primarily designated for County response, however there is agreement that they can be utilized in the town if needed.

The maintenance, testing, and fuel costs of apparatus for the Villages are 100% funded by the County, with the maintenance conducted by the County Public Works mechanics. Service tests of the pumps and maintenance are outsourced to a 3rd party vendor. The Town of Vegreville provides their own maintenance, testing, and operational needs for the apparatus under their authority.

County of Minburn Vehicle Descriptions	
Unit Number:	239
Ownership	County
Year/Make:	2015
Type:	F150
Pump Capacity	10 GPM 1300 PSI Darley Fast
Tank Capacity:	75 IMP Gallons
Usage:	Command/First Response Pump



Town of Vegreville Vehicle Descriptions	
Unit Number:	71 (Engine 1)
Ownership	Vegreville
Year/Make:	2002 GMC
Type:	Class A Pumper
Pump Capacity	6000 LPM
Tank Capacity:	2275 L (water) 120 L (Foam) Foam Pro System
Usage:	Second-out Engine on all fire emergencies within town boundaries





Town of Vegreville Vehicle Descriptions	
Unit Number:	83 (Engine 3)
Ownership	1/3 County, 2/3 Vegreville
Year/Make:	2007 Sterling
Type:	Class A Pumper
Pump Capacity:	6000 LPM
Tank Capacity:	4550 L (water) 120 L (foam) Foam Pro Class A
Usage:	Primary first-out Engine on all fire emergencies within town boundaries and County SF calls
Unit Number:	102 (Tender 2)
Ownership	County
Year/Make:	2011 Freightliner
Type:	Class A Pump
Pump Capacity:	5000 LPM
Tank Capacity:	3182 L (water)
Usage:	Primary first-out Engine on all fire emergencies within County jurisdiction
Unit Number:	81 (Tender 3)
Ownership	Vegreville
Year/Make:	2001 Freightliner
Type:	Water Tender
Tank Capacity:	Bowie Pump
Pump Capacity:	12,285 L
Usage:	Support tender for structure/vehicle and wildland fires
Unit Number:	116 (Rescue Unit)
Ownership	Vegreville
Year/Make:	Spartan
Type:	Heavy rescue
Pump Capacity:	N/A
Tank Capacity:	N/A
Equipment:	Vehicle extrication tools (hydraulic), hand tools, cribbing, SCBA cascade and traffic control
Usage:	First-out apparatus for MVC's





Town of Vegreville Vehicle Descriptions

Unit Number:	904 (Wildland)
Ownership:	County
Year/Make:	2011 Ford 550
Type:	Rap-Attack/Wildland
Pump Capacity	Honda engine with simple centrifugal pump
Tank Capacity:	910 L with 20 L foam
Equipment:	N/A
Usage:	Support for County Wildland fires, tows Polaris Ranger 6X6



Unit Number:	116 (Tech Rescue)
Ownership:	Vegreville
Year/Make:	2012 Ford E-350
Type:	Ambulance Conversion
Tank Capacity:	N/A
Equipment:	High Angle/Low Angle Rescue Equipment
Usage:	Used for speciality rescue calls



Unit Number:	91 (Command Unit)
Ownership:	Vegreville
Year/Make:	2008 GMC Yukon 2500
Type:	First response Unit
Pump Capacity	N/A
Tank Capacity:	N/A
Equipment:	N/A
Usage:	Primary incident command unit on all emergencies



Unit Number:	483 and 484 (6x6 & Trailer)
Ownership:	Vegreville
Year/Make:	2013 Polaris Ranger 6X6
Type:	Wildland Support
Pump Capacity	Honda motor w/Davey Gear Pump
Tank Capacity:	341 Liters with 20L Foam
Usage:	Wildland Fire and SAR



Town of Vegreville Vehicle Descriptions		
Unit Number:	98 (ERV)	
Ownership:	Vegreville	
Year/Make:	2009 Chevy Tahoe	
Type:	Support Vehicle	
Pump Capacity	N/A	
Tank Capacity:	N/A	
Usage:	Public Relation/Inspection/General Support	
Unit Number:	438 (Support Trailer)	
Ownership:	Vegreville	
Year/Make:	N/A	
Type:	N/A	
Pump Capacity	N/A	
Tank Capacity:	N/A	
Usage:	Currently used for storage	
Unit Number:	510 (Generator Trailer)	
Ownership:	Vegreville	
Year/Make:	2000	
Type:	Portable Generator	
Tank Capacity:	2.9L Deutz Diesel Engine w/54kw generator	
Usage:		
Unit Number:	131 (Rapid Attack)	
Ownership:	County	
Year/Make:	2019 Ford F550	
Type:	Rapid Response/Ultra High-Pressure Pump	
Pump Capacity	36L/min. @ 8,200 kPa 114L/min. @ 7,000 kPa	
Tank Capacity:	1,590 litres and foam system	
Usage:		



Village of Innisfree Vehicle Descriptions

Unit Number:	914
Ownership:	County
Year/Make:	2010
Type:	Freightliner
Pump Capacity:	840 GPM
Tank Capacity:	1000 imp gal / 20 imp gal foam
Usage:	Rescue/Pumper



Unit Number:	915
Ownership:	County
Year/Make:	2006
Type:	Ford F550
Pump Capacity:	Waterous PB-18 w/ Honda engine
Tank Capacity:	250 imp gal / 20 imp gal foam
Usage:	Rescue/Pumper







Unit Number:	919
Ownership:	County
Year/Make:	2015
Type:	Freightliner
Pump Capacity:	420 imp gal Hale
Tank Capacity:	2000 imp gal
Usage:	Water Tanker





Village of Manville Vehicle Descriptions

Unit Number:	912	
Ownership:	County	
Year/Make:	2009	
Type:	Freightliner	
Pump Capacity:	840 imp gal/min	
Tank Capacity:	3000 imp gal / 30 imp gal foam	
Usage:	Pumper/Tender	
Unit Number:	910	
Ownership:	County	
Year/Make:	2006	
Type:	Freightliner	
Pump Capacity:	700 imp gals	
Tank Capacity:	5000 LPM / 1300 LPM	
Usage:	Pumper/Rescue	
Unit Number:	918	
Ownership:	County	
Year/Make:	2015	
Type:	Ford F550	
Pump Capacity:	Waterax BB4 440 PSI 106 GPM	
Tank Capacity:	300 imp gal / 10 imp gal foam	
Equipment:		
Usage:	Rapid Attack Vehicle	
Unit Number:	920 (Rapid Response)	
Ownership:	County	
Year/Make:	2018	
Type:	Ford F550	
Tank Capacity:	Waterax BB4 440 PSI 106 GPM	
Pump Capacity:	300 imp gal / 10 imp gal foam	
Usage:	Rapid Attack Vehicle	

3.3.3 Personal Protective Equipment and Ancillary Firefighting Equipment

The County and Villages of Innisfree and Mannville have a cost sharing agreement for all personal protection equipment (PPE), and ancillary firefighting equipment with the County contributing 2/3 and the Villages contributing 1/3. The Town of Vegreville is solely responsible for their firefighters PPE needs, and 100% funding for ancillary firefighting equipment on apparatus owned by the Town and the County.



The Town of Vegreville and the Village of Mannville each have SCBA bottle filling compressors. The County uses a combination of for their bottle filling, with the Town of Vegreville invoicing a fee for each fill. The Town of Vegreville maintains and fills their own SCBA bottles.

3.4 Core Service Descriptions

The availability of emergency services must be in response to the needs of a perceived and documented risk. Unlike many services, the need is not periodic or inevitable. Many citizens will never have to call on these services, but when the emergency occurs, the expectations are high that the services will provide value for the taxes collected. The following are the detailed descriptions of the core services provided in the County:

3.4.1 Emergency Medical Services

On April 1, 2009, Alberta Health Services (AHS) took over the provision of emergency medical services (EMS) and non-urgent ambulance services for the province of Alberta. At that time, the majority of the communities in Alberta decided to divest its interest in providing these services with the exception of the City of Red Deer, Strathcona County, City of Lethbridge, City of Spruce Grove, City of St. Albert, City of Leduc and the Regional Municipality of Wood Buffalo.

All ambulance services in the County are funded through AHS. Local departments can choose to provide Basic Life Support (BLS), 'medical-assist', medical first responder or no medical response as part of their services, which does not include ambulance transport or administering of drugs. There are five levels of emergency medical responders in Alberta:

- Standard First Aid: This certification is most often provided to laypersons. The training allows the provider to complete some basic assessments and interventions, including obvious trauma, absence of breathing and pulselessness. The medical care provided by this level of certification includes basic bandaging/splinting, choking intervention, and cardiopulmonary resuscitation (CPR).
- Medical First Responder (MFR): This certification is typically provided to first responders who do not require licensing from the Alberta College of Paramedics (ACP). The level of medical care provided includes basic assessment and history taking, injury treatment and a limited range of critical medical interventions. With the appropriate training, first responders can administer first aid treatments such as CPR, bandaging and splinting. Training at this level includes the use of semi-automatic external defibrillators for patients experiencing a cardiac arrest and the delivery of basic medications, such as oxygen therapy.
- Emergency Medical Responder (EMR): Medical providers at this level of certification are required to be licensed by the ACP. This is the entry level of medical provider employed by Alberta Health Services. The medical care provided with this level of training is very similar to the MFR with the addition of limited advanced breathing support.



- Primary Care Paramedic (PCP): The level of medical care by a PCP includes all those provided by EMRs with the addition of specific airway management skills, basic cardiac monitoring, basic pain management and a broader range of medication administration. PCPs are required to be licensed by the ACP.
- Advanced care paramedic (ACP): In Alberta, the highest level of training for paramedics is advanced care. ACPs can perform a range of complex medical assessments and critical interventions such as cardiac monitoring and critical cardiac care, advanced pain management and advanced airway management.

The County of Minburn provides medical first response in support of AHS for the entire district. The service level is maintained at the basic first aid with special skills from Mannville, Innisfree and Vegreville fire departments.

3.4.2 Structural Firefighting

Each of the three fire departments provide the adequate level of structural firefighting for their community, while depending on mutual aid for larger County fire and rescue calls. Deployment standards differ from community to community based on their risk and resources. The recommended SOC should include intervention time segments, equipment, and an effective response force (ERF). ERF refers to the staffing requirements for the first alarm and full alarm response assignments.

The National Fire Protection Agency (NFPA) sets standards for intervention time, and although these are not requirements they are widely accepted as industry best practices. They provide a good standard by which departments can measure their performance and set targets. NFPA Standard 1720: Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments provides a basis to evaluate the service effectiveness. The table below is an excerpt from NFPA Standard 1720 that identifies the recommended minimum staff to respond (ERF) and response time based upon demand zone (fire protection area) and demographics.



Table 3: Staffing and Response Time

Demand Zone	Demographics	Minimum Staff to Respond	Response Time (minutes)	Meets Objective (%)
Urban Area	>1000 people/mi ²	15	9	90
Suburban Area	500-1000 people/mi ²	10	10	80
Rural Area	<500 people/mi ²	6	14	80
Remote Area	Travel distance >8 mi	4	Directly dependent on travel distance	
Special Risks	Determined by AHJ	Determined by AHJ based on risk	AHJ	

- A jurisdiction can have more than one demand zone
- Minimum staffing includes members responding from the AHJs department and automatic aid
- Response time begins upon completion of the dispatch notification and ends at the time interval shown in the table

Table 3. also includes a percentile objective for volunteer services to meet the recommended standards. In the case of urban, suburban, or rural areas, the objective would be to respond to all calls for service 80% of the time within 9, 10 and 14 minutes, respectively.

The demand zone criteria applied to all areas of the County would include suburban for the town and Villages with the remainder being rural and remote.

It is important to note that the NFPA is applied as a leading practice only and is not a requirement. The recommended SOC development would include a County wide risk assessment where the appropriate service levels could be established.

3.4.3 Wildland Firefighting

Wildland urban interface has become an emerging issue in communities where large amounts of vegetation (fuel loads) are present. The County of Minburn has moderate risk for wildland fires given the vast amount of open grasslands and the climate. There is very good interoperability amongst the County and Partner Municipalities in combatting wildland fires. This is a recurring response operation with grassland and brush fires occurring frequently.

Wildland fires often exceed local firefighting resources and require mutual aid from partner municipalities or the province. Maintaining good communication with neighboring communities and partners is vital as larger wildland fires are characterized by their long duration, larger number of firefighters required in controlling them, and their required proximity to the incident. While some are quite dated, the County has several mutual aid agreements as well as an agreement with Alberta Agriculture and Forestry should mutual aid be required.



3.4.4 Hazardous Materials (Haz Mat) Response

Life safety and the environmental protection are the primary objectives of a hazmat or dangerous goods response. Response capabilities should align with service levels defined in the NFPA 472: Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents service level matrix. It essentially requires that departments without advanced hazmat training take only a limited role in hazmat response. The matrix identifies four levels of service:

- The first level involves an ‘awareness’ level of hazardous materials that enables emergency response crews to operate and respond safely. This level entails a primarily defensive response where crews may limit the spread of the leaking materials by diking and damming the flows. It does not involve donning protective suits or conducting decontamination.
- The second level requires a more tactical hazardous materials response capability that involves considerably more technical training and equipment. This level is referred to as an ‘operations’ level, with crews trained to don protective suits, enter the hot zone to stop the flow of the product and establish a decontamination zone for responders and equipment.
- The third level requires an advanced level of training to the ‘technician’ level, where responders are trained to direct hazardous materials events with extensive knowledge in products, vessels, mitigation, and command.
- There is a fourth level that incorporates ‘specialist’ levels that provide responders with specific tactical training (highway response, rail response, etc.). This level requires the technician level as a pre-requisite due to the extensive knowledge involved.

Due to the locations of some of the risk potential, the service level matrix identifies the need for response teams to train to the NFPA 472 Awareness and Operations Levels (first and second level). This is considered a good interim approach until a dedicated dangerous goods (DG) team is required, keeping in mind that there is provincial DG support from the City of Edmonton Fire Rescue Services as well as other urban centres that may be called upon to assist. There are also private DG contractors that may be called upon to assist from the moment of discovery for mitigation and clean-up.

Given the training and equipment required to achieve the second level of hazardous materials response, a department must carefully consider whether the operations level of response is practical and necessary for the protection of the community. Currently, the County and partner municipalities maintain the dangerous goods response service to the awareness level. Should the incident become more complex, the initial step would be to activate the County Emergency Management Plan for additional third-party resources and expertise.



3.4.5 Technical Rescue

Every department must ensure that all members are provided the necessary tools and training to safely and efficiently perform the tasks required when an emergency arises. Monitoring the competencies and equipment necessary to safely execute specialized rescue operations requires constant attention to ensure the equipment and members' skills are adequate. Having individuals trained as qualified instructors for these areas is a necessity due to the cost restraints of sending personnel out for training. The following are considered technical rescue disciplines:

- Vehicle extrication
- Surface water and ice rescue
- Confined space
- Low-angle rope rescue
- High-angle rescue

The County of Minburn has varying degrees of trained personnel and resources for these types of emergencies, and a coordinated approach to responding is critical for a safe and effective outcome.

***Note:** These specialized areas each require extensive equipment and training to be maintained to ensure preparedness in the event of an emergency.*

3.4.6 Fire Inspections, Investigations, Public Education, and Safety Codes Fire Discipline QMP

The County Fire Chief is designated as a Safety Codes Officer (SCO) for all the municipalities in the County of Minburn and conducts the bulk of the inspections and investigations in the villages and County areas. During periods when the County Fire Chief is away, a former member of the Mannville Fire Department provides the safety codes functions for inspections and investigations in these municipalities.

The Town of Vegreville has approximately five group A SCOs and they complete the Town's inspections within their respective scope but are unable to conduct more advanced inspections or investigations. All four municipalities have a Fire QMP and our understanding is that some of them may be rather dated.

The Villages of Innisfree and Mannville, and the Town of Vegreville have public education programs.

All fire investigations are currently conducted by the County Fire Chief or SCOs within the County and Vegreville.

Inspections are initially done during the planning and development stage of construction of a new building to ensure compliance. The County provides inspections after that based on request or complaint.



Observation #6: The Alberta Safety Codes Fire Discipline QMP (fire inspections, investigations, and public education) could be easily integrated and delivered in a regional or centralized service model.

Recommendation #6: Integrate all QMPs into a centralized QMP and Safety Codes Program.

It is recommended that the County and municipal partners work together to develop and submit a joint accreditation application and quality management plan in the Fire Discipline to deliver the requirements as a regionalized service. This would also leverage additional regional opportunities to upgrade the Group A SCOs training to higher levels of Certification with the Safety Codes Council. Behr has the qualified resources to assist in this process if desired.

3.5 Standard Operating Guidelines and Procedures

Standard operating guidelines (SOGs) and standard operating procedures (SOPs) are operational directives that establish a standard course of action for emergency responders to respond to an incident. An emergency service typically provides several services to the approved service level, based on the resources and technical expertise that the department has available.

Municipal councils must determine exactly what services the community requires and identify the level or standard to which each service will be performed. Once these decisions are made, it is necessary to communicate this to responders and develop a written plan comprised of guidelines, standard operating procedures, and policies. In the case of multi-jurisdictional partnerships, it is important to know and understand what participating departments are doing or willing to do to operate as a cohesive team.

Observation #7: The Town of Vegreville has an extensive inventory of SOPs/SOGs for their fire department. The Village of Innisfree has a smaller inventory of SOPs/SOGs, and the Village of Mannville has a minimal inventory. Each of these fire departments are in the process of updating and/or developing SOPs and SOGs. It would serve to be both efficient and effective if there were common SOPs and SOGs where applicable.

Recommendation #7: Develop common operational guidelines

As previously recommended the County working with the three municipalities develop operational protocols and guidelines as the County of Minburn Fire Service Operations Manual. These SOGs/SOPs would be for common or typical responses within the County as where two or more fire services jointly respond (mutual aid).



3.6 Dispatch Services

Modern dispatch services provide critical call-taking processes to ensure appropriate and sufficient resources are promptly dispatched to the emergency. As well, they provide incident support to the incident commander and personnel enroute and on-scene. Critical tasks or benchmarks are time-stamped for records of the incident that are used for reporting, but just as importantly, that these tasks are not over-looked. A level of safety is provided where radio transmissions may be relayed by dispatchers if missed by the incident commander.

Currently, the County of Minburn contracts their E911 services from East Central 911, and the Town of Vegreville contracts their E911 services from Strathcona E911.

Observation #8: *The County of Minburn uses East Central 911 for their dispatching, and the Town of Vegreville uses E911 services from Strathcona County. The use of two separate dispatch centers would appear to facilitate delays, duplication, and other inefficiencies of response to the County.*

Recommendation #8: Centralize fire dispatch services

Should the County and municipal partners proceed with a regional governance structure the integration of the dispatch services is recommended to enhance interoperability and cost efficiencies.



SECTION 4

RESPONSE STATISTICS AREA PERFORMANCE REVIEW

4.1 Response Statistics

Emergency response statistics are a valuable source of information for identifying current risks and trends. To develop service level standards, the types of calls and the resources required to deal with emergency responses were analyzed.

In general, historical call data could include several basic categories of call types:

- Structure fires
- Pre-hospital care/medical calls
- Wildland fires
- Rescue (confined space, low-angle, water, ice, back country)
- Motor vehicle collision (MVC)
- Hazmat (dangerous goods)
- Mutual aid
- False alarms
- Inspections
- Public assistance
- Other (i.e. explosions, ruptures, standbys, smoke odors, police assist, etc.)

Capturing individual station response statistics allow for a continuous evaluation of service demands and performance objectives. These categories will become the basis for the levels of service by assessing the current community risks and emergency response resource capability to effectively control and mitigate damage to life and property for each type of event. To obtain an appropriate level of service standard, all stakeholders must understand the risk and be open to recognizing the need for a safe and effective response.

These statistics historically were limited in both quality and quantity as manual collection of useful information was either not available or extremely labour intensive to provide. With the advancement of computer aided dispatch (CAD) becoming the norm in most emergency services, valuable statistical information is readily captured and available for analysis.

Information that is typically captured include:

- Type of incident
- Time of alarm receipt to dispatch
- Assemble time (time segment from when the volunteers are alerted until they arrive at the station)
- Travel time (time segment from the fire station to arrival at the scene)
- Number of fire fighters on scene for first alarm (initial response)



- Full alarm assignment (timeline and number of firefighters)
- Total time on scene
- Type of unit(s) dispatched

Additional information may be captured depending on the needs of the service. Response requests are typically placed in response/service categories; if these category types are too broad, they make it difficult for the Fire Chief to determine trends or evaluate risks. Analyzing the volumes and performance data of each response type will assist in monitoring approved service levels.

These response/service categories can be further broken down to identify specific call types which would assist in identifying trends and risks. For example, the fire suppression category encompasses all types of fire related responses. If this category is further expanded to identify responses such as kitchen or stove-top fires, chimney fires and minor fires (i.e. dumpster fires), the fire chief could develop specific prevention programs that target the recurring types such as cooking safety or promote chimney cleaning and maintenance as part of the public education program.

Capturing accurate time stamps for each response is a necessity to allow for the fire chief to analyze the actual performance criteria against required standards, whether those identified by NFPA or those set by the jurisdiction in their SOC or similar approved policy. It is common practice to capture important benchmarks achieved on the fire scene and other emergency scenes.

Analysis of response data will inform emergency service planning. To address changing call volumes, it is important to monitor the demand for service as well as event types. With this information, participating responders, senior management, and Council can appropriately prioritize the department's budget and resources to address the future demand. Further, the data may inform when alternative risk management strategies are required.

Response data can also be used to evaluate the need and ability to offer mutual aid. Occasionally, responses to large incidents deplete the resources of the community. To make informed decisions on what level mutual aid partners can provide, all partners must evaluate their response data to determine their department's response capacity and identify the trigger points for the activation of mutual aid.



4.1.1 Historical Response Data

The response data captured by the County of Minburn and the Town of Vegreville is limited. Until recently (2019 for Vegreville and 2020 for the County and Villages) response data and records management were completed manually on paper or computer. The FirePro2⁹ (FP2) records management system is now being utilized by the Town and Villages. There is more data that could be captured and utilized by each department to assist with determining gaps in their service provision and emergency response capacity/performance. The Town and Villages of are beginning to utilize some of the potential benefits of their recently implemented FP2 software.

The fire departments maintain very basic record of all activities, including emergency and non-emergency requests for service. More comprehensive records are captured by their respective dispatch providers and should be utilized. As previously indicated at Section 4.1 the following benchmark data is extremely useful in determining the emergency response capabilities of each fire service:

- Type of incident
- Time of alarm receipt
- Assemble time
- Travel time
- Number of fire fighters on scene for first alarm
- Full alarm assignment (timeline and number of firefighters)
- Total time on scene
- Type of unit(s) dispatched

Observation #9: *The County of Minburn municipal partners maintain very basic records of activity for their respective services. These records could be expanded to include additional information from each response that is captured by their dispatch service. The suggested benchmarks provide the data to analysis emergency response capabilities. This is deemed essential to ensure a safe and effective level of fire protection is being delivered to all areas within the County.*

Recommendation #9: *Develop consistent and coordinated benchmark data for emergency response services*

It is recommended the County and municipal partners develop a consistent template of records management for statistical analysis of demands and performance. This information should be coordinated at a regional level as part of the recommended SOC policy.

⁹ <https://fp2.ca/about-fp2/>



Further, this data can be analyzed by the County, Town, and Villages to assess service performance and develop ongoing or annual reports. Reporting can be in the form of written reports and/or dashboards. This information will assist administration to make necessary adjustments in their service delivery. This information can also be distributed to all municipalities' administration and Council where necessary. Table 4, 5 and 6 provide the response statistics that is being currently captured by the County (includes Villages) and the Town.

Table 4. Innisfree Incident Types (2015-2020) * January to June

Type	2015	2016	2017	2018	2019	2020
FMR Medical	C 15 V 10	C 15 V 10	C 9 V 49	C 12 V 22	C 6 V 42	C 2 V 8
Structure Fires	C 6 V 0	C 1 V 0	C 1 V 0	C 1 V 0	C 2 V 0	0
Wildland	C 6	C 9	C 1	C 5	C 20	C 4 V 0
Rescue	0	0	0	0	0	
MVC	C 8	C 12 V 1	C 14	C 20	14	C 4 V 0
False Alarms		V 1		V 2		C 1 V 0
Totals	C 35 V 10	C 37 V 14	C 25 V 50	C 38 V 26	C 42 V 42	C 11 V 8

(C) denote County call (V) denotes Village call

Table 5: Manville Incident Types (2015-2020) * January to June

Type	2015	2016	2017	2018	2019	2020
Medical	N/A	N/A	N/A	C 13 V 32	C 9 V 31	C 1
MVC	N/A	N/A	N/A	C 16 V 0	C 19 V 1	C 10
Fires (not separated between structure and wildland)	N/A	N/A	N/A	C 18 V 10	C 38 V 5	C 3
Totals				C 47 V 42	C 66 V 37	C 14

(C) denote County call (V) denotes Village call

** Village of Mannville has not entered 2020 data into the FP2 software for village calls for January to June.



Table 6: Vegreville Incident Types (2015-2020) *January to June

Type	2015	2016	2017	2018	2019	2020
FMR Medical	C 1 T 20	C 2 T 18	C 7 T 20	C 3 T 26	C 4 T 26	T 18
Structure Fires	C 12 T 4	C 9 T 7	C 11 T 9	C 7 T 9	C 12 T 8	T 7
Wildland	C 13 T 1	C 12 T 4	C 12 T 0	C 10 T 2	C 7 T 5	T 13
Public Assistance	0	0	0	0	0	T 1
MVC	C 19 T 16	C 25 T 12	C 25 T 7	C 21 T 13	C 20 T 9	T 11
False Alarms	C 7 T 57	C 8 T 35	C 10 T 46	C 7 T 50	C 11 T 66	T 11
Other	C 1 T 7	C 1 T 7	C 4 T 3	C 2 T 13	C 2 T 12	T 3
Totals	C 53 T 105	C 57 T 83	C 69 T 85	C 38 T 113	C 42 T 138	

(C) denote County call (T) denotes Town call

** Town of Vegreville has not provided County breakdown of calls for 2020 January to June

Below is an example of a dashboard report that can be generated utilizing the information captured by a records management software.

Image 1: Sample Emergency Services Dashboard¹⁰

	Sept	YTD	Property Value
Total Dollar Loss	\$ 20,000	\$ 1,807,100	\$ 24,774,025
Suspicious Fires	5	66	

	Sept	YTD	Targets
Training Hours	990	8,709	8,175
Avg Turnout Times - Fire Emergency	00:01:55	00:01:53	00:01:20
Avg Turnout Times - 1st Med Resp	00:01:30	00:01:31	00:01:00
Pre-plans entered	15	15	

Dispatch	Sept	YTD	Projected	YTD %
Dispatch Incidents	2,631	23,256	32,234	72.1%
911 Call Volume	365	6,365		

	Sept	YTD	Targets
% 911 Calls answered < 15 sec	99%	99%	95%
% 911 Calls answered < 40 sec	100%	100%	99%

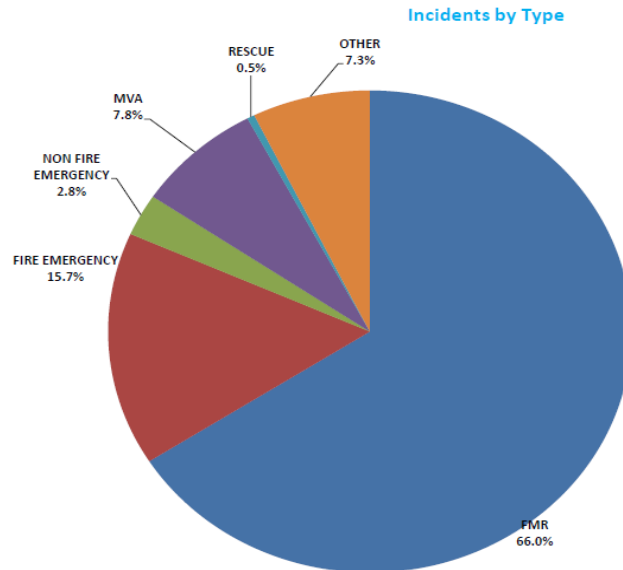
Incidents by Type	Sept	YTD	Proposed	YTD %
1ST RESP - MEDICAL ASSIST	535	5220		
1ST RESP - <<WAIT FOR POLICE>	1	98		
1ST RESP - CARDIAC	7	84		
FMR	543	5,402		
ALARM	75	622		
BURNING COMPLAINT	19	207		
SMOKE	7	106	116	76%
STRUCTURE FIRE	6	88		
MINOR FIRE	8	80		
WILDFIRE/GRASS/BRUSH/OUTDOOR	3	67		
CAR FIRE	8	45	64	70%
RECHECK	2	40		
CHIMNEY FIRE	0	20		
OVEN/POT ON STOVE	0	6		
EXPLOSION	0	3		
FIRE EMERGENCY	128	1,284		
CARBON MONOXIDE ALARM	7	72		
GAS/OIL SMELL/SPILL	8	54		
NATURAL GAS LEAK	5	44		
POWER/TEL/CABLE LINE DOWN	2	30		
AIRCRAFT STANDBY/INCIDENT	0	15		
PROPANE LEAK / SMELL	1	12		
HAZARDOUS MATERIAL	1	4		
BOMB THREAT	-	-		
NON FIRE EMERGENCY	24	231		
MVA/EXTRICATION	53	389		
MVA	47	250		

	Sept Actual	Mthly Budget	Mth%	YTD Actual	YTD Budget	YTD%
Total	\$ 1,462,500	\$ 835,283	175.1%	\$ 13,129,246	\$ 10,026,860	130.9%
OT	\$ 110,889	\$ 31,051	357.1%	\$ 788,343	\$ 325,558	242.2%

OT By Cost Centre	2014	2015	Difference
Suppression	\$ 437,326	\$ 732,551	\$ (295,224)
Dispatch	\$ 48,118	\$ 35,210	\$ 12,909
Prevention, Training & Admin	\$ 33,065	\$ 20,582	\$ 12,483
All Departments	\$ 518,510	\$ 788,343	\$ (269,833)

Inspections	Current Mth Completions	Current Assigned Mth	YTD	YTD Targets
Total Inspected Properties	378	334	3761	3007
Fire Prevention Consults	53		450	
A Shift	38	40	314	317
B Shift	42	43	310	311
C Shift	34	35	317	320
D Shift	36	39	301	313
Inspectors	228	177	2519	1746

Public Education	Events	Attendees
	150	8,030



¹⁰ Source: City of Kelowna Fire Services



4.1.2 Effective Response Force (ERF)

To ensure a safe and effective response to an emergency request, a minimum number of properly trained firefighters must be assigned and respond as a team, depending on the type of incident. NFPA 1720 details the minimum number of firefighters required, and under no circumstances should firefighters be expected to conduct evolutions without sufficient staffing or equipment.

In addition to the call volume statistics for County of Minburn and Town of Vegreville an analysis of the ERF needs to be conducted. As previously indicated, NFPA 1720 recommends that volunteer/POC fire service in a suburban zone have an ERF of 10 firefighters arriving on scene within ten minutes of notification in 80% of all calls for service. The rural demand zone requires an ERF of six firefighters arriving within 14 minutes of notification in 80% of all calls for service. Remote areas are four firefighters with arrival times based upon travel distance. All three of these zones are applicable for the County of Minburn.

As previously identified, the County of Minburn does not have an SOC policy that indicates what type of services will be provided in various situations. Key points relevant to establishing levels of service are the current staffing resources and understanding the resources needed to manage the event safely and effectively.

4.1.2.1 Critical Task Analysis

The purpose for completing a critical task analysis is to consider whether the County and municipal partners responses and common risks are aligned. In other words, are enough firefighters typically responding to complete the critical tasks on an emergency scene in a safe and timely manner? Considerable research was undertaken by the National Institute of Standards and Technology (NIST) to identify the optimum number firefighters in a fire company necessary for the most effective completion of the over 22 essential fire ground tasks at a typical single-family house fire.

A fire company is defined as the team of firefighters assigned to a fire apparatus. On average, a four-member crew operating on a structure fire completed all the tasks seven minutes faster than a two-person crew. The four-person crew completed the same number of fire ground tasks five minutes faster than the three-person crew. It is important to note that other than medical responses a leading practice by most POC services is a minimum ERF of four firefighters (1 officer and 3 firefighters) are required as the first alarm initial assignment for all call types (MVCs, dangerous goods rescues etc.).

The following tables are examples of typical critical task assignments for common responses in the County.



Table 7: Low Risk Fire (no exposures): garbage, vehicle, small grass fires, or alarms (w/o confirmation)

Initial Deployment	No. FF	Task Assignment	Comments
Engine	4	Incident command, safety, establish perimeter, pump operation, 2 FFs with hand line, forcible entry, battery disconnect, product containment	
Total Personnel	4		

Table 8: Low Risk (no exposures): shed, detached garage

Initial Deployment	No. FF	Task Assignment	Comments
Engine	4	Incident Command, safety, establish perimeter, engine operation, 2 FF with hand line, forcible entry.	
Ladder	4	Perimeter Control, safety, water supply, RIT	Mutual aid confirmed for working fires
Total Personnel	8		

Table 9: Moderate Risk (with exposures): grass/wildland fire

Initial Deployment	No. FF	Task Assignment	Comments
Bush Truck	4	Incident Command, safety, establish perimeter, engine operation, two FFs with hand line, brooms	
Water Tender	2	Water Supply	Mutual aid for working fires
Engine	4	FFs for operations	Struggle with addition of manpower during daytime response
Deputy or Fire Chief	1	Overall command based on incident size	Would liaison with Forestry Services
Total Personnel	11		



Table 10: Moderate Risk: single-family residential (detached/duplex)

Initial Deployment	No. FF	Task Assignment	Comments
Engine	4	Incident command, safety, establishes perimeter, engine operation, forcible entry, search, and rescue and/or suppression	
2 nd Engine	4	Water supply, laddering, RIT	Mutual aid on confirmed working fires
Ladder	3	Ventilation, utilities, search, and rescue and/or suppression	
Deputy or Fire Chief	1	Overall incident command, safety, accountability, resource management.	May be tasked with truck officer role depending on POC numbers
Total Personnel	12		

Table 11: High Risk: commercial, industrial, strip mall, Warehouse and mid-rise residential

Initial Deployment	No. FF	Task Assignment	Comments
Ladder	4	First Officer assumes Incident Command and forms attack team with second officer and four FFs. Two driver/pump operators establish exterior water connections, water supply, pump operation	
Engine/3 rd Engine	6	Primary Search and Rescue	POC responder dependent
3 rd Engine	4	Exposure protection/RIT	
Deputy and Fire Chief	1	Overall incident command, safety, accountability, resource management	
Total Personnel	15		

Table 12: Moderate Risk: motor vehicle crash (1–3 private vehicles)

Initial Deployment	No. FF	Task Assignment	Comments
Rescue	4	Incident command and size-up, safety, establish outer perimeter, pump operation, two FFs prepare hand line	
Engine	4	Establish inner perimeter, triage patients, patient care, extrication, patient packaging	
Total Personnel	8		



Table 13: Low Risk: carbon monoxide alarm, small spill cleanup, investigates smell, public assistance

Initial Deployment	No. FF	Task Assignment	Comments
Engine	4	Incident command, scene safety, establishes isolation perimeter, air monitoring, ventilation, or cleanup	
Total Personnel	up to 4		

Observation #10: The County and municipal partners have not collected response data to include the Effective Response Force (ERF) staffing levels. Further, the core services provided by the fire services has not included a critical task to ensure that any emergency response activities are safely conducted.

Recommendation #10: Complete an ERF analysis and establish response criteria based upon a critical task analysis

It is recommended that the County and municipal partners work together and develop the previously recommend SOC and include ERF protocols based upon a critical task analysis.



4.1.3 Theoretical Response Rural and Suburban Demand Zones

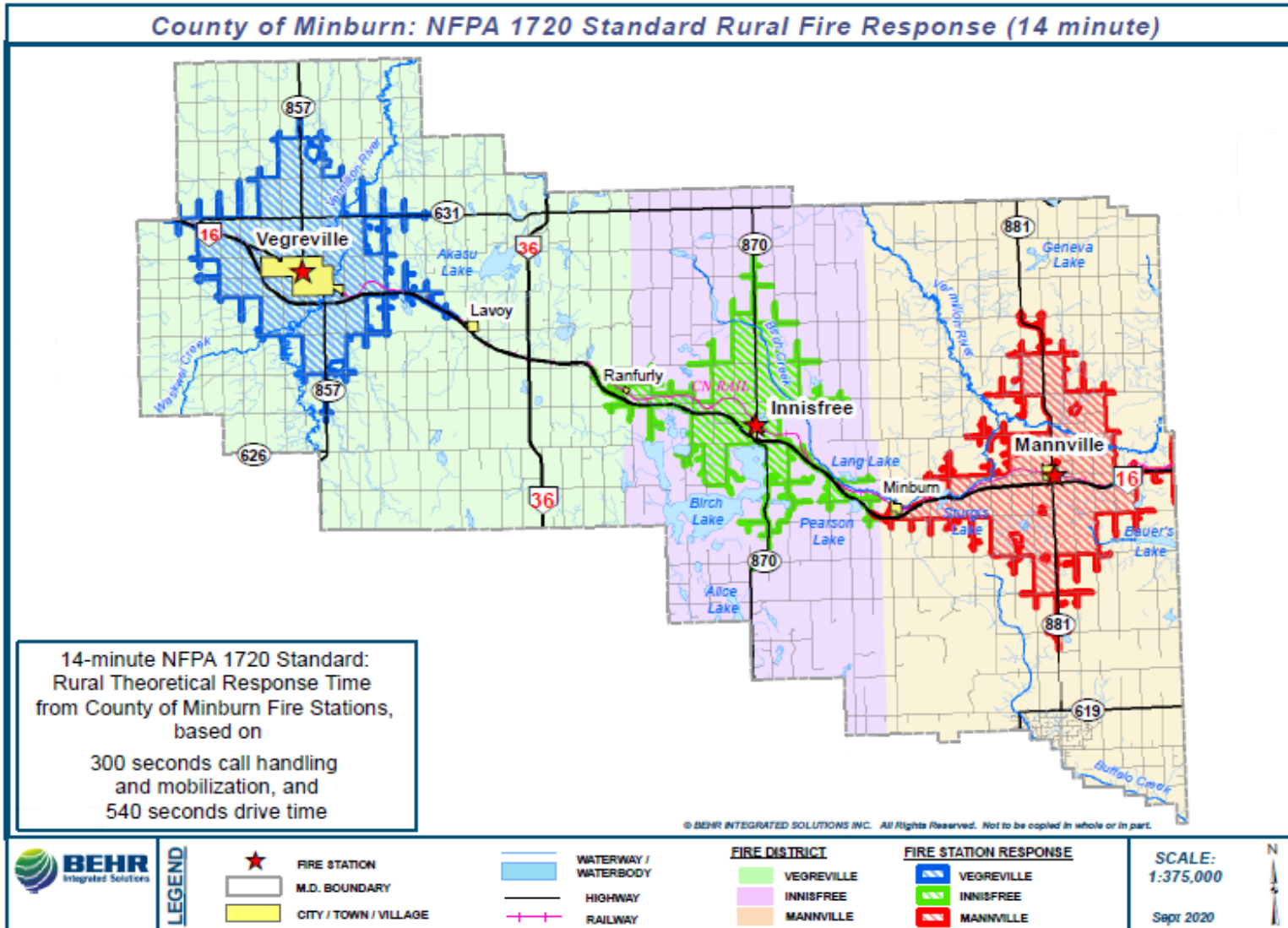
The GIS mapping included within this review will show the geographic areas of coverage within each jurisdiction based upon the theoretical performance examples. As previously indicated the County and municipal partners have not yet collected the relevant performance data to analysis actual responses. These maps assume a call handling and assemble time of five minutes or 300 seconds and the remaining travel time segments for rural and suburban demand zones. These theoretical maps are an illustrate what can be reached within the prescribed 14 minutes of the NFPA 1720 rural and the suburban demand zone of 10 minutes.

The more strategically located a station is in a community and the more direct the travel routes are between the stations and different parts of the community, theoretically, the lower the response times will be from that fire station. The response times depicted in these maps include call handling, assemble (mobilization) time and drive (travel) time. The following GIS maps are provided:

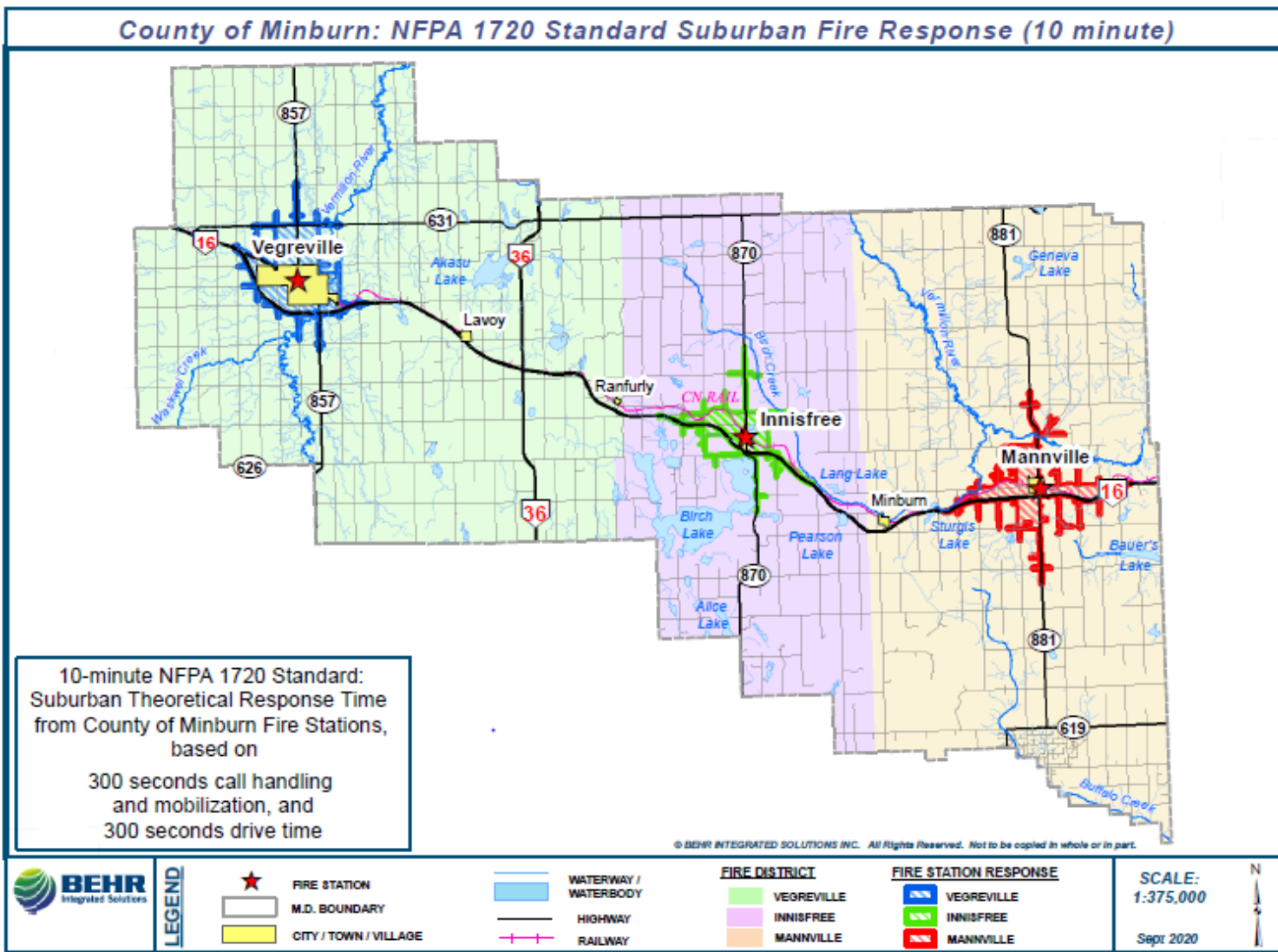
- Map 5: Town and Villages theoretical – rural response 14 minutes
- Map 6: Town and Villages theoretical suburban 10 minutes

These theoretical maps indicate that with an average 300 second call handling and mobilization time the rural and suburban demands zones are provided with acceptable coverage. The limitations of the POC service model is completely understood, however and as previously recommended the actual performance data must be recorded and analyzed to determine the response capacities of the town and villages fire services. In our experience, POC departments average call handling and mobilization time ranges from four to seven minutes. Based upon this, the SOC previously recommended must consider mobilization times and the various demands zones of suburban, rural, and remote.

Map 5: Minburn 14-Minute Response Time



Map 6: Minburn 10-Minute Response Time





SECTION 5 GOVERNANCE AND FEASIBILITY ANALYSIS

5.1 Governance

This section is an overview of key constructs of merging or regionalization, and collation of the data and information analyzed to determine the base findings for this feasibility study, including related options for consideration. The intended objective of this report is that the Steering Committee has the necessary information to make informed decisions on the viability of a regionalized fire service. This includes the benefits, challenges, and the appropriate regional governance structure.

It is our aim to objectively demonstrate the benefits and drivers for the various governance models by identifying common challenges municipalities face when designing and/or implementing these models. This document should be used as a guide to help the County of Minburn and their partner municipalities understand the complexities of the various governance structures that influence the foundational design of a regional structure, while considering the current realities of emergency response service delivery within the community.

The public sector shares many of the constraints faced by other organizations when evaluating regional services. When delivering critical services, including emergency management and fire services, municipalities must address the risks associated with poor service delivery when evaluating regionalization or collaborative approaches. Developing governance frameworks with clearly outlined accountabilities is paramount when considering services that deal with health and life safety issues. A successful governance structure for critical services needs to clearly delineate roles and responsibilities, service standards and accountabilities of stakeholders included in the governance model.

5.2 Why Regionalize?

Emergency events are not bound to the geographical scope of governing bodies and often overlap regional boundaries. These events can lead to a duplication of effort in the response. To minimize this inefficiency, municipalities are moving to a more regional approach to optimize the use of resources and the provision of critical services. The models that have been implemented vary in complexity: from hand-shake agreements, formal mutual aid agreements to fully structured regional governing bodies. Additionally, the Government of Alberta (GoA) continues to promote and support regional initiatives.

Municipalities implement regional models to help address very similar constraints relating to:

- Increased demands on limited tax revenue and external funding across the organizations
- Limited skill and human resources
- Stringent regulatory and reporting requirements from externally driven mandates
- Concerns about the affordability of services from elected officials and stakeholders

- Increased stakeholder expectations for the quality and stability of service

When developing a regional model, municipalities must first determine the types of services they are looking to share. We have grouped critical services into three distinct categories, each with their own properties and benefits.

1. Shared Service Centres:

This first category aims to capture economies of scale by decreasing the unit cost of providing services. These critical services are often the back-end processes and functions executed by the organizations.

Examples include shared finance and administrative functions, procurement, payroll administration, information technology and equipment maintenance. Figure 1. outlines the improvement levers and potential benefits associated with shared service centres.

Figure 1. Shared Service Centre Improvement Levers and Benefits

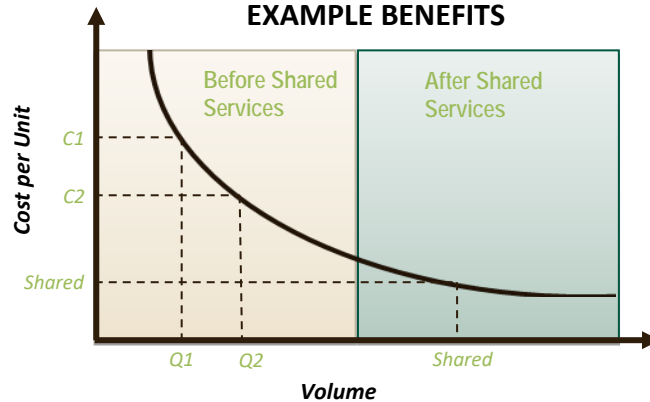
IMPROVEMENT LEVERS

Capture Economies of Scale

- ✓ Share scale-sensitive services
- ✓ Eliminate redundancies



EXAMPLE BENEFITS



2. Centres of Excellence:

The second category aims to capture economies of scope by improving the level of service and increasing the breadth of services available within the region. For critical services, the centres provide a mechanism to share highly skilled resources across organizations.

Examples include shared senior leadership (both political and administrative), highly skilled and trained individuals such as fire chiefs, directors of emergency management, and trainers. Figure 2 outlines the improvement levers and example benefits associated with centres of excellence.

Figure 2. Centre of Excellence Improvement Levers and Benefits

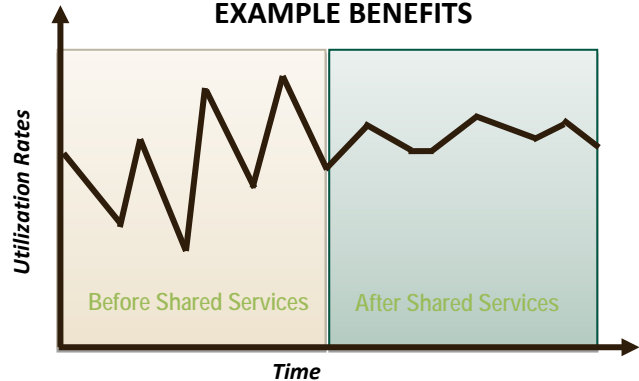
IMPROVEMENT LEVERS

Leverage Expertise across Business

- ✓ Capture economies of scope
- ✓ Transfer best practices to provide higher quality service



EXAMPLE BENEFITS



3. Operational Shared Services:

This final category aims to capture both economies of scale and scope across organizations. Operational shared services pertaining to critical services generally include centralizing leadership and shared capital infrastructure projects.

Examples include: Shared regional fire administration, fire stations, and multi-agency/multi-purpose buildings.

Figure 3. Operational Shared Services Improvement Levers and Benefits

IMPROVEMENT LEVERS

Capture Economies of Scale

- ✓ Share scale-sensitive services
- ✓ Eliminate redundancies

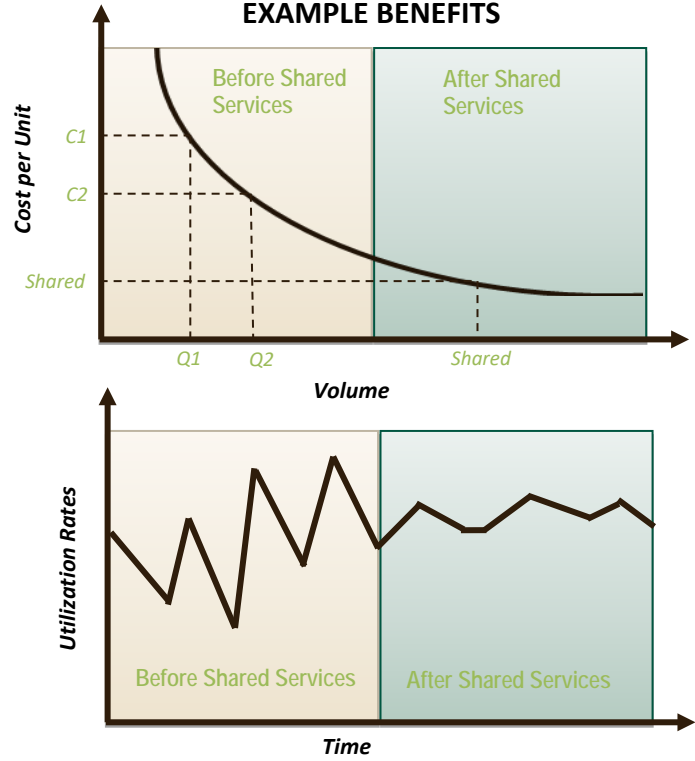


Leverage Expertise across Business

- ✓ Capture economies of scope
- ✓ Transfer best practices to provide higher quality service



EXAMPLE BENEFITS



5.2.1 Application of Key Constructs

The merging or regionalization of the County of Minburn and the partner municipalities would include aspects of shared service centres, centres of excellence and operational shared services. The improvement levers and example benefits are theoretical illustrations of the potential cost avoidance and service enhancements within these governance structures.

5.3 Common Challenges of Regionalization

There are many challenges associated with designing, implementing, and sustaining regional models. Some of the common challenges of delivering shared services and regional models are illustrated in Figure 4. and explored further in this section.

Figure 4. Common Challenges of Regionalization



5.4 Key Components of an Efficient and Effective Governance Framework

The optimal governance framework will strike a balance between the benefits of increased regionalization with the desire of the stakeholders to change the current operating model. The governance for the implementation and sustainment of critical service regionalization can be structured in several ways. The common approaches include:

- Informal agreements
- Automatic aid agreements
- Joint hiring
- Intergovernmental service contracts (e.g. inter-municipal bylaws)
- Purchasing consortia
- Departmental consolidation
- Planning boards
- Regional service commissions
- Municipal controlled corporations

In Alberta, other municipalities have experimented with a combination of these governance frameworks for delivering critical services. Regional emergency services commissions that were adopted by some municipalities represent the most structured and formalized examples of governance. Some of the regionalization initiatives have been met with limited success, due in part to suboptimal governance frameworks. Failure to address some of the key challenges has led to stagnant initiatives and unrealized potential benefits. Regardless of the specific governance model(s) that are ultimately selected, there are three main components that need to be addressed to create efficiencies and effectiveness within a regional fire and emergency response service. These components are service definition, service cost and service control.



Service definition: Clearly defining the scope of services to be delivered in the regional model is the first important element when designing governance vehicles. The scope of services should be clearly articulated and agreed upon, outlining who is ultimately responsible and accountable for delivering critical services. For critical services, it is imperative to properly define the scope of services provided within geographic areas. Issues can arise if the service level expectations are not clearly documented and understood among members and the service levels are variable. This is particularly acute when managing service delivery in areas of varying population densities. Specific response times and service levels for critical services may vary between urban and rural settings; these variances will need to be discussed and ultimately agreed upon and documented in the governance framework.

The scope of services will ultimately include some form of shared service centres, centres of excellence, and/or operational shared services. The three types of shared services may require separate governance frameworks. For example, the agreements required to sustain the joint delivery of a training program will ultimately be different from the governance framework required to operate and maintain a centralized Fire Safety Codes quality management plan (QMP).

The SOC policy recommended in Section 3 of this study would be the equivalent to the service definition requirement for a regional fire service. Due to the diversity of the response areas within the County it will be necessary to establish service standards for urban, suburban, rural, and remote demand zones.

Service Cost: A regional governance model will also need to address the cost of delivering services. The governance model should outline how the services will be paid for, who should pay for the service, and how to limit costs. Furthermore, a key component of service cost is measurement. The governance framework should ensure that costs can be measured against baseline levels before regionalization. The variance between the baseline and future state costs will demonstrate how the initiative is tracking against financial targets. Escalating service costs were identified by the stakeholders through the consultation phase as a concern for implementing a regional service.

Clearly articulating the expected cost savings associated with regionalization will help bolster support for specific initiatives. For example, if the County of Minburn and partner municipalities decide to pursue a joint emergency vehicle fleet and equipment management and procurement program, the governance framework will need to clearly articulate how each of the members can access the purchasing group and how to pay for any fixed costs associated with the program. Additionally, if equipment maintenance is identified as a potential regionalized service, the agreements will need to clearly articulate the costs associated with equipment maintenance. It is likely that one of the municipalities will take on the responsibility for maintenance (according to the clearly defined scope of services) and the other partners may access maintenance on a fee-for-service type of arrangement.

Most often, critical services are funded through a combination of ad valorem taxes and user fees. Taxes are generally used to fund capital costs whereas operational costs are often recovered



through both taxes and user fees. The allocation of costs, or who should pay for the service, needs to be determined. Common measures to base the allocation of costs include:

- Alternative tax bases
- Various population measures
- Quantity of service used
- Fixed proportions

Finally, consideration should be given to how to limit the costs of service. The respective Council, or their delegated authority, will need to determine an appropriate budget for the regional services. The budgeting timeframe should align with the long-term nature of benefits realization; short term funding commitments may undermine the initiative if support wavers over time. In certain circumstances, a service establishment bylaw should be enacted to set the maximum amount that may be requisitioned through taxation for the service. Cost control is an important consideration even under the pretense that regionalization will help reduce total costs. Setting appropriate cost control measures helps in part to achieve and maintain cost savings. Cost control measures will be particularly important if the County of Minburn and partner municipalities investigate the possibility of sharing information technology (IT) systems for information management (fire service records management and data system) and a centralized fire dispatch service provider. IT projects often carry significant risks associated with cost escalation, and proper cost control measures for these initiatives will be paramount to ensure the long-term cost savings and improved efficiencies associated with a centralized system.

Service Control: Service control is dictated by the type of governance vehicle that is ultimately selected. In order for governance frameworks relying on delegated authority to be sustainable, it is important that the arrangements allow participants the ability to influence decisions and also facilitate responsiveness to changes in the operating environment (e.g. increased risk profiles, changing demographics, increased demand for services, etc.). Each municipality will ultimately be asked to give up some form of control when implementing a regional governance vehicle but should still have sufficient influence on important decisions. Common approaches to delegated authority decision making include:

- Total equality – equal number of representatives from each participating municipality, each with one vote
- Partial inequality – unequal number of representatives from each participating municipality, but each representative is limited to one vote
- Population weighted vote – representation is based on the relative populations of each participating municipality
- Contribution weighted vote – representation is based on the relative financial contribution of each participating municipality

In addition to decision making, dispute resolution mechanisms are also a fundamental component of effective and efficient governance frameworks. No agreement will facilitate a total lack of conflict, and as issues arise, the stakeholders require a forum to resolve these issues.



Common dispute resolution mechanisms include mediation and arbitration. Finally, the governance framework needs to provide a process for exiting the agreement if issues cannot ultimately be resolved through the dispute resolution mechanism.

To help ensure that the benefits of the regional program are realized, periodic service reviews should be performed. These reviews are in addition to standard performance measurement of cost and effectiveness vs. the established baselines. Periodic reviews help stakeholders, including elected officials; ensure that the regional program continues to align with the shared vision of the participating municipalities. The reviews also provide a forum to introduce improvements and changes to the existing governance frameworks.

It is important to note that the different governance frameworks discussed in this section have different legal requirements and are subject to various legislation in the province. Legal council needs to be involved in the development of any agreement to ensure compliance with the Municipal Government Act, the Forest and Prairies Protection Act, the Emergency Management Act, and potentially other pieces of relevant legislation.

5.5 Finding The Right Framework

There is no ideal or ‘one size fits all’ governance model, only that which makes the most sense given what activities are involved and the circumstances under which they must be carried out: governance must be aligned with context.

It must be stated again that the County of Minburn and partner municipalities have already developed an informal type of regionalization. The County’s fee-for-service agreements with the Villages and Town, and the Fire Chief’s leadership has created a good level of cooperation, primarily at the operational level. During the stakeholder consultation and workshop, there were several positive comments about the interoperability of the various fire departments and their relationships within the County.

Working together to deliver services sometimes presents organizations with many hurdles that must be overcome. Even if it is ultimately decided that the scope of the initiative is limited, the impacts on the people and core processes in the organizations can be substantial.

Transitioning to a regional model will involve changing the way the organizations work together by leveraging existing examples of successful collaboration. Planning for the change and managing the change through the implementation is paramount if the benefits from regionalization will be realized by the County of Minburn and partner municipalities and must be considered when developing a regional governance framework.

Depending on the number of factors (including types of service, cost, and level of formality/control) the optimal governance model will vary. At the onset of a regionalization effort, time must be taken to discuss governance with stakeholders and work towards defining the preferred governance approach. This will ensure success at the onset of the initiative and allow for sustainability of the program.



Although many forms of regionalization/ collaboration could be considered, feedback during the consultative phase indicated an interest in a regional fire service. However, a greater understanding of what the regional structure would look like was required. The stakeholders believe that most of the public would support a regional fire department. Key factors identified were no increase in costs or degradation of service, and the need to retain local autonomy and identity. For these reasons, Behr has identified the following four models of governance for a regional fire service to be considered by the steering committee:

- **Option A: Independent Fire Departments**
 - Town and Villages fee for service agreements with the County (status-quo)
- **Option B: One Formal Regional Agreement**
 - Inter-municipal agreement with either the County or the Town as managing partner
- **Option C: Partial Regionalization**
 - Two inter-municipal agreements with Villages integrated into County of Minburn Regional Fire Department and a revised fee for service agreement with the Town of Vegreville
- **Option D: Regional Commission**
 - Provincially approved inter-municipal bylaw that establishes a regional fire service commission

It is also hoped that these base examples would simplify the discussions and aid in defining the preferred regional governance approach. Table 14, page 63, outlines these four options for the future state governance model. Each of the models varies in terms of complexity of implementation, cost to adopt, scale of benefits, and associated drivers.

5.5.1 Option A: Independent Fire Departments (Status-Quo)

This model involves separate emergency services agreements and separate emergency response programs or systems. The County of Minburn has fee-for-service agreements with the Town of Vegreville and a joint fee-for-service agreement with the two Villages:

- Town of Vegreville Fire and Emergency Services Agreement, dated December 2016
- Village of Minburn, Village of Mannville and Village of Innisfree Fire Service Agreement dated January 2006

In addition, the County has established several mutual aid agreements with adjacent municipalities and the Province. These mutual aid agreements include:

- Beaver Emergency Services Commission Mutual Aid Fire Agreement, dated September 2012
- MD of Wainwright Mutual Aid Fire Agreement dated August 2012
- County of Two Hills Mutual Aid Fire Agreement dated August 2007
- County of Vermillion River Mutual Fire Aid Agreement dated July 2020



- Lamont County Mutual Aid Fire Agreement dated March 2008
- Province of Alberta, Ministry of Agriculture and Forestry, Forestry Division Mutual Aid Fire Control Agreement dated March 2020

Observation #11: *There are several agreements that are over 10 years old since enactment. It is understood that the Town of Vegreville Fire and Emergency Services Agreement expires on December 31, 2021.*

Recommendation #11: *Conduct a complete review of all agreements that are over five years old*

The County of Minburn complete are review of all agreements that are five years and older since enactment. While this cyclical review and updating of agreements is not a legislated requirement it is a standard practice amongst municipalities.

Each of the municipal fire departments within the County remains independent but cooperates on several issues and initiatives. In many cases, this cooperation is prompted by the need for interoperability, to support each other and an opportunity to obtain value by combining resources. This level best approach describes the current state of the fire service in the County given the various separate agreements and informal operational-level arrangements.

Strengths

The cooperative nature has provided each municipality with additional funding to operate a fire department. This is particularly important for the Villages, where the tax base would not necessarily provide the resources to support an independent fire department. The current fee-for-service and mutual aid agreements, and separate fire services continue to allow full independence in decision making by each Council. Furthermore, each Fire Department maintains operational autonomy and community identity. The level of interoperability at the frontline service delivery is working well amongst the fire services for rural and joint responses, and mutual aid calls.

Weaknesses

At the administrative and financial management level, there are several challenges around the components of service definition, service costs and service control. There is duplication of political, administrative, and financial management functions between County of Minburn and partner municipalities. This results in complications for decision making and accountability. Most of these issues are within the fee-for-service agreements with the Town and Villages. In addition to providing annual stand ready fees to each fire department, the County also pays incremental costs for wages, personal protective equipment (PPE), consumables and equipment and Alberta Transportations rates for each unit that responds. It is important to note that the County either owns or cost shares for the majority of emergency response apparatus within the County. Cost recovery and sharing for Provincial Highway road rescue is inconsistent between the Town and Villages.



The fee-for-service agreements do not define the service response standards (service definition) and as such each fire department has the discretion to determine the number of units and staff required. For example, four emergency vehicles respond to a minor MVI creating issues for invoiced amounts and cost recovery with Alberta Transportation. The present downward economic and growth trend within the County is creating challenges for the Villages to maintain viable fire services and depend upon the County's contribution for sustainability of the respective fire department.

Opportunities

Status quo allows for the familiar operation of emergency services in the County. No action is required to continue the current levels of cooperation until a situation arises that negatively impacts that status quo.

Challenges

Status quo does not address the administrative and financial management challenges and the transition to a cohesive and collaborative governance structure that creates efficiencies and improves service effectiveness. As indicated above, the duplication of administrative functions combined with inconsistencies in service definition, costs, and control, precludes any forward action to enhance the current overarching system.

5.5.2 Option B: One Formal Regional Agreement

This model involves a formal “joint” agreement that establishes a single regional fire department. This agreement would contain detailed service definition, cost, and control measures to address the current challenges with the independent fire departments and the fee for service agreements. Duplication at the administrative and financial management levels would be eliminated under one central authority.

As previously indicated each municipality will ultimately be asked to give up some form of control when implementing a regional governance vehicle but should still have sufficient influence on important decisions. From this perspective, the County of Minburn Regional Fire and Emergency Services agreement would retain each fire departments identify and affiliation with their respective community. Under the service cost and control measures, this agreement would need to ensure an acceptable level of operational autonomy is established to allow the day to day functioning of the fire departments within the County.

Typically, the agency that provides the largest contribution of resources would be the managing authority. There are exceptions to this general principle subject to negotiations during the development of the joint agreement. The County can be established as the managing partner or the Town of Vegreville.



Strengths

A formal regional agreement that contains the fundamental aspects of service definition, service cost and service control will eliminate the duplication at the administrative and financial management levels. Opportunities to take advantage of bulk purchasing and standardization of vehicles and equipment will result in additional cost avoidance. Clearly articulated core services and response standards will result in cost savings for the County and partner municipalities by removing the current stand ready and emergency response service fees and be replaced by a single financial management structure. Operationally, common response guidelines and training standards will increase operational effectiveness and interoperability through a centralized administrative and management system. As previously indicated, the formal regional agreement would need to preserve each fire department’s identity, community affiliation, and an acceptable level of local autonomy to facilitate the day to day functioning of each service.

Weaknesses

Each municipality will ultimately be asked to give up some form of control when implementing a formal regional agreement, and at the administrative and political levels, there is potential for resistance or lack of support. Members of each fire department may perceive the loss of identity, community affiliation and and/ or autonomy to manage/ operate their service. Reaching the decision as to who would be the managing partner in the regional agreement will be a highly contentious issue and will require extensive consultation and negotiation.

Opportunities

The present downward economic and growth trend within the County is creating challenges for the Villages to maintain viable fire services and depend upon the County’s contribution for sustainability of the respective fire department. A regional agreement, where resources and costs are shared, creates an opportunity to increase cost efficiencies and operational effectiveness for all communities within the County.

Challenges

Establishing a formal regional agreement that contains the fundamental aspects of service definition, service cost and service control that is supported at the administrative and political levels by the County and partner municipalities.

5.5.3 Option C: Partial Regionalization

As previously indicated, this option involves two inter-municipal agreements, one with Villages integrated into County of Minburn Regional Fire Department and a revised fee for service agreement with the Town of Vegreville.

During the consultations with the representatives from the Villages, there were positive comments made regarding the County becoming the managing partner for their fire departments. The streamlining of administration and financial management was viewed as



a key advantage/ enhancement. Section 3 identified that the County provides stand ready fees for Villages of Manville and Innisfree, which in 2019 was \$44,626 and \$20,730, respectively. Over a three-year period, Mannville collected an average annual operating cost recovery from the County of \$37,000 in addition to the stand ready fee. Based upon the data provided by Innisfree, the annual firefighting fees revenue line indicates a three-year average of approximately \$15,000 per year.

Recommendation #2, Section 3 identifies the need to establish performance standards and accountability measures within the County’s fee for service agreement with the Town of Vegreville. As previously discussed, the costing model in the current agreement indicates the County provides a five-year average of \$66,000 per year as a stand ready fee and a five-year average of \$111,000 per year for the Vegreville Fire Department’s responses into County areas. This includes the Alberta Transportation cost reimbursement for MVIs on Provincial Highways. Consumables and third-party changes are reimbursed by the County with a 15% administrative overhead charge.

It is important to note that the costs and service charges in the County’s agreement with the Town are based upon Provincial rates. These rates were developed by the Province for the purpose of reimbursing municipalities that deploy their staff, vehicles and equipment for emergencies occurring within Provincial response areas of authority. In our opinion, the Provincial rates are not applicable from the perspective that the County provides an annual stand ready fee and owns, or cost shares most of the emergency response fleet. Recommendation #2 suggests that more equitable fee schedule needs to be negotiated as part of the revisions to the agreement in 2021.

Strengths

If properly negotiated, written, and administered, these agreements provide minimum standards of protection throughout the County and provides an accountability framework to monitor service levels. The integration of the Villages with the County as the managing partner will streamline administrative and financial management functions. Centralized minimum training standards, core services and operational guidelines will provide an enhanced interoperability and operational effectiveness. The Town of Vegreville maintains full control and autonomy for their services within the context of the agreement with the County.

Weaknesses

Local authority and control may create divergence from the agreements depending upon each municipality’s administrative/political leadership’s future agendas, priorities, and goals. This option does not create a complete regional service model where all aspects are centrally managed.

Opportunities

The present downward economic and growth trend within the County is creating challenges for the Villages to maintain viable fire services and depend upon the County’s



contribution for sustainability of the respective fire department. The integration of the Village fire departments with the County as the managing partner provides a sustainable and efficient structure to maintain these services. The Town of Vegreville maintains control and autonomy for their Fire Department within a defined fee-for-service agreement.

Challenges

The Villages' administration and Council must view the integration as beneficial to their community and the County. The Town of Vegreville administration and Council will need to support a revised agreement with the County that contains a significantly different funding arrangement.

5.5.4 Option D: Regional Commission

A formal regional commission to include fire and emergency management services with a clear mandate of authority, budget, and organization, particularly in relationship with the County and partner municipalities' Councils could be established. All aspects of the fire service would be controlled and administered by an independent regional commission.

Strengths

This option provides a long-term stable agreement that the participants can rely on.

Weaknesses

The commission must be created and dissolved by the GoA, usually by application from the municipalities. This framework lends itself to the possibility of political involvement at the administrative and operational levels.

Opportunities

A regional commission provides a central focal point for operations with a dedicated budget and management for routine operations.

Challenges

Municipal control is delegated to the commission and requires a formal process if one or more parties feel that the direction is less than desirable.

Table 14: Governance Framework

Option	Option A Independent Fire Departments: Fee for Service with the County	Option B One Formal Regional Agreement	Option C Partial Regionalization	Option D Regional Commission
Structure	<ul style="list-style-type: none"> - Current status quo - Some informal agreements/practices - Separate Fire Departments - Separate financial and administrative processes 	One comprehensive agreement with Town or County identified as managing partner.	<ul style="list-style-type: none"> - County is managing partner for Village Fire Departments as a Regional Service - Revised defined service agreement with the County 	<ul style="list-style-type: none"> - Regional Protective Services Commission - Equitable Representation with County weighted as oversight
Implementation	Easiest	Complex	Moderate	Challenging
Cost to adopt	Low	Moderate	Moderate	Highest
Benefits	<ul style="list-style-type: none"> - Coordination at operational level - Functioning resource coverage into County areas 	<ul style="list-style-type: none"> - Improved resource coverage - Defined scope of services - Defined cost sharing model - Structured dispute resolution mechanisms - Moderate realization of economies of scale and scope 	<ul style="list-style-type: none"> - Improved resource coverage - Cross functional strategic direction and alignment - Defined scope of services - Defined cost sharing model - Structured dispute resolution mechanisms - Realization of economies of scale and scope 	<ul style="list-style-type: none"> - Distinct legal status - Natural person powers - Improved resource coverage - Cross functional strategic direction and alignment - Defined scope of services - Defined cost sharing model - Structured dispute resolution mechanisms - Realization of economies of scale and scope
Challenges	<ul style="list-style-type: none"> - Lack of efficient/effective coordination, - duplication, ambiguous costing structures - No service definition, control, costs - Political interference - Administrative challenges 	<ul style="list-style-type: none"> - Decrease of local authority/control - Perception of loss of autonomy and identity - Determination of managing partner - Negotiating defined service levels within the agreement - Administrative and Political support 	<ul style="list-style-type: none"> - Decrease of local authority/control for Villages - Perception of loss of autonomy and identity - Resistance between Town and County on fee for service structure and defined agreement 	<ul style="list-style-type: none"> - Decrease of local authority/control - Perception of loss of autonomy and identity - Resistance with Regional Commission’s authority

Note: The current governance structure with the County and partner municipalities is assessed as Option A – Independent Fire Services and Fee-for-Service Agreements with the County.



5.6 Key Considerations and Governance Challenges

The County and partner municipalities have been cooperating in various forms over the years. As discussed at the interviews, mutual/automatic aid, and fee-for-service agreements are forms of governance that facilitate some regional cooperation. The level of interoperability amongst the fire departments is a success that should be acknowledged and viewed as the basis to create further efficiencies and effectiveness within an enhanced governance structure. As determined in the review of data, information and consultations, there are several challenges for the Steering Committee to consider. These include clearly defining service definition, service costs and service control to address:

- Acceptable level of local authority and control for the fire departments
- Recruitment, autonomy and identity for the volunteers and their community/department
- Inclusive financial and administrative management systems: cost sharing and recovery, fee structures, bulk/ joint purchases, compensation, capital procurement, data and records management, fire reporting and centralized fire dispatch contracted service
- Fleet and equipment maintenance and life cycle replacement
- Safety Codes Fire QMP fire prevention, investigations, and public education
- Minimum standards for response, training, and safety

Many organizations, although well intentioned, have failed to implement regional models for service delivery because they failed to address some of the common challenges associated with governance. Some of the most common challenges that municipalities face when designing, implementing, and sustaining regional models are:

Challenge # 1

Lack of support from leaders

Without leadership buy-in, both at the political and administrative levels, regionalization efforts are not likely to succeed. If leadership does not support the initiative, it will be difficult to secure the necessary resources and commitment required to make and sustain meaningful change. Lack of support from leadership has limited the extent to which regional models have been successfully implemented with other municipalities examined during this study.

What should it look like?

Leadership support is demonstrated by:

- Allocating sufficient resources to the effort, both in the short and long term
- Communicating positive, reinforcing messages to internal and external stakeholders
- Actively participating to resolve issues that are escalated to the steering committee and addressed within an agreed upon formal dispute process

How can it be avoided?



To gain the buy-in from leadership:

- Involve them early in the design process to define the parameters and expectations for regionalization
- Secure meaningful roles for them in the decision-making process
- Ensure that the expected benefits of the initiative are clearly measured, documented, and communicated

Challenge # 2

Loss of control, perceived loss of control, and changing roles

Regionalization, by definition, will result in stakeholders losing some facet of control over their operations. Individual departments and managers often believe that they are uniquely positioned to deliver effective critical services to their constituents. Management and front-line staff often perceive that regionalization will result in a reduced level of service. As previously indicated during our interviews with stakeholders, the loss of control or perceived loss of control was identified as a potential roadblock to regionalization.

What should it look like?

Stakeholder support is demonstrated by:

- Participating in requirements gathering and design activities
- Embracing change and supporting new roles in the organization
- Actively participating to resolve issues and raising them to senior leadership

How can it be avoided and how to manage the change?

- Involve stakeholders early in the design, including management, employees, and volunteer associations
- Ensure that the expected benefits of the initiative are clearly measured, documented, and communicated
- Do not ‘sugar coat’ the process: change is difficult, there will be bumps along the way

Challenge # 3

Poor accountability

Accountability is a major concern among impacted stakeholders, especially with respect to critical services that deal with life-safety issues. Any governance structure, for the services under consideration, needs to clearly delineate the roles and responsibilities of all key stakeholders in the regional model.

What should it look like?

Governance frameworks facilitating accountability:

- Clearly document roles and responsibilities of each organization
- Include mechanisms to enforce accountability in service level agreements



How can it be avoided?

To help ensure accountability:

- Incorporate stakeholder feedback when designing new roles in the organization
- Ensure members understand how their role will change in the new partnership

Challenge # 4

Extended timeframe for benefits realization

The benefits associated with regionalization take time to accrue. Research and experience have demonstrated that full benefit realization often takes three to four years to achieve on average. To ensure that the risks associated with critical service delivery are mitigated during the implementation, strong contingency plans need to be developed. The timeframes associated with the realization of benefits should be communicated to stakeholders at the onset of the initiative.

What should it look like?

Governance frameworks should be able to measure and document benefits by:

- Including clear benchmarks for measuring benefits over time including cost and organizational performance measures
- Planning for communications/reporting to stakeholders for the long term that keeps the benefits at the forefront

How can it be avoided?

Generally, it is not possible to avoid this challenge, however, it does need to be addressed. Organizations should consider:

- Implementing a phased approach if the initiative is sufficiently broad or if there are many perceived obstacles to implementation
- Identifying and targeting ‘quick-wins’ to help bolster support

Challenge # 5

Equitable representation

In regional governance models, equitable representation is paramount. Equitable representation, however, is not always equal representation within the model. Equitable representation could mean the involvement or “stake” based on a per capita ratio formula, or simply each jurisdiction or community gets a representative. The governance structure must outline the involvement and decision-making authority of the member organizations. When the relative size of the municipalities in the regional model is sufficiently broad, the concerns over equitable representation often represent a significant challenge for determining an effective governance structure.



What should it look like?

Ultimately, representation needs to balance two primary factors:

- Percentage of resources contributed to the service by each participating municipality
- Population of the participating communities

In fairness, this balance should be in favor of the contribution of resources to reflect the fact that these resources could be allocated elsewhere. For example, if there is a committee of five, three seats would be allocated to the party providing most resources.

How can it be avoided?

The notion that there should always be “equal” representation needs to be avoided. Some rules of thumb:

- Each party needs to have one representative to start and that representative should have the technical background and authority to represent their party
- Additional representatives are added to reflect the contributions made by each party (operational funding, capital assets, people)
- If elected officials are on the committee, there should generally be equal numbers of elected officials to reflect the need to be equally represented (i.e. it would be inappropriate for one community to have two Council members present when the other communities only have one)
- The composition of the committee should be articulated into a formula, with that formula being applied on a regular basis (bi-annually) to reflect any changes in circumstances and the formula itself can only be changed through unanimous approval by all committee members

The key components of efficient and effective governance models distributed by the Government of Alberta are included as Appendix B (pg. 76).

5.7 Comparative Analysis

There are several communities across Alberta that have embarked on similar studies and initiatives with varying degrees of success. There can be challenges and varying impacts when two or more entities come together, but collectively the objectives can be met. The structure and delivery will vary between communities and it is a challenge to use one generic model to fit every case, but in this case, there are good examples of collaboration already working successfully.



For example, the Foothills Regional Emergency Services Commission (FRESC) whereby the Commission is authorized to provide emergency medical services and an emergency services communication system to the following communities:

- Town of Okotoks
- Town of Black Diamond
- Town of Turner Valley
- Town of High River
- Village of Longview
- Municipal District of Foothills No. 31
- Town of Nanton
- Kananaskis Improvement District
- Vulcan County
- Town of Vulcan
- Village of Milo
- Village of Arrowwood
- Village of Carmangay
- Village of Champion
- Village of Lomond

In discussions with stakeholders from other communities that have either proceeded, or are in the process of proceeding, with some type regionalization or collaboration, there appears to be a common theme of ‘cautiousness.’ All the communities have experienced challenges, whether the model involves asset-sharing, contract services (such as municipal/bylaw enforcement), support services, and/or operational costs of governance.

Although the GoA has assisted communities in the regionalization process through funding and governance models (documentation and agreements), the onus is on the regionalizing parties to develop and implement the model that they are proceeding with.

Regionalization/collaboration is becoming a realistic option for communities as they continue to find progressive and creative ways to remain self-sustaining and marketable to new residents and business leaders. In considering emergency services as a candidate for a cooperative model, it is probably one of the most cohesive groups to transition into a merger. Operationally, these groups work well together as their objectives are very similar in nature and already tend to cross over through emergency events.

Beaver County

Established in 2010, the Beaver Emergency Services Commission (BESC) has a mandate of fire protection, as well as possible additional mandates including emergency management (disaster services), ambulance services, community peace officer program, enhanced RCMP service and industry. The regional partnership, the first of its kind in Alberta, consists of six local volunteer fire departments with over 110 firefighters. The process for reaching municipal and political consensus for approval and implementation can take anywhere from 12 to 18 months or longer due to political and administrative challenges. BESC has experienced these types of challenges primarily in governance and understanding the role of senior management of the fire service.

Approximate costs to create a commission are approximately \$75,000 to \$150,000.



County of Vermilion River

County of Vermilion River (CVR) has a Director of Protective Services that is effectively the regional or district Fire Chief for the communities under an equally represented Fire Commission: Regional Emergency Management Group (REMG). A study was conducted in 2010 to outline the cooperation and process for moving to a regional concept and the CVR has been working through the recommendations of the report in gradually transitioning to a “true” regional platform for all of the protective services. Cooperation has been the driver for the framework, but challenges and sensitivities around autonomy still need to be addressed and considered as they move forward.

County of Grande Prairie

The County of Grande Prairie provides regional fire, investigation, and medical services from two full time, three paid-on-call and four contract departments. Stations are in Beaverlodge, Bezanson, Clairmont, Dunes, Hythe, LaGlance, Sexsmith, Teepee Creek and Wembley. The County has ongoing mutual aid agreements with both internal and external fire departments, such as the MD of Greenview and Alberta Environment and Sustainable Resource Development, for fire suppression, equipment, and resources. Regional enforcement services consist of a traffic unit, bylaw unit, and an RCMP enhanced policing unit. The bylaw unit consists of both bylaw enforcement officers and animal control officers. This system is working well, and significant efficiencies have been noticed in response and cost-effective savings in capital assets to date.

Vulcan County

In 2011, Vulcan County undertook a Regional and Emergency Management services study. At that time, the County had a protective services coordinator with the duties to act as a liaison with the municipal fire departments within the County. This position and the responsibilities resulted in confusion amongst the municipal fire chiefs in terms of authority. The municipal fire chiefs are accountable to the fire associations and their respective municipalities. There are six municipal fire departments in the County and five fire associations. The study identified four options:

- Regional fire and emergency management committee (regional structure)
- Vulcan County absorb the fire departments and establish formal agreement(s)
- Urban municipalities absorb the Fire Departments and establish formal agreement(s)
- Emergency services commission

Discussion with the Vulcan County Fire Chief indicate that there has been considerable resistance, disagreement, and conflicts in moving forward with a more cohesive service delivery structure throughout the County. At present, there are three levels of service agreements within Vulcan County:

- Two volunteer fire departments have been integrated as regional
- Contracts with three volunteer associations for the provision of services
- Joint agreement with Town of Vulcan



Every community we consulted with, having gone through a similar project, had a list of positive and negative concerns. These are identified in the following interview summary table:

Table 15: Interview Summary from Comparative Communities

	Positive	Negative
Budget	Single budget	Making sure the right governance model is used
	Increased value for service	Costing issues
	Possible reduction in fulltime staff – possible cost saving	Initial cost of conversion
Staff	Common goals and objectives	Loss of control
	Succession planning opportunities	Loss of autonomy
	No redundancies; particularly in management and leadership	Protection, liability, and ownership issues
	Resource allocation and flexibility	Fear of the unknown
	Common recruiting criteria	Limited advancement
	More available resources	Empire building
	Cooperation results in increased efficiency	Lack of well-defined lines of authority
	Improved ability to respond with single response model	Different operating principles, priorities, and conflicts
	Shared skills	Different administration and procedures
	Improved collaboration and communication	Jurisdictional issues
Services	Standardization of services	Service level maintenance reduced
	Harmonization of services	Different levels
Equipment	Purchasing of equipment	Different equipment - unfamiliar
	Access to more equipment	
Infrastructure	One EOC	Common data collection may be a challenge
	Centralized administration office	
	Common training program	No common training facility
Operating Procedures	One common SOPs	Differences in procedures
	One common SOGs	
Training	Common training goals and initiatives	No common training facility



Observation #12: Based upon the consultations with the Steering Committee and key stakeholders, a review of the relevant data and current agreements, the benefits and challenges with a regionalization initiative and experiences of other communities, it is our opinion that Option C and Partial Regionalization is the preferred approach for the County of Minburn and the partner municipalities. Of all the options identified in this analysis Option C and partial regionalization has the greatest potential for success.

Recommendation #12: That the County of Minburn and municipal partners initiate a broad consultation and communication process with the view to transitioning to a partial regionalization governance structure

It is recommended that the County and municipal partners undertake a comprehensive consultation and communication process to confirm if there is sufficient incentive amongst the key stakeholders at the operational, administrative and political levels to embark upon the implementation of the partial regionalization identified in this analysis. As previously indicated, there is no ideal or 'one size fits all' governance model, only that which makes the most sense given what activities are involved and the circumstances under which they must be carried out: governance must be aligned with context.

It is further recommended that if the decision is made to implement Option C and Partial Regionalization, the County would need to increase the staffing levels for the fire service administration and management functions. A Deputy Chief of Operations and Training along with a Financial/Administrative Assistant is suggested. The estimated costs for these positions are approximately \$100k and \$65k, respectively.

It is important to note that if the agreement renewal negotiations with the Town of Vegreville results in a more efficient fee schedule, and the regionalization of the Villages into the County, cost savings should be realized so that the positions are cost neutral.



SECTION 6 CONCLUSION

This review was completed is to assist the County of Minburn and the municipal partners of the Town of Vegreville, Village of Innisfree and Village of Mannville in evaluating their current fire services and establishing a long-term strategy to provide efficient and effective fire, rescue and emergency services for their community.

Behr analyzed several factors to determine the effectiveness and efficiency of the fire services within the County. We evaluated the operational and administrative aspects of each department, as well as the respective community's profile, risk factors, core services and programs, training, recruitment, and retention of paid-on-call (volunteer staff), facilities and major equipment. Additionally, we evaluated the agreements and relationships with the County and municipal partners. The emergency response data from the Town and Villages fire services was assessed with a focus on the current capabilities and alignment with the existing risk factor and levels of demand. Fire Chief Fundytus has provided exceptional leadership and enhanced interoperability at the operational level.

There are several observations and recommendations in this review that need to be considered by all four municipalities to improve operational effectiveness and efficiencies. Key among the 12 proposed recommendations is the establishment of a standards of cover policy, an enhanced fee schedule for the County agreements, bulk purchasing procedures, centralized recruitment of POCs, joint training and base level standards, centralized safety codes program, common operational guidelines and centralized dispatch services and response benchmarks

The key constructs of merging or regionalization were assessed comparatively with the collection of the qualitative and quantitative data provided by the County and partner municipalities. The outcome of this was four options to aid the steering committee and key stakeholders with the necessary information to make decisions regarding the viability of a regionalized governance structure for the County and municipal partners fire services. The following four options of governance for a regional fire service to be considered by the Steering Committee:

- Option A: Independent Fire Departments
- Option B: One Formal Regional Agreement
- Option C: Partial Regionalization
- Option D: Regional Commission



Regionalization of shared services amongst municipalities can be very complex endeavors and must be carefully consulted, planned, communicated, and implemented to achieve the anticipated cost avoidance and enhanced service levels. Based upon the consultations with the Steering Committee and key stakeholders, a review of the relevant data and current agreements, the benefits and challenges with a regionalization initiative and experiences of other communities, it is our opinion that Option C: Partial Regionalization is the preferred approach for the County of Minburn and the partner municipalities. Of all the options identified in this analysis Option C has the greatest potential for success. This is based upon the finding the right framework analysis conducted in Section 5.5, pages 56 to 63 in this report.



APPENDICES

Appendix A: List of Figures, Maps, and Tables

Appendix B: Regional Services Commissions



Appendix A: List of Figures, Maps, and Tables

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Appendix B: Governance Options



Regional Services Commissions

Regional services commissions are entities set up by two or more municipalities, First Nations Reserves, Métis Settlements, and armed forces bases that provide services on a regional basis to clients within (and outside with Minister's approval) the members' boundaries.

Members do not have to be adjacent to each other to form or join a regional services commission. The commissions are established through regulation under Part 15.1 of the *Municipal Government Act*.

Regional services commissions have their own distinct legal status with natural person powers, separate from municipalities. This means they can hire staff, administer their own payrolls, own property in their own name, and raise capital.

Regional services commissions are intended to provide services at the lowest cost. Any financial surplus must be used to reduce costs and may not be distributed back to the member municipalities as earnings.

The rates charged by a regional services commission for services must be established by bylaw and be based on a full-cost recovery rate model. Regional services commissions are eligible for loans from the Alberta Capital Finance Authority.

Part 9 Companies

Part 9 companies are formed to promote art, science, religion, charity or other similar endeavours, or they may be formed solely to promote recreation for their members. A Part 9 company must apply its profits in the promotion of its objects and no dividend should be paid to its members. Part 9 companies are regulated by the *Companies Act*. A Part 9 company may borrow funds for carrying out its objects, but is not eligible for direct loans from the Alberta Capital Finance Authority.

Municipal Controlled Corporations

Municipal controlled corporations are for-profit corporations that are controlled by a municipality or group of municipalities for the purposes of providing a regional municipal service or facility.

Municipal controlled corporations are regulated by the *Municipal Government Act*, *Business Corporations Act*, *Control of Corporations Regulation*, and the *Debt Limit Regulation*.

Approval from the Minister of Municipal Affairs must be obtained by the municipalities that want to establish a municipal controlled corporation prior to the establishment of the corporation. Municipal controlled corporations are incorporated under the *Business Corporations Act* with the Corporate Registry Office (Service Alberta).

A municipal controlled corporation is a separate legal entity from its municipal shareholders. This means that they are able to hire staff, administer payrolls, own property and raise capital independent of the municipalities involved. Municipal controlled corporations are not able to borrow directly from the Alberta Capital Finance Authority.

Unless imposed by the Minister, there are no geographic restrictions on where a municipal controlled corporation can operate within Alberta.



For more information about governance options for municipal services, please contact:

Municipal Collaboration Unit Alberta Municipal Affairs

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Government of Alberta




Governance Options

for Municipal Regional Services in Alberta

Government of Alberta



Key Considerations

Municipalities have a range of governance options to choose from as they consider ways to offer services in their region. These options provide choice and flexibility to municipalities.

A range of factors will determine the governance option most appropriate for the partnering municipalities to use in the delivery of regional services.

The governance options available to your municipality will depend on the answers to the questions below.

- What types of services will be provided?
- Should the services operate at arms-length from the municipality?
- Does the service provider need to own land and property?
- Does the service provider need natural person powers?
- Will services be provided as a business?
- Does the service provider need to borrow funds?
- Will the service provider need to have the ability to expropriate land?
- Will profit be made and distributed to member municipalities?
- Will the organization be providing services outside of the municipal boundaries?

Each governance option provides a unique set of characteristics that allow for varying degrees of operational autonomy, borrowing ability and legal powers. Certain governance options allow the regional services body to assume natural person powers. Others permit business to be conducted and a profit returned to its members. The comparison chart (right) outlines the basic differences.

Governance Options

The governance options available to municipalities considering regional services delivery

- Intermunicipal agreement
- Regional services commissions
- Municipal controlled corporations
- Cooperatives
- Societies
- Part 9 (not for profit) companies
- Public-private partnerships

Comparison of Governance Structures for Municipal Services in Alberta

	Inter-municipal Agreement	Regional Services Commission ¹	Municipal Controlled Corporation ²	Cooperative	Society ³	Part 9 Company ⁴	Public Private Partnership
Separate legal entity		✓	✓	✓	✓	✓	✓ ⁵
Can borrow and incur debt servicing costs		✓	✓	✓	✓	✓	
Can directly expropriate land ⁶		✓					
Can make a profit and distribute to members			✓	✓			✓
Requires provincial government approval for establishment		✓	✓	✓	✓	✓	✓
Ministry/parties responsible for establishment	Municipalities	Municipal Affairs		Service Alberta			Municipalities and Partners
Legislation restricting types of services provided	Municipal Government Act			Cooperatives Act	Societies Act	Companies Act	Municipal Government Act

Notes:

1. Regional services commissions are restricted to providing services as described by the commission's regulation.
2. Municipal controlled corporations may be owned by a municipality or group of municipalities and provide services to a region.
3. Societies are restricted to any benevolent, philanthropic, charitable, provident, scientific, artistic, literary, social, educational, agricultural, and sporting activities.
4. Part 9 Companies are restricted to promoting art, science, religion, charity, and recreation activities.
5. Public-private partnerships may be a separate legal entity depending on the partnership agreement.
6. Regional services commission is the only governance option that can directly expropriate land. Expropriation of land for intermunicipal agreements, municipal controlled corporations, Part 9 companies and societies may be completed by a municipality who is a member of that organization to enable that organization to carry out a development.

Disclaimer: The information in this publication is provided as a public service for information purposes only, it is not legal advice and should not be relied upon in such a manner. Municipalities considering regional services delivery using one of the governance structures listed in this publication should consult a lawyer to address the specific circumstances of your municipality.

Regional Services in Alberta

Regional service delivery allows municipalities in Alberta to work collaboratively with other municipalities to deliver effective and accessible services that are responsive to the needs of their communities.

Examples of municipal services that are delivered using a regional governance model include:

- Administrative services
- Airport services
- Assessment services
- Economic development services
- Emergency services
- Family and Community Support Services
- Geographic Information Systems (GIS)
- Housing
- Parks management services
- Planning services
- Recreation services
- Solid waste management services
- Transit services
- Water services, or
- Wastewater services

The variety of services that can be provided through a regional model is not restricted to the ones listed here.

Intermunicipal Agreements

Intermunicipal agreements are entered into between two or more municipalities. Participating municipalities pass a resolution of council to become a part of the agreement. These agreements can lead to the formation of an authority, board or committee that can oversee the provision of services on a regional basis.

Municipal services provided by a regional authority, board or committee which was formed by an intermunicipal agreement are subject to the Municipal Government Act as if the municipality was providing the service. The liability of the regional authority, board or committee remains with each municipality.



Regional Fire Services Feasibility Study



December 8, 2020



Jeff Carlisle Isaac Comandante



- The purpose of this study was to identify opportunities that achieve a more collaborative, streamlined, effective, efficient, and fiscally responsible regional fire service model.



- a) Reviewed existing means of delivery of fire services
- b) Consulted with the participating community partners' fire services to understand how fire services are currently delivered
- c) Evaluated existing efficiencies and identify potential enhancements through a regional fire service structure
- d) Consulted each Chief Administrative Officer and Fire Chief to understand administratively and operationally what is working and what the challenges are in the current delivery of fire and emergency services

- e) Consulted elected officials of each municipality to understand their perspective on fire services, so that opportunities, challenges, and alternatives can be identified
- f) Discussed the needs, opportunities, and concerns with a view to identify the requirements for streamlined and effective services for residents and safety of emergency responders, financial efficiencies, proper infrastructure, and fair compensation for emergency responders, etc.
- g) Considered the population and activity within the municipalities and areas of jurisdiction over the next 10 – 20 years, and the potential impact to service delivery and operations of the fire departments



- h) Reviewed all areas including staffing, station locations, vehicles, and large apparatus (new and replacement cycles), vehicle and apparatus maintenance, other equipment, administration, and training
- i) Provided recommendations, approximate financial implications, implementation plans and timelines



This report serves to provide the Steering Committee with the information necessary to help them select a preferred approach.

This report provides:

- Community Risk Overview
- Fire Services Overview
- Governance and Feasibility Analysis
- Key Considerations and Governance Challenges

The following risk factors are identified as having the potential to challenge fire department response capacity or capability:

- Multiple transportation corridors
- Medical response scenarios
- Stationary dangerous goods
- Wildland urban interface
- Structure fire
- Vulnerable occupants
- Limitations of the paid-on-call staffing model

- Alberta Building Code and Fire Codes
- Alberta Safety Codes Act
- Alberta Emergency Health Services Act
- Alberta Emergency Management Act
- Alberta Government Emergency Management Regulation
- Alberta Occupational Health and Safety Act
- Municipal Government Act and Inter-municipal Collaboration Framework Regulation
- National Fire Protection Association's (NFPA) Standards and Guidelines
- National Building and Fire Codes

- Workshop
 - *The goal of the workshop was to present an overview of the project and its objectives and to gauge the interest from the participating communities on the interest of regionalizing.*
- Targeted Interviews
 - *Targeted interviews were part of the data and information collection process where participants were asked questions related to their areas of purview and expertise*



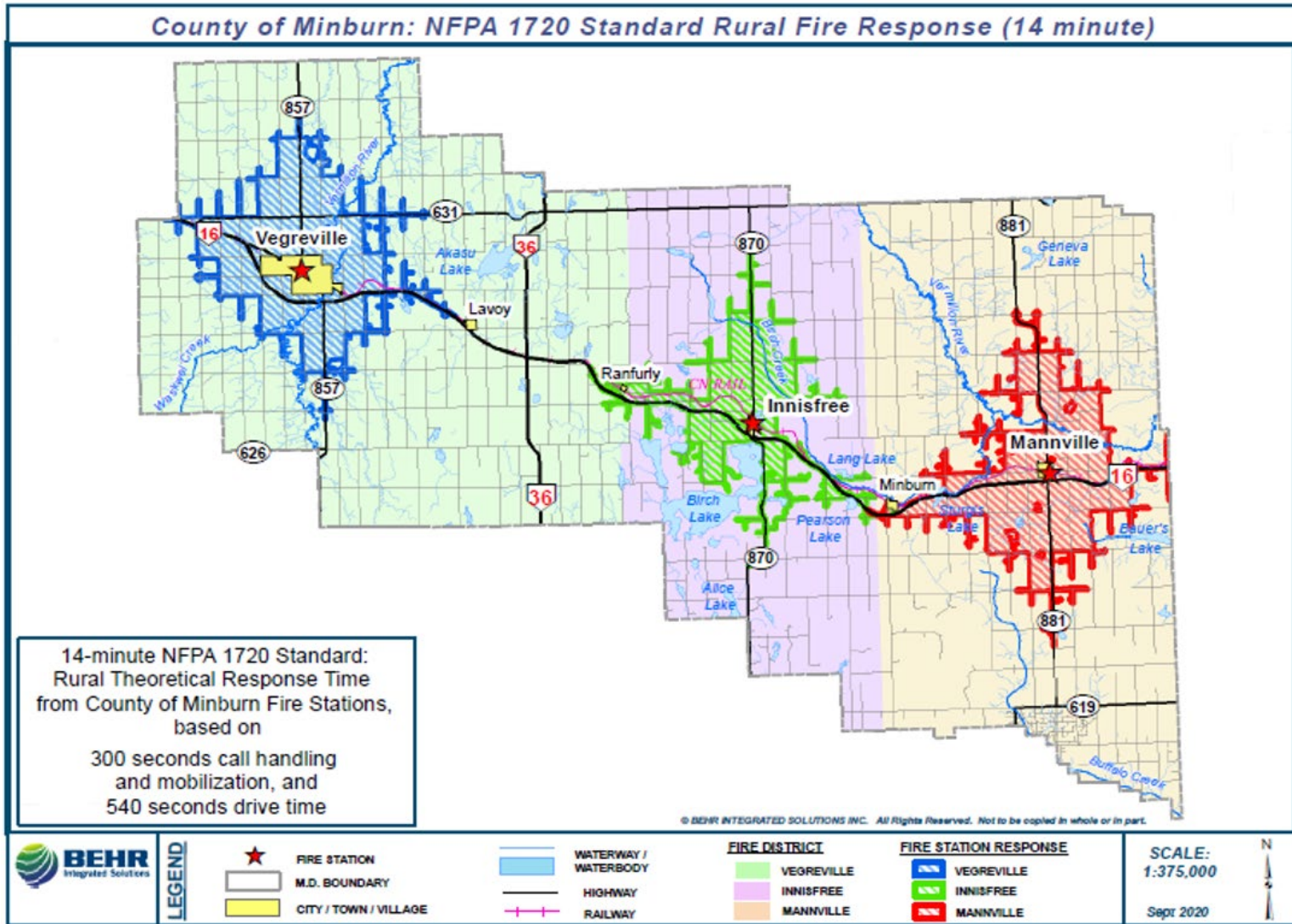
- Community Specific Considerations
 - *Growth, Economy, Demographics, Community Profiles, Etc.*
- Department(s) Specific Considerations
 - *Composite (primarily POC), Demand Zones, Etc.*
 - *Fee for Service Agreements County Areas*



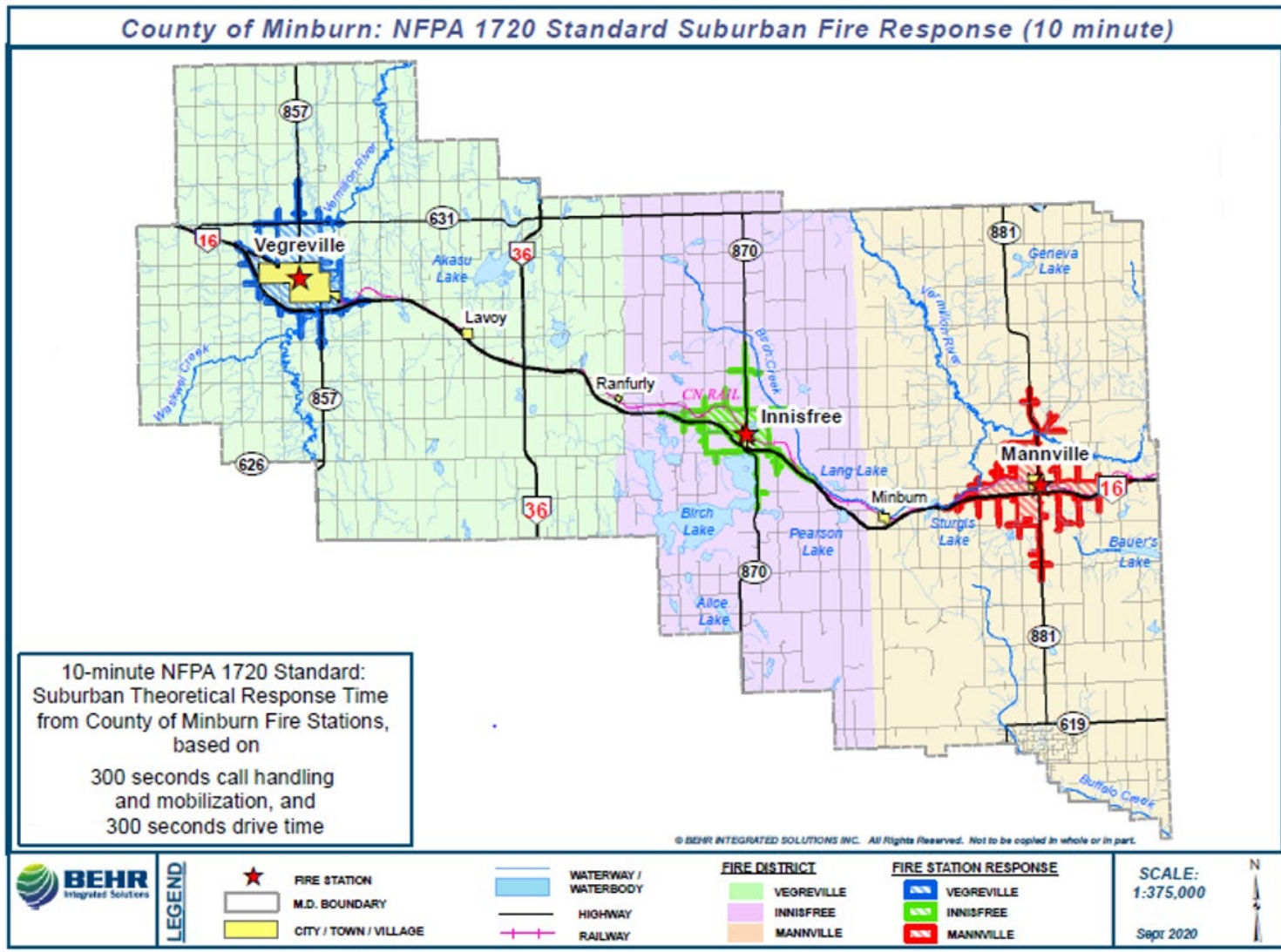
NFPA 1720 Standard: Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by a Paid-On-Call Fire Department

Demand Zone	Demographics	Minimum Staff to Respond	Response Time (minutes)	Meets Objective (%)
Urban Area	>1000 people/mi ²	15	9	90
Suburban Area	500-1000 people/mi ²	10	10	80
Rural Area	<500 people/mi ²	6	14	80
Remote Area	Travel distance >8 mi	4	Directly dependent on travel distance	
Special Risks	Determined by AHJ	Determined by AHJ based on risk	AHJ	

Response Time Maps



Response Time Maps

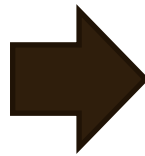


Shared Service Centres

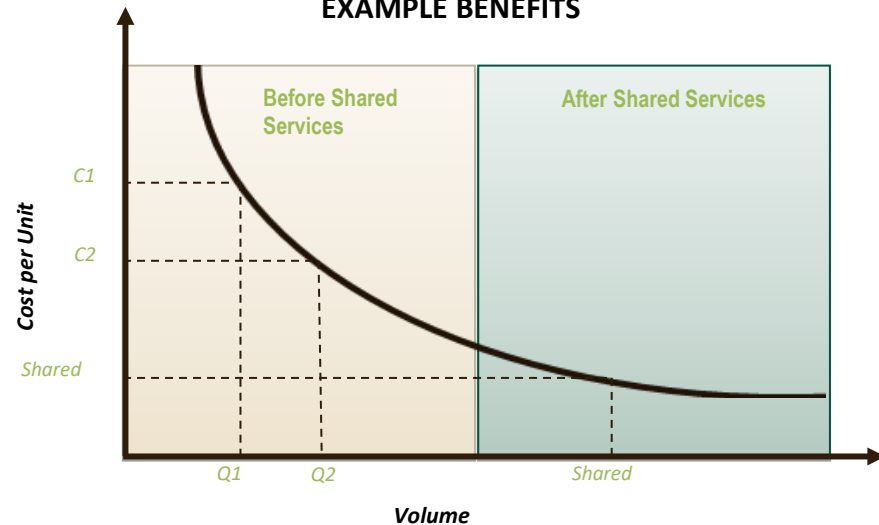
IMPROVEMENT LEVERS

Capture Economies of Scale

Share scale-sensitive services
Eliminate redundancies



EXAMPLE BENEFITS



Examples include shared finance and administrative functions, procurement, payroll administration, information technology and equipment maintenance.

Centres of Excellence

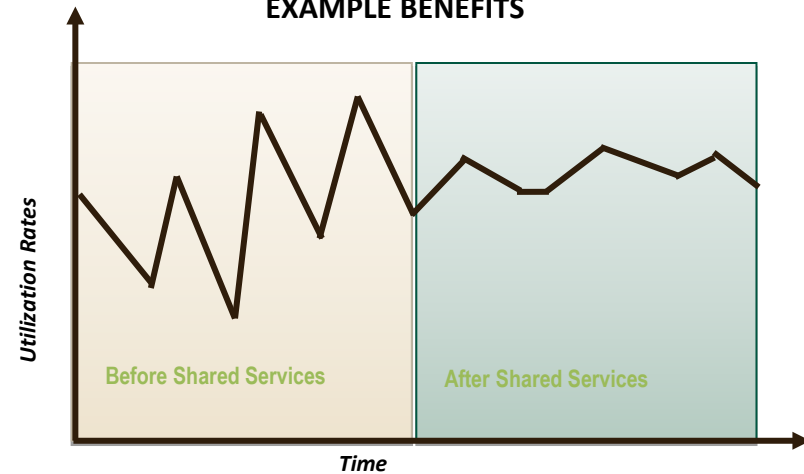
IMPROVEMENT LEVERS

Leverage Expertise across
Business



Capture economies of scope
Transfer best practices to provide higher quality
service

EXAMPLE BENEFITS



Examples include shared senior leadership (both political and administrative), highly skilled and trained individuals such as fire chiefs, directors of emergency management, and trainers.

Operational Shared Services

IMPROVEMENT LEVERS

Capture Economies of Scale

- ✓ Share scale-sensitive services
- ✓ Eliminate redundancies

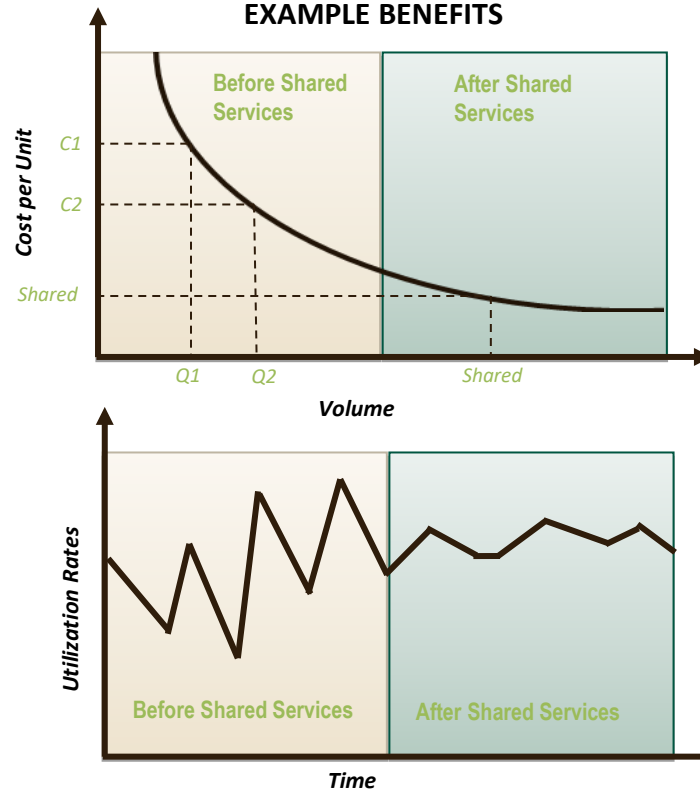


Leverage Expertise across Business

Capture economies of scope
Transfer best practices to provide higher quality service



EXAMPLE BENEFITS



Examples include shared regional fire administration, fire stations, and multi-agency/multi-purpose buildings.

Application of Key Constructs

The merging or regionalization of the County of Minburn and the partner municipalities would include aspects of shared service centres, centres of excellence and operational shared services.



Common Challenges of Regionalization



Key Components of an Efficient and Effective Governance Framework

- Informal agreements
- Automatic aid agreements
- Joint hiring
- Intergovernmental service contracts (e.g., inter-municipal bylaws)
- Purchasing consortia
- Departmental consolidation
- Planning boards
- Regional service commissions
- Municipal controlled corporations



Finding the Right Framework

- **Option A: Independent Fire Departments**
 - Town and Villages fee for service agreements with the County (status-quo)
- **Option B: One Formal Regional Agreement**
 - Inter-municipal agreement with either the County or the Town as managing partner
- **Option C: Partial Regionalization**
 - Two inter-municipal agreements with Villages integrated into County of Minburn Regional Fire Department and a revised fee for service agreement with the Town of Vegreville
- **Option D: Regional Commission**
 - Provincially approved inter-municipal bylaw that establishes a regional fire service commission



Governance and Feasibility

Option	Option A	Option B	Option C	Option D
	Independent Fire Departments: Fee for Service with the County	One Formal Regional Agreement	Partial Regionalization	Regional Commission
Structure	<ul style="list-style-type: none"> - Current status quo - Some informal agreements/practices - Separate Fire Departments - Separate financial and administrative processes 	One comprehensive agreement with Town or County identified as managing partner.	<ul style="list-style-type: none"> - County is managing partner for Village Fire Departments as a Regional Service - Revised defined service agreement with the County 	<ul style="list-style-type: none"> - Regional Protective Services Commission - Equitable Representation with County weighted as oversight
Implementation	Easiest	Complex	Moderate	Challenging
Cost to adopt	Low	Moderate	Moderate	Highest
Benefits	<ul style="list-style-type: none"> - Coordination at operational level - Functioning resource coverage into County areas 	<ul style="list-style-type: none"> - Improved resource coverage - Defined scope of services - Defined cost sharing model - Structured dispute resolution mechanisms - Moderate realization of economies of scale and scope 	<ul style="list-style-type: none"> - Improved resource coverage - Cross functional strategic direction and alignment - Defined scope of services - Defined cost sharing model - Structured dispute resolution mechanisms - Realization of economies of scale and scope 	<ul style="list-style-type: none"> - Distinct legal status - Natural person powers - Improved resource coverage - Cross functional strategic direction and alignment - Defined scope of services - Defined cost sharing model - Structured dispute resolution mechanisms - Realization of economies of scale and scope
Challenges	<ul style="list-style-type: none"> - Lack of efficient/effective coordination, - duplication, ambiguous costing structures - No service definition, control, costs - Political interference - Administrative challenges 	<ul style="list-style-type: none"> - Decrease of local authority/control - Perception of loss of autonomy and identity - Determination of managing partner - Negotiating defined service levels within the agreement - Administrative and Political support 	<ul style="list-style-type: none"> - Decrease of local authority/control for Villages - Perception of loss of autonomy and identity - Resistance between Town and County on fee for service structure and defined agreement 	<ul style="list-style-type: none"> - Decrease of local authority/control - Perception of loss of autonomy and identity - Resistance with Regional Commission's authority

Recommendation #1: Negotiate a more equitable fee schedule

It is recommended that a more equitable fee schedule needs to be negotiated as part of the revisions to the agreement in 2021. The revised fee schedule should be more indicative of the actual costs for Vegreville fire services and the contributions made by the County.



Recommendation #2: Establish bulk purchasing arrangement with Town of Vegreville

It is recommended that the County Fire Chief establishes bulk purchasing arrangement with the Town of Vegreville to take advantage of the economies of scale with common equipment purchases.



Recommendation #3: Centralized or joint recruitment

It is recommended that the three municipalities conduct centralized or joint recruitment processes to reduce a duplication by each fire service.



Recommendation #4: Implement joint training and base level standards

It is recommended that the County working with the three municipalities develop operational protocols and a minimum base level training program as the County of Minburn Fire Service Operations Manual. On a recurring basis, the County would conduct a training weekend event that the POCs from each department can conduct inclusive training sessions.



Recommendation #5: Integrate all QMPs into a centralized QMP and safety codes program

It is recommended that the County and municipal partners work together to develop and submit a joint accreditation application and quality management plan in the Fire Discipline to deliver the requirements as a regionalized service. This would also leverage additional regional opportunities to upgrade the Group A SCOs' training to higher levels of certification with the Safety Codes Council. Behr has the qualified resources to assist in this process if desired.



Recommendation #6: Develop common operational guidelines

As previously recommended the County working with the three municipalities develop operational protocols and guidelines as the County of Minburn Fire Service Operations Manual. These SOGs/SOPS would be for common or typical responses within the County as where two or more fire services jointly respond (mutual aid).



Recommendation #7: Centralize fire dispatch services

Should the County and municipal partners proceed with a regional governance structure the integration of the dispatch services is recommended to enhance interoperability and cost efficiencies.



Recommendation #8: Develop consistent and coordinated benchmark data for emergency response services

It is recommended the County and municipal partners develop a consistent template of records management for statistical analysis of demands and performance. This information should be coordinated at a regional level as part of the recommended standard of cover (SOC) policy.



Recommendation #9: The County of Minburn and municipal partners initiate a broad consultation and communication process with the view to transitioning to a partial regionalization governance structure

It is recommended that the County and municipal partners undertake a comprehensive consultation and communication process to confirm if there is sufficient incentive amongst the key stakeholders at the operational, administrative and political levels to embark upon the implementation of the partial regionalization identified in this analysis.

It is further recommended that if the decision is made to implement Option C and Partial Regionalization, the County would need to increase the staffing levels for the fire service administration and management functions. A Deputy Chief of Operations and Training along with a Financial/Administrative Assistant is suggested. The estimated costs for these positions are approximately \$100k and \$65k, respectively.



Recommendation #10: Undertake a comprehensive risk analysis of all response areas and develop a standard of cover (SOC) to effectively manage risks

The SOC is used to establish performance benchmarks for existing levels of service, providing opportunities for continuous improvement at the same time. This would also provide a well-articulated description of services to be provided to the various response areas with the full understanding and endorsement of elected officials.

Recommendation #11: Complete an effective response force (ERF) analysis and establish response criteria based upon a critical task analysis

It is recommended that the County and municipal partners work together and develop the previously recommend SOC and include ERF protocols based upon a critical task analysis.



Recommendation #12: Conduct a complete review of all agreements that are over five years old

It is recommended that the County of Minburn complete a review of all agreements that are five years and older since enactment. While this cyclical review and updating of agreements is not a legislated requirement it is a standard practice amongst municipalities.



THANK YOU

For more information contact:

Behr Integrated Solutions

Phone: 403-444-6940

www.behrintegrated.com



Fire Service Agreement

This Agreement dated this 01st day of January 2022

BETWEEN:

THE VILLAGE OF INNISFREE
(in the Province of Alberta)
(hereinafter referred to as the "Village")
-AND-
COUNTY OF MINBURN NO. 27
(in the province of Alberta)
(hereinafter referred to as the "County")

WHEREAS: The County and Village is desirous of providing fire protection services to its residents;

AND WHEREAS: The County is agreeable to provide the village with fire protection under such terms and conditions as may be mutually agreeable;

NOW THEREFORE; in consideration of the mutual benefits contained herein, it is hereby agreed between the Village and the County that the County will provide fire protection to the Village pursuant to the following terms and conditions:

1. TERM

- 1.1. This Agreement shall continue in force and effect from January 01, 2022 until till December 31, 2031 unless earlier terminated in accordance with this Agreement.
- 1.2. The fee structure in section 2.2 shall be in effect from January 01, 2022 until December 31, 2026.
- 1.3. The fee structure will be reviewed in 2026 by Dec 31st for the remainder of the term of the agreement. Any changes in fees will be done via mutual agreement. If the Village and County cannot come to mutual agreement, the dispute resolution process contained within the Intermunicipal Collaboration Framework (ICF) shall be utilized.
- 1.4. In the event the parties wish to extend or renew this Agreement beyond the expiration date, the Parties shall, no less than six months prior to the expiration of this Agreement, engage in good faith negotiations. Should the parties commence such negotiations as confirmed by both parties in writing by that time, this Agreement will remain in effect until a new agreement is signed, or either party chooses to terminate this Agreement in writing by providing the other party with no less than three months' notice.

2. VILLAGE OBLIGATIONS

- 2.1. The Village shall declare the County of Minburn the Fire Authority in the Village of Innisfree.
- 2.2. The Village shall provide the County with an annual payment of \$_____ for fire services until 2026. This payment is inclusive of all operating and capital obligations of the Village for fire services.

- 2.3. The Village shall adopt a joint fire safety codes quality management plan with the County acting as the managing partner for the Fire QMP
- 2.4. The Village shall maintain municipal fire hydrants.
- 2.5. The Village shall provide water from municipal hydrants for fire department emergencies and training at no cost to the County.
- 2.6. The Village shall provide priority snow clearing at the Firehall.
- 2.7. The Village shall assist the County in collecting fire response related charges from property owners or their insurer. Any fees collected from Village residents for fire services will be paid to the County. Fees will be uniform across both municipalities as per the County of Minburn's Master Rates Bylaw, as amended, and the Village will take all steps necessary to implement such fees in the Village.
- 2.8. The Village shall continue to pay the fire dispatch service fee provided by EC911 or its successor.

3. COUNTY OBLIGATIONS

- 3.1. The County shall provide fire and emergency services to the level of service described in Schedule "A" to be mutually agreed upon within 12 months of signing of this agreement. Until specific levels of service are agreed to, the County shall provide emergency services to the Village in accordance with the existing levels of service.
- 3.2. The County shall manage all aspects of the fire service operationally and administratively.
- 3.3. The County shall respond to all incidents which originate within the boundaries of the Village as soon as reasonably possible on a 24 hour per day 365 days per year basis, in accordance with the agreed upon level of service in Schedule "A" and subject to the resources available to the County with respect to personnel and equipment at the time of such incident.
- 3.4. The County shall provide fire prevention, fire inspection, and fire investigation services in accordance with the Alberta Safety Codes Act.
- 3.5. The County shall adopt and act as the managing partner for a joint fire safety codes Quality Management Plan (QMP) with the Village.
- 3.6. The County shall be responsible for all costs associated with the operation of the fire department, except as otherwise set out herein.
- 3.7. The County shall supply Apparatus and Equipment which meets the certification requirements of The National Fire Protection Association (NFPA 1901), Underwriters' Laboratory (ULC-S515).
- 3.8. The County agrees to provide fire services as an independent contractor for the purposes of this Agreement and shall not be deemed to be a servant, employee, or agent of the Village.
- 3.9. The County will provide a written report on fire service-related activities to the Village monthly and the regional fire chief will attend a Village council meeting annually or upon request.

4. TRANSFERS AND MANAGEMENT

- 4.1. The Village shall transfer all owned and joint owned fire department related equipment to the County concurrent with the execution of this Agreement

- 4.2. The Village shall transfer ownership of the fire hall located at 4903 51 St Innisfree, Alberta (the "Fire Hall") to the County at no cost.
- 4.3. The County shall become the sole owner of all fire department related equipment and will manage the equipment accordingly.
- 4.4. In the event the County offers up for sale the Fire Hall, or if this Agreement is terminated, the Village will be given first right of refusal to own the Fire Hall at no cost.
- 4.5. The County shall be solely responsible for funding the replacement of any future purchases of apparatus or equipment as it deems necessary to meet the applicable level of service.
- 4.6. The County shall accept all existing officers and firefighters on the roster at the time of signing of this Agreement, provided that it shall have no liability for any obligations pre-dating the effective date of this Agreement and shall have exclusive responsibility for determining any appointments or personnel matters following the effective date.

5. COMPLIANCE

- 5.1. The County will comply with the *Occupational Health and Safety Act*, *The Workers Compensation Act* and all other laws in force in Alberta relevant to the provision of the Services if applicable.

6. INDEMNITY AND INSURANCE

- 6.1. The Village shall indemnify and hold harmless the County, together with its employees, agents, and volunteers, from any and all claims, demands, actions and costs that may arise, directly or indirectly, from the negligence or wilful misconduct in the performance of this Agreement by the Village or its employees, agents or volunteers, and for any obligations or liabilities of any kind relating to the Fire Hall, the officers and firefighters, fire equipment or other matters relating to the fire department or the Village's fire and emergency services arising prior to the effective date of this Agreement..
- 6.2. The County shall indemnify and hold harmless the Village, together with its employees, agents and volunteers, from any and all claims, demands, actions and costs that may arise, directly or indirectly, from the negligence or wilful misconduct in the performance of this Agreement by the County or its employees, agents or volunteers.
This clause shall survive the expiry of this agreement.
- 6.3. The County shall carry a minimum of \$20,000,000 liability insurance to cover the activities associated with the provision of services under this agreement.

7. FORCE MAJEURE

- 7.1. The County shall not be liable to the Village for any failure of or delay in the performance of its obligations hereunder nor be deemed to be in breach of this Agreement if such failure or delay has arisen from Force Majeure. For the purposes of this Agreement, Force Majeure means any cause not within the control of the County including, without limitation, interruption of telecommunications, gas, electric, or other utility service, acts of God, strikes, lockouts, or other industrial disturbances, acts of public enemy, wars

blockades, insurrections, riots, epidemics, landslides, earthquakes, fires, lightning, storms, floods, high water, washouts, inclement weather, orders or acts of military authorities, civil disturbances and explosions,

- 7.2. Where the County is prevented from carrying out its obligations hereunder due to Force Majeure, the County shall, as soon as possible, give notice of the occurrence of such Force Majeure to the Village and the County shall thereupon be excused from the performance of such obligations for the period of time directly attributable to the event of the Force Majeure.

8. RECORDS MANAGEMENT, ACCESS, COPYRIGHT AND FOIP

- 8.1. The County will provide, maintain, and manage a records management system using the most current reporting software.
- 8.2. The County shall treat all records and information provided or made available by the Village to the County for the purpose of fulfilling the County's or the Village's obligations under this agreement as privileged and confidential. The County shall not use or disclose such records or information for any other purpose without the written consent of the Village.
- 8.3. The County acknowledges that this Agreement and all records received, collected, produced or stored by the County pursuant to this agreement, with the exception of the county's own administrative, financial, or human resource management records, belong to and shall remain under the control of County and are subject to the access and privacy provisions of the *Freedom of Information and Protection of Privacy Act ("FOIP)*. Upon notification by the Village of a receipt of an access to information request, the county shall provide to the Village copies of all records specified by the Village within 30 days of the notification.

The County acknowledges that the Village may release this agreement and attachments according to the FOIP Act.

This clause shall survive the expiry of this agreement.

9. TERMINATION

- 9.1. This agreement can only be terminated if both parties mutually agree. Upon mutual agreement to terminate the contract shall remain in place for a minimum of two (2) years.

10. MECHANISM TO ADDRESS ISSUES

- 10.1. As issues arise between the Village and the County with respect to general service, policies and minor concerns, such issues shall be resolved as follows:
- 10.2. The Village may submit the issue via email to the Director of Protective Services of the County. The County may submit the issue via email to the CAO of the Village of Innisfree.
- 10.3. The Village and County administrations shall meet to bring a resolution to the issue. The meeting shall consist of a minimum:
- i. Village CAO
 - ii. County CAO

- iii. County Director of Protective Services
- iv. Any other Village or County administration employees deemed appropriate
- 10.4. If a resolution is not found, the Intermunicipal Committees of the Village and County shall meet to resolve the issue.
- 10.5. If there is no resolution via the above process, the dispute resolution process contained within the Intermunicipal Collaboration Framework (ICF) shall be used.
- 10.6. The parties agree to work together in good faith to achieve a timely resolution to any issues, and whether either party has made such reasonable efforts and is satisfied a resolution cannot be achieved, it may provide notice in writing to advance to the next stage of the dispute resolution process set out above.

11. GENERAL TERMS

- 11.1. Time is of the essence in this Agreement.
- 11.2. This Agreement inures to the benefit of and is binding upon the parties hereto, their respective successors and permitted assigns. Neither party may assign its rights and obligation under this Agreement without the express written consent of the other party.
- 11.3. This Agreement superseded any previous agreements made between parties with respect to fire services.
- 11.4. The fees paid by the Village under this agreement entitles the Village to fire services as described and not to ownership of any current or future acquired assets, which shall at all times remain the property of the County.
- 11.5. No term or condition of this Agreement shall be deemed to be waived unless the waiver is in writing. Any waiver of default committed by either of the parties in the observance or performance of this Agreement shall not extend or be deemed to extend or affect any other default.
- 11.6. If at any time during the continuance of this agreement, the parties consider it necessary to amend this agreement, they may do so by a written document signed by each party.
- 11.7. The County acknowledges that the Village has no obligation to renew, extend or offer a new contract at the end of the term of this Agreement.
- 11.8. The Village acknowledges that the County has no obligation to renew, extend or offer a new contract at the end of the term of this Agreement.

12. NOTIFICATIONS

- 12.1. Any notices or correspondence in writing about this Agreement to deliver by personal deliver addressed top the Party at the following address;

County of Minburn No 27
Box 550 Vegreville Alberta T9C 1R6
Attention: Chief Administrative Officer

Village of Innisfree
5116 -50 Avenue Innisfree Alberta T0B 2G0
Attention: Chief Administrative Officer

The parties have executed this Agreement, each by its duly authorized representative, on the respective dates shown below.

IN WITNESS WHERE OF, the parties here to have set their hands and seals.
This ____ Day of _____ 2021

VILLAGE OF INNISFREE

COUNTY OF MINBURN NO. 27

MAYOR

REEVE

CAO

CAO

SCHEDULE "A"

The Village and County shall agree to create and ratify a Level of Service Policy no later than December 31st, 2022.

Request for Decision (RFD)

Topic: Appointment of Substitute Returning Officer
Initiated by: Administration / Returning Officer
Attachments: Local Authorities Election Act Section 13 (2.1)

Purpose(s):

1. To appoint, by resolution, a substitute Returning Officer for the purpose of conducting elections under this Act, in accordance with the Local Authorities Election Act.

Background:

1. An Elected Authority must, by resolution, appoint a Substitute Returning Officer by June 30 of the year in which the election occurs or, for a by-election or vote on a question or Bylaw, in the resolution or Bylaw that fixes the day for the By-Election or vote on a question or bylaw.
2. The Returning Officer or substitute Returning Officer for a local jurisdiction may not be a candidate for the Elected Authority for that local jurisdiction.
3. If, through illness, absence or other incapacity, the Returning Officer is incapable of performing the duties of Returning Officer, the substitute Returning Officer has and may exercise all the duties, functions, and powers of a Returning Officer for the purposes of conducting elections under this Act.

Key Issues/Concepts:

1. Requirement under Section 13 (2.1) of the Local Authorities Election Act.

Option(s):

1. That Council approve the appointment of Ms. Thelma Rogers as the Substitute Returning Officer for the 2022 By-Election.

Financial Implication(s):

1. None at this time.

Relevant Policy/Legislation:

1. Section 13 (2.1) - LAEA

RECOMMENDATION(s):

1. That Council approve the appointment of Ms. Thelma Rogers as the Substitute Returning Officer for the 2022 By-Election pursuant to the Local Authorities Election Act.

Request for Decision (RFD)

Topic: MSP Project Proposal – Fire Hall/Village Administration Office Improvements – LED Lighting
Initiated by: Administration / Fire Department
Attachments: Mardar Electric Quote Received October 19, 2021

Purpose(s):

1. To remove old ballasts and install new T 8 Ballasts & LED Tubes in the Innisfree Fire Hall.
2. To remove old ballasts and install new T 8 Ballasts, LED Tubes, and replace outside light with Photocell light in the Village of Innisfree Administration Office.

Background:

1. Mardar Electrics Quote Received October 19, 2021 (attached).
2. Innisfree Fire Department informed the Village of Innisfree that lighting in the Innisfree Fire Hall was very poor.
3. Innisfree Fire Hall - Total cost to remove old ballasts and install new ballast with LED Lights is \$ 3,711.50 (GST not included).
4. Village Office – Total cost to remove old ballasts and install new ballasts with LED Lights, as well as change-out outside light, is \$ 1,507.75 (GST exclusive).
5. Fire Hall portion of this project is eligible under the MSP Grant as it would be improving the existing Fire Hall, as originally applied for under MSP Grant Application.

Key Issues/Concepts:

1. Provide the Innisfree Fire Hall and Village Administration Office proper lighting to conduct daily work, training, etc.
2. Improving the Village of Innisfree energy usage by switching to LED Lighting.
3. Will improve the overall visibility to Village Administrative Staff.
4. Help reduce red tape as indicated in MSP Grant Objectives.

Option(s):

1. As directed by Council.
2. That Council approve Mardar Electric's Quote received October 19, 2021, for the removal of the old ballasts and the installation of new T8 Ballasts and LED Tubes for the Innisfree Fire Hall at a cost of \$3,711.50 (GST Not Included) with funding to be allocated from the Municipal Stimulus Program (MSP) Grant. Furthermore, that Council approves the removal of the old ballasts and the installation of new T8 LED Tubes for the Village of Innisfree Administration Building at a cost of \$1,507.75.

Financial Implication(s):

1. Cost to Fire Hall = \$ 3,711.50 (GST Exclusive) **Covered by MSP Grant**
2. Cost to Village Administration Office = \$ 1,507.75 (GST Exclusive).

Relevant Policy/Legislation:

1. Municipal Stimulus Program (MSP) Grant Application.

RECOMMENDATION(s):

1. That Council approve Mardar Electric's Quote received October 19, 2021 for the removal of the old ballasts and the installation of new T8 Ballasts and LED Tubes for the Innisfree Fire Hall at a cost of \$3,711.50 (GST Not Included) with funding to be allocated from the Municipal Stimulus Program (MSP) Grant. Furthermore, that Council approves the removal of the old ballasts and the installation of new T8 LED Tubes for the Village of Innisfree Administration Building at a cost of \$1,507.75.

FIRE HALL

REMOVE OLD BALLASTS AND INSTAL NEW
T8 BALLASTS + LED TUBES

LABOUR 10.5 hr 682.50

4 - 4 tube BALLASTS	19.33	-	108.25
1 - 2 tube BALLAST	20.75	-	20.75
1 - TW2 outside light + photocell			230.00
2 - motion sensors 360°	105.00	-	210.00
20 - T8 LED tubes			360.00
12 - 8' LED FIXTURES	175.00	-	2100
			<u>3029.00</u>
			682.50
			<u>3711.50</u>
	GST		185.57
	TOTAL		<u>3897.08</u>

Village Office

REMOVE OLD BALLAST INSTAL NEW

13 - 2-tube T8 BALLASTS			269.75
26 - T8 LED tubes			468.00
1 - outside light w/ photocell			120.00
LABOUR 10hr			650.00
			<u>1507.75</u>
	GST		75.39
	TOTAL		<u>1583.14</u>

Request for Decision (RFD)

Topic: MSP Project Proposal – Fire Hall Improvements – Washing/Sanitation Station
Initiated by: Administration / Fire Department
Attachments: Martins Plumbing & Heating Quote dated December 8, 2021, and Home Depot Sink Quotes

Purpose(s):

1. To install a washing/sanitation station in the bay area of the Innisfree Fire Hall to allow Fire Department members to properly, and more efficiently, rinse or wash equipment, to enhance health preventative measures pertaining to COVID-19 and reduce red tape as indicated in the MSP Grant objectives.

Background:

1. Martin's Plumbing & Heating Ltd. Quote dated August 27, 2021 (attached).
2. Innisfree Fire Department informed the Village of Innisfree that a washing/sanitation station, in the bay area of the Fire Hall, is necessary to assist with washing of equipment after practice and/or fire calls.
3. Total cost to run plumbing, water lines and sink installation (including labour and materials) is \$600.00 (GST not included). Please advise that this cost does not include the purchasing of a sink.
4. Examples of sinks (provided from Home Depot) have been attached.
5. Administration has confirmed that this project is eligible under the MSP Grant as it would be improving the existing Fire Hall, as originally applied for under MSP Grant Application.

Key Issues/Concepts:

1. Allow Fire Department Members to wash/rinse fire equipment, after practices or calls, more effectively and more efficiently.
2. Enhance health preventative measures, RE: COVID-19.
3. Help reduce red tape as indicated in MSP Grant Objectives.

Option(s):

1. As directed by Council.
2. That Council approve the purchase of sink, to be installed at the Innisfree Fire Hall, at a cost of \$330 (GST not included). Further that Council also approve Martin's Plumbing & Heating Ltd.'s quote dated August 27, 2021 at a cost of \$600 (GST Not included) for labour and materials.

Financial Implication(s):

1. Cost to purchase sink = \$330 (GST not included).
2. Cost of labour and materials = \$600 (GST not included).

Relevant Policy/Legislation:

1. Municipal Stimulus Program (MSP) Grant Application.

RECOMMENDATION(s):

1. That Council approve the purchase of sink, to be installed at the Innisfree Fire Hall, at a cost of \$330 (GST not included). Further that Council also approve Martin's Plumbing & Heating Ltd.'s quote dated August 27, 2021 at a cost of \$600 (GST Not included) for labour and materials.

MARTIN PLUMBING & HEATING LTD. CONTRACT

Phone: 780-853-5853 - VERMILION, ALBERTA

Dec 8, 2021

Purchaser: Innisfree Fire Hall

Address: can@innisfree.ca

Materials to be Supplied and Installed:

PLUMBING -

Bathtub: Price to run plumbing &

Shower: Waterlines to sink

Closet: beside washer & dryer.

Basin: includes sink install,

Sink: Material & labor

\$ 650.00

& GST.

HEATING -

TYPE _____

MODEL _____

GAS _____

CHIMNEY _____

GARAGE HEAT _____

AIR CONDITIONING _____

EAVESTROUGH _____

BOILER SYSTEM - _____

ACCEPTANCE OF ESTIMATE

This quotation subject to acceptance within _____

I (we) _____ hereby accept and authorize you to supply and install the above mentioned material and will pay the total amount of \$ _____

Cash with Contract _____

Progress Payment _____

Purchaser's Signature

Price and availability may vary by store, and between online and in-store. [Click here for details.](#)



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Glacier Bay All in One 25-inch Laundry Cabinet with Stainless Steel Sink

★★★★★ (131)

\$419.00 / each

Add to Cart



MUSTEE BigTub Single Laundry Tub with Faucet, Supply Line, P-Trap

★★★★★ (1259)

\$330.00 / each

Add to Cart



Frequently Bought Together



This item:
Glacier Bay
Deluxe All in...

\$299.00 / each



Aqua-Dynamic
Flex Connector
Stainless Ste...

\$5.58 / each



Total Price: **\$304.58**

Add 2 items to cart





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Glacier Bay Deluxe All in One 28-inch 2-Door Laundry Cabinet with ABS Basin and Dual Spray Faucet

Model # PS-534 / AXCESS 486 | Store SKU # 1000773867

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Stock at



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Aug 31 – Sept 2
FREE

This item is either out of stock or unavailable for Express D to this pos at this tin





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3

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Model # 19FK | Store SKU # 1000784401

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[Q&A \(59\)](#)

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FREE Pick-Up

STANDARD SHIPPING

Estimated Arrival
Sept 2-4
FREE

EXPRESS DELIVERY

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\$24.99

★ No Top included

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Request for Decision (RFD)

Topic: Village of Innisfree Library 2022 Operating Budget
Initiated by: Administration
Attachments: Proposed Village of Innisfree Library 2016 Operating Budget

Purpose(s):

1. To address the proposed 2022 Village of Innisfree Library Operating Budget.

Background:

1. The Treasurer of the Village of Innisfree Library Board has submitted the proposed Village of Innisfree Library Budget for review and Council approval.
2. Undoubtedly, the COVID-19 Pandemic has restricted the Board's activities.

Key Issues/Concepts:

1. The Village of Innisfree Library's annual budget **must** be approved by the Village Council pursuant to Section 8 of the *Libraries Act*, RSA 2000, Chapter L-11.
2. The Village of Innisfree Library Board has submitted a proposed 2022 operating budget with Revenues totaling \$38,974.27 and Expenditures totaling \$49,350. The Library Board demonstrates the existence of sufficient financial resources to offset the budgeted deficit.

Financial Implication(s):

1. None identified.

Option(s):

1. That Council endorse the proposed Village of Innisfree Library 2022 Operating Budget with Revenues totaling \$38,974.27 and Expenditures totaling \$49,350, with the budgeted deficit being offset by existing Library surplus funds.
2. That Council decline to endorse the proposed Village of Innisfree Library 2022 Operating Budget with Revenues totaling \$38,974.27 and Expenditures totaling \$49,350.

Relevant Policy/Legislation:

1. *Libraries Act*, s. 8 – Budget
2. Bylaw 592-14 – Establish a Municipal Library Board

Political/Public Implication(s):

The Village of Innisfree Library Board has demonstrated their prudence and fiscal responsibility. It may be perceived as Council lacking trust in the Board should the Council not approve the budget.

RECOMMENDATION(s):

That Council endorse the proposed Village of Innisfree Library 2022 Operating Budget with revenues totaling \$38,974.27 and expenses totaling \$49,350 with the budgeted deficit being offset by existing Library surplus funds.

ESTIMATED RECEIPTS FOR THE YEAR		Budget 2020
Projected cash balance at beginning of year, January 1		
01	Cash on hand	\$53,611.95
02	Total in current bank accounts	
03	Total in savings accounts	\$47,808.99
04	Term deposits	
05	Other committed funds (e.g. trust funds and bequests)	
06	TOTAL PROJECTED OPENING CASH ON HAND (add lines 01 to 05)	\$101,420.94
Government contributions		
07	Local appropriation (contribution from your council to the operation of library)	\$3,500.00
08	Provincial library operating grant	\$6,600.00
Other government contributions		
09	Cash transfer from neighbouring municipality (e.g. village, town, county, municipal district)	\$18,146.70
10	Cash transfer from Improvement District/Summer Village	
11	Cash transfer from another municipal library board	
12	Cash transfer from library system (do not include system book allotment)	\$1,877.57
13	School board, FCSS	
14	Employment programs (e.g. STEP, Canada Summer Jobs)	\$4,000.00
15	Other grants (e.g. capital grants from your municipality, CFEP, CIP) please list	
15a		
15b		
15c		
Other revenue		
16	Book sales	\$100.00
17	Fundraising (donations and other fundraising activities, incl. from Friends groups)	\$1,500.00
18	Fees and fines (card fees, fines, non-resident deposits)	
18a	Fees	
18b	Fines	\$100.00
19	Program revenue	
20	Room rentals	
21	Other service revenue (e.g. photocopying, faxing, contracts)	\$100.00
22	GST refund	
23	Interest	\$550.00
24	Transfers from reserve accounts	
25	Other income (please list)	
25a	FILS Casino Funds	\$2,500.00
25b		
25c		
26	TOTAL PROJECTED CASH RECEIPTS (add lines 07 to 25)	\$38,974.27
27	TOTAL PROJECTED CASH TO BE ACCOUNTED FOR (add lines 06 and 26)	\$140,395.21

ESTIMATE OF EXPENDITURE		Budget 2020
Staff		
28	Salaries, wages and benefits	\$30,000.00
29	Honoraria (volunteers)	\$150.00
30	Moving expenses	
31	Course or conference fees	\$800.00
32	Travel and hospitality (staff)	
33	TOTAL PROJECTED STAFF EXPENSE (add lines 28 to 32)	\$30,950.00
Library resources		
34	Books (include freight and purchased cataloguing; do not include money you transfer to your library system for book purchases, that info goes on line 59)	\$3,500.00
35	Periodicals and newspapers	\$150.00
36	Non-print materials (e.g. audio-visual materials, loanable objects)	
37	Digital and electronic resources	
38	TOTAL PROJECTED LIBRARY RESOURCES (add lines 34 to 37)	\$3,650.00
Administration		
39	Audit and/or annual financial review	\$150.00
40	Board expenses (incl. honoraria, travel, course and conference fees)	\$500.00
41	Equipment rentals and maintenance	
42	Contracts for services (e.g. bookkeeping, IT services)	\$1,000.00
43	Legal fees, bank charges, refunds and deposits	\$150.00
44	Library supplies (incl. binding & repair)	\$500.00
45	Association memberships (Do not include payments to a regional library system, that info goes on line 59)	\$150.00
46	Postage and box rental	\$100.00
47	Program expense (incl. publicity/advertising, equipment rental, artist's fees)	\$2,000.00
48	General office supplies (incl. stationery, printing and copier supplies)	\$2,000.00
49	Telephone and telecommunications (incl. internet connections)	\$1,000.00
50	Other materials and supplies	\$1,000.00
51	Other expenses	\$500.00
52	TOTAL PROJECTED ADMINISTRATION EXPENSE (add lines 39 to 51)	\$9,050.00

ESTIMATE OF EXPENDITURE (cont'd)	Budget 2020
Building costs	
53 Insurance	\$2,000.00
54 Janitorial and maintenance (janitorial service/supplies, maintenance and minor repairs to building and grounds)	\$500.00
55 Utilities	
56 Occupancy costs (e.g. share of building costs in joint-use buildings)	\$200.00
57 Rent	
58 TOTAL PROJECTED BUILDING EXPENSES (add lines 53 to 57)	\$2,700.00
Transfer payments	
59 Transfer to other library boards (please specify boards: may include municipal or library system boards for membership fees, etc.)	
59a NLLS	\$2,000.00
59b	
59c	
59d	
59e	
59f	
60 Contract payments to library societies (please list)	
60a	
60b	
60c	
60d	
61 TOTAL PROJECTED TRANSFER PAYMENTS (add lines 59 and 60)	\$2,000.00
62 TOTAL PROJECTED OPERATING EXPENDITURE (add lines 33, 38, 52, 58, and 61)	\$48,350.00
63 Loan interest and payments	
64 Transfer to other accounts (e.g. capital, operating reserves)	
Capital expenditures	
65 Building repairs and renovations (e.g. roof, carpet, partitions)	\$1,000.00
66 Furniture and equipment (incl. computer hardware)	
67 Other (please list)	
67a	
67b	
68 TOTAL PROJECTED CAPITAL EXPENDITURE (add lines 65 to 67)	\$1,000.00
69 TOTAL PROJECTED ESTIMATE OF EXPENDITURE (add lines 62, 63, 64, 68)	\$49,350.00

Projected cash balance at end of reporting year	
70 Cash on hand	(\$6,514.75)
71 Total in current bank accounts	\$49,832.50
72 Total in savings accounts	
73 Term deposits	\$47,727.46
74 Other committed funds (e.g. trusts and bequests, reserves, capital)	
75 TOTAL PROJECTED CASH ON HAND (add lines 70 to 74)	\$91,045.21
76 TOTAL PROJECTED CASH ACCOUNTED FOR (add lines 69 and 75)	\$140,395.21

Please continue on to page 5 if your municipality will make any payments on behalf of the library board.
Please have the Municipal Administrator fill out page 5.

Request for Decision (RFD)

Topic: MSP Project Proposal – Fire Hall Improvements – Overhead Door Repairs
Initiated by: Administration / Fire Department
Attachments: Vantage Builders Ltd. Quote Dated December 9, 2021

Purpose(s):

1. To repair overhead doors located at the Innisfree Fire Hall as outlined within the MSP Grant.

Background:

1. To Replace the bottom seals on Fire Hall overhead doors and seal bottom retainers and cuts on exterior of overhead doors, as outlined in quote dated December 9, 2021 submitted by Vantage Builders Ltd.
2. Project is eligible under the MSP Grant as it would be improving the existing Fire Hall, as originally applied for under MSP Grant Application.

Key Issues/Concepts:

1. Maintenance to Village infrastructure.
2. Reduce heat loss in the Truck Bay Area of the Innisfree Fire Hall.
3. Improve the safety and efficiency of overhead doors.
4. Help reduce red tape as indicated in MSP Grant Objectives.

Option(s):

1. As directed by Council.
2. That Council approve Vantage Builders Ltd. Quote dated December 9, 2021 totaling \$575 (GST Exclusive) to replace the bottom seals on the Fire Hall overhead doors and seal the bottom retainers and cuts on exterior of the Fire Hall overhead doors.

Financial Implication(s):

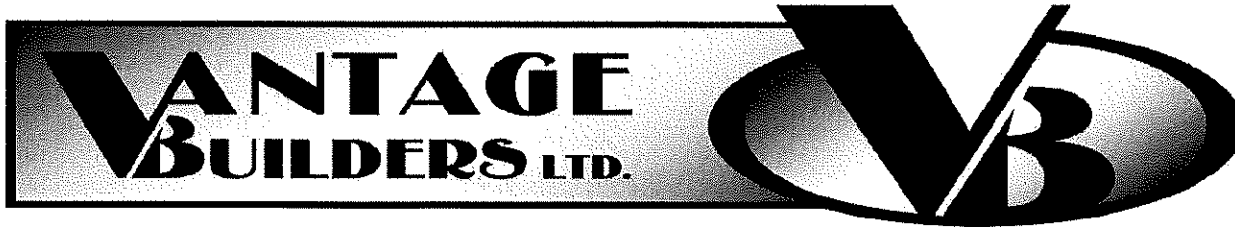
1. Cost of repairs, labour and materials = \$ 575 (GST Exclusive).

Relevant Policy/Legislation:

1. Municipal Stimulus Program (MSP) Grant Application.

RECOMMENDATION(s):

1. That Council approve Vantage Builders Ltd. Quote dated December 9, 2021 totaling \$575 (GST Exclusive) to replace the bottom seals on the Fire Hall overhead doors and seal the bottom retainers and cuts on exterior of the Fire Hall overhead doors.



4723-45 Avenue, Vegreville AB. T9C 1L1 Phone 780 632-3422

Estimate- Replace bottom seals on Fire Hall overhead doors and seal bottom retainers and cuts on exterior of overhead doors

Date: December 9, 2021

Salesperson: Marvin Kisilevich

Client Name: Village of Innisfree

Site Location: Firehall - 4907 - 51 Street, Innisfree AB.

Thank You for the opportunity to bid on your project.

Details as follows-

Replace bottom seals on 5 overhead doors and seal bottom retainers to bottom panels to stop drafts. Caulk cuts on exterior of door panels and repair overhead door operator on door 4 for not closing properly. Travel time also included.

Total estimate amount (before GST): \$ 575.00

Marvin Kisilevich
Overhead doors/windows & door sales
Vantage Builders Ltd.
marvin.kisilevich@vantagebuilders.ca

This estimate valid for 30 days.

VILLAGE OF INNISFREE COUNCIL COMMITTEE REPORT

Committee Name:	ACE Water Corp / County of Minburn update
Meeting Date & Time:	NOV. 15, 2021 5:30
Attendees:	Roger Konieczny, Cliff Nowdzia, Tara Kuzio, Carl Ogradnick, Kevin Bentley, Brent Williams, Darwin Ullery, Joe Natziger, Jen Johnson, Jennifer Model, Rex Smith, Jim Jackson, Shahtell Bielech, Jocelyn Lanovick,
Discussion:	<p>Brent Romanchuk</p> <p>ACE - No Leaks - Good News</p> <ul style="list-style-type: none"> - Testing Lines - to Kitscoty, Dewberry - New PRV station @ Marwayne - Contracts going out - Two Hills to Beaverton - Myrnam - Vegreville PRV station requires upgrade to heating - Lloydminster required UV treatment (Sask requirement) - Marwayne to Myrnam 2022 project. - Blackfoot to Paradise Valley is a zigzag route surveying to be done 2022 and 2023 - Original Right of Ways 66' are challenging looking at 100' ROW
Actions:	<p>Election of ACE Director - Village of Innisfree</p> <p>- Deb McMann - 3 yr term.</p> <p>Communities will decide how to address H₂O restrictions</p>
Future Items:	County of Minburn has 4 Road Projects along ACE lines - careful construction in these areas.
Submitted By:	<p>Debbie McMann PO Box 227 Innisfree AB T0B 2G0</p>

VILLAGE OF INNISFREE COUNCIL COMMITTEE REPORT

Committee Name:	MMIFCSS
Meeting Date & Time:	NOV. 22, 2021 9:00am. - 10:00a.m.
Attendees:	Jocelyn Lanovaz, Mike Mykhovich Janaette Riedel, Alicia Rutt, Roger Konteczny, Debbie McMann
Discussion:	<ul style="list-style-type: none"> - Concerns about contact with people. Programs are not being well attended therefore reviewing programs. - Drop in-teen night in Mannville Nov. 22
Actions:	<ul style="list-style-type: none"> - Attending School Council Meetings - Some school programs including domestic violence - Because you matter - ¹⁵⁰ Bags - given out
Future Items:	<ul style="list-style-type: none"> - Money Meaters in schools in Dec. - Roots of Empathy - cost of training has increased greatly. - FCSS Convention Dec. 2 & 3
Submitted By:	Debbie McMann PO Box 227 Innisfree AB T0B 2G0

VILLAGE OF INNISFREE COUNCIL COMMITTEE REPORT

Committee Name:	Innisfree School Parent Council
Meeting Date & Time: NOV 23 2021	NOV 23 2021 7:00 - 9:00 p.m.
Attendees:	Deb McMann, Rachel Miller, Carmen Kassian, Marilyn Newton, Elizabeth Kenko, Krystin Cannan, Vanessa Fundytus, Kara Jackson, Naomi Foyster-Melnyk, Lori Feschuk, Allison Thibodeau, Amberlyn Myslaniuk, Lisa Anderson, Evan Raycroft
Discussion:	<p>Principal's Report - Christmas Concert will be in School - Video will go out</p> <ul style="list-style-type: none"> - organizing basketball - Hot Lunch has a really good response - Foods Program - VIBE working school - 2 programs <p>FCSS - in school - in Dec Money Mentors - Virtually in Nov leading change - High School</p> <p>Teen night - alternating between communities</p> <p>Speed control - signage - updates</p>
Actions:	<ul style="list-style-type: none"> - Sustainability Committee Meeting & Planning - Inclusive Learning - Looking into program - Thanks for Village MOST \$ - Purchase Gym Equipment and Air Fryers
Future Items:	<p>Next meeting Jan 25, 2022</p> <p>Students Union Planning, Jersey Day, PJ Day</p> <p>Snow Angels - looking for those needing help.</p> <p>Dec - Days of Giving</p>
Submitted By:	<p>Debbie McMann PO Box 227 Innisfree AB T0B 2G0</p>

VILLAGE OF INNISFREE COUNCIL COMMITTEE REPORT

Committee Name:	Transcanada yellowhead Association
Meeting Date & Time:	November 26 12:00pm - 1:00pm
Attendees:	Jennifer Johnson, Merv Starzyk, Gordon Barnhart, Grant, Jamie Brandrick, Pete Pearson, Ralph Melnyk, Donald Grumble, Jack Wright, Murray Parrott, Rosmary Hruby, Aaron Nelson, Paul Smith, Jan Warwok, Ztac Marketing Team Sebastian Desnoyers (Indigenous Tourism Liaison)
Discussion:	<ul style="list-style-type: none"> - Financial is skinny, due to COVID and losing partners - Marketing, working on identifying potential partners, figuring out best marketing strategy's - Membership, Renewals went out, Vegreville rejoined, setting up 50% discount to corporate sponsors - Business arising, setting up meetings with Edmonton and 2 others (did not catch names of communities) Board Appointments, added Aaron Nelson for AB Alberta - bc nothing to report, AB, bc flooding may cause traffic through northern AB route - MB made Highway 16 as an economic Trade Route
Actions: Discussions:	<ul style="list-style-type: none"> - Sask adding passing lanes as roadwork is being repaired, some twinning on western side of province. - Federal, not no representative <p>Discussing that letters will be sent to relevant people to push the yellowhead to be an alternate route for trade</p>
Future Items:	2022 is the 75th anniversary, so work to leverage a celebration or possible keynote speakers or something, for a way to celebrate. Saskatoon was mentioned as location of first meeting
Submitted By:	Jennifer Johnson

Committee Name: Northern Lights Library System

Meeting Date and Time: November 27, 2021 10:00am – 1:00pm

In attendance:

Zone 1

Kelly Chamzuk, Curtis Schoepp, Larry Tiedmann, Linda Fenerty, Amy, Barbara Smith, Leroy Kunyk

Zone 2

Vicky Lefebvre, Maxine Fodness, Ross Krekosky, Diane Saskiw, Darlene Beniuk, Josh Crick, David Sharun, Wanda Cochrane, Colette Borgun, Darlene Beniuk, Norm Noel, Sid Town, Keagan Thompson, Donna

Zone 3

Dave Diduk, Mathew Mclennan, Tanya May, Len, Loraine Berry, Coleen Holowaychuk, Eddie Shepel, Dwayne Spicer, Tina, Harold Conquest, Barry Goertz, Travis Schewe, Annette Short

Zone 4

Joey Nalziger, Leslie Cusack, Robin Leighton, Taneen Rudyck, Kirby Whitlock, Rick Fountain, Sheila Donally, Jennifer Beattie, Jennifer Johnson, Brandon Parsons, Daryl Frank, Shantelle, Chris Neureuter, Mary Arnold

NLLS

Vicky Lefebvre, Jamed Mcdonald, Michelle Terriss

Discussion:

Zone 4 Executive Committee chair: Leslie Cusack

Advocacy Committee Chair: Chris Neurueter

Policy Committee Chair: Daryl Frank

Members at large Committee

Executive Committee Chair: Josh Crick

Advocacy Committee Chair: Larry Tiedmann

Grievance Committee Chair: Rick Fountain

Policy Committee Chair: Dwayne Spicer

Future Items:

Motion to revisit an increase to a Cost of living increase or benefits

Draft Motion: Dave Diduk

Seconded: Loraine Berry

Submitted By: Jennifer Johnson

Notes: If council would like to see the draft budget or any reports Jennifer Johnson will work on getting them for information purposes

Next meeting Feb, 25, 2022 @ 10 am

Northern Lights Library System Board
Regular Meeting
Northern Lights Library System
Via Zoom
10:00 AM Saturday, November 27, 2021

Join Zoom Meeting

<https://us02web.zoom.us/j/88424643655?pwd=Q0lzcGszdHZDQ0E3alF6NjhOOStWdz09>

Meeting ID: 884 2464 3655

Passcode: 686604

AGENDA

Mission: **Bringing the world to our communities by collaboratively providing efficient, effective and exceptional library service.**

- 10:00 AM
1. Call to order
 2. Acknowledgement of Treaty 6 and Land of the Metis:

Northern Lights Library System respectfully acknowledges that the land on which we gather is Treaty 6 territory and a traditional meeting ground and home for many Indigenous Peoples, including Cree, Saulteaux, Niitsitapi (Blackfoot), Métis, and Nakota Sioux Peoples.

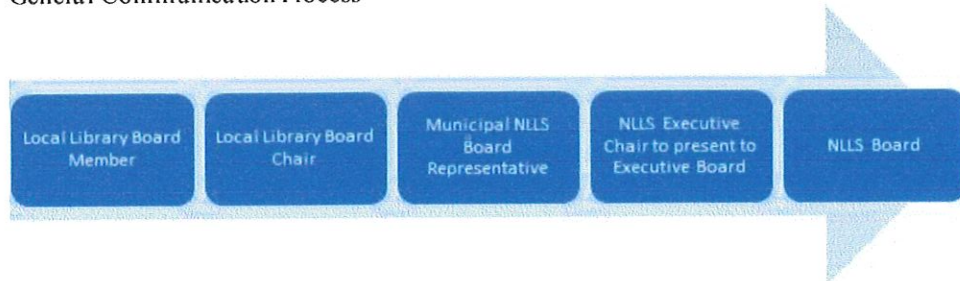
3. Introductions/Quorum
4. Adoption of Agenda (Poll)
5. [Minutes of the August 27, 2021](#) NLLS Board meeting (Poll)

6. For Information

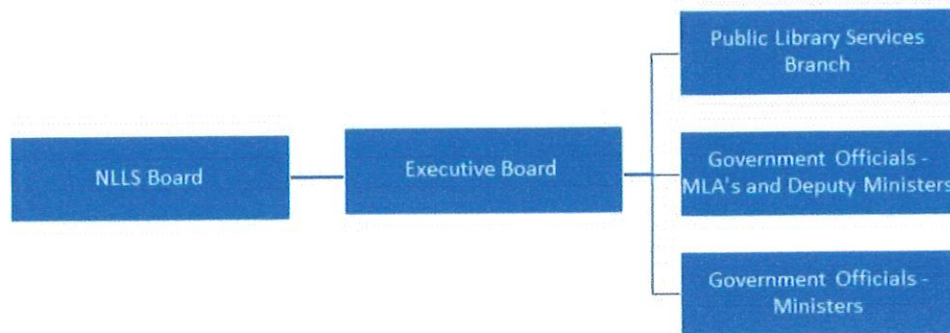
6.1. [Chairperson's Report & Welcome](#) – Vicky Lefebvre (Poll)

Notes on Communication Protocol:

General Communication Process



Advocacy Process:



Please review the [Communication Policy](#).

6.2. [Library Manager's Council Report](#) – Jodi Dahlgren *(Poll)*

6.3. [ALTA report](#) – Jennifer Anheliger (unable to make the meeting this report is for information only). *(Poll)*

6.4. PLSB update – Katrina Peachy

Briefing Note: We will hold 2 board orientation webinars in December: December 8th 6-8pm and December 16th 2-4pm. [Register here](#). We encourage new board members to attend 1 of these meetings and welcome returning board members to also attend.

6.5. Executive Director's Report – James MacDonald *(Poll)*

- [Weekly reports](#)
- [Implementation Plan](#)

7. For Decision

7.1 Budget: [Draft Budget](#), [Executive Briefing](#), [Budget Presentation](#). *(Poll)*

Briefing Note: A draft budget was begun in June and developed over several months between the administration and Treasurer. A line-by-line review of the draft budget was debated in the Executive Committee and a unanimous motion was presented to bring it to the Board. The draft budget was reviewed by the Board at the August 27 full general board meeting and accepted in principle and forwarded to the next meeting for further review (given the potential of high turnover on the Board) and acceptance.

Draft Motion: ____ moved to approve the 2022 budget as presented (with the following amendments).

Seconded by: ____

Carried/Defeated

New and Updated Policies. (Poll)

Briefing Note: These policies take a 4-step approval process:

- 1) Policies are drafted by NLLS administration and staff and forwarded to the Policy Committee for review.
- 2) The policy committee thoroughly reviews new and updated policies and forwards them to the Executive Committee.
- 3) The Executive Committee reviews the policies forwarded by the Policy Committee and determines if they are to be sent forward for approval of the board.
- 4) The board is provided 21 days to review all policies before a vote.

Given the size of our board and the lengthy process of development and approval, policies are voted upon at the general board meetings as an omnibus motion. Board members may make a motion to remove 1 or more policies from the omnibus motion for individual vote. Policy changes will not be entertained at the general board meeting. Policies are either accepted or rejected by the general board. Rejected policies are returned to the Policy Committee for further review and work where appropriate.

The policies were sent to all board members in September for review and feedback and are requested to be approved by the board.

Draft Motion: _____ moves that we adopt the following new and updated policies: Election of Executive Committee, Procedural Bylaw, NLLS Funding, Company Vehicles and Equipment, Password Management, VOIP Phone Systems, Social Club.

Seconded By: _____

Vote via Zoom poll:

Elections:

8. Election of Executive Committee Members. See the policies: [Committees of the Board](#) & [Role of Executive Committee](#).

For your information, Sturgeon County receives an automatic seat on the committee due to its population and according to policy. Our representative from Sturgeon County is newly appointed Matthew McLennan. Welcome Matthew.

According to policy there is a seat set aside for a member from our indigenous communities. Should the seat fail to be filled it will be open to a member-at-large.

According to policy there is a seat set aside for a member from our Summer Villages. This seat is currently occupied by Curtis Schoepp.

Election of **Advocacy Committee** Members. See the [Terms of Reference](#).

Current membership of this committee is Barbara Smith (Zone 1), and Diane Saskiw (Zone 2)

Election of **Grievance Committee** Members. See the policies: [Grievances](#) and [Executive Director Grievances](#).

Current membership of this committee is Barbara Smith (Zone 1) and Mary Arnold (Zone 4).

Election of **Policy Committee** Members. See the [Terms of Reference](#).

Current membership of this committee is Barbara Smith (Chair – Zone 1).

With our elections, as we have designated seats for zones, we will split into breakout rooms by Zone. In each breakout room please get to know one another and select members to fill our various committees. There are 4 zones and 2 staff members. Please be patient as we move through the zones to run any votes you may require.

Zones

Zone 1

Athabasca County
S.V. of Bondiss
S.V. of Sunset Beach
S.V. of Island Lake
S.V. of Island Lake South
S.V. of Mewatha Beach
S.V. of West Baptiste
S.V. of Whispering Hills
Smoky Lake County
Thorhild County
Town of Athabasca
Town of Smoky Lake
Village of Boyle
Village of Vilna
Village of Waskatenau

Zone 2

City of Cold Lake
County of St. Paul
County of Two Hills
Lac La Biche County
M.D. of Bonnyville
S.V. of Pelican Narrows
Town of Bonnyville
Town of Elk Point
Town of St. Paul
Town of Two Hills
Village of Mymam
Frog Lake
Fishing Lake

Zone 3

Beaver County
Lamont County
Sturgeon County
Town of Bon Accord
Town of Bruderheim
Town of Gibbons
Town of Lamont
Town of Morinville
Town of Mundare
Town of Redwater
Town of Tofield
Town of Viking
Village of Andrew
Village of Holden
Village of Ryley

Zone 4

County of Minburn
County of Vermilion River
M.D. of Wainwright
Town of Vegreville
Town of Vermilion
Town of Wainwright
Village of Chauvin
Village of Edgerton
Village of Innisfree
Village of Irma
Village of Kitscoty
Village of Mannville
Village of Marwayne
Village of Paradise Valley

Zone 1 is fully represented in all our committees and needs no appointments/elections. Please take some time to get to know one another.

Zone 2 has the following seats to fill:

- Executive Committee (1 seat)
- Grievance Committee (1 seat)
- Policy Committee (1 seat)

Zone 3 has the following seats to fill:

- Executive Committee (1 seat)
- Advocacy Committee (1 seat)
- Grievance Committee (1 seat)
- Policy Committee (1 seat)

Zone 4 has the following seats to fill:

- Executive Committee (1 seat)
- Advocacy Committee (1 seat)
- Policy Committee (1 seat)

Once these appointments/elections have been made we will return for elections/appointments for member-at-large seats

We require 1 member-at-large for the following committees:

- Advocacy Committee (1 seat)
- Grievance Committee (1 seat)
- Policy Committee (1 seat)

1st call for nominations from the floor

- Advocacy Committee (1 seat)
- Grievance Committee (1 seat)
- Policy Committee (1 seat)

2nd call for nominations from the floor

- Advocacy Committee (1 seat)
- Grievance Committee (1 seat)
- Policy Committee (1 seat)

3rd call for nominations from the floor

- Advocacy Committee (1 seat)
- Grievance Committee (1 seat)
- Policy Committee (1 seat)

Vote via anonymous poll if necessary.

9. Adjournment

The next regular board meeting will be held on Friday February 25, 2021 at 10:00 a.m. Meetings are generally held the last Friday or Saturday of February, May, August, and November.

VILLAGE OF INNISFREE COUNCIL COMMITTEE REPORT

Committee Name:	M. D. of Minburn Foundation
Meeting Date & Time:	November. 29/21 10:00am - 12:31pm
Attendees:	Carl Dgrodrick, Jim Jackson, Tara Kuzio, Marielle Brodziak, Jerald Lemko, Taneen Rodyk, Jennifer Johnson
Discussion:	<ul style="list-style-type: none"> - Elections of chairperson, Vice chair, Recording Secretary, Policy Committee, signing Authority - Jim Jackson → chairperson - Jerald Lemko → Vice chair - Recording Secretary → designate - Policy → whole Board - Signing → Jim Jackson, Jerald Lemko, Marielle Brodziak - Requested for a Auditor proposal for local companies for 2 year span - Board agreed for all members to donate
Actions:	<ul style="list-style-type: none"> - 20/person for gifts for seniors (card and chocolate) - Agreed for to give a 5% wage increase to Homestead Lodge employees. - Next Board meeting January 13, 2022 @ 10am @ same location
Future Items:	
Submitted By:	Jennifer Johnson

Committee Name: Go East Regional Tourism Organization (RTO)

Meeting Date and Time: Novemeber 30, 2021 10:00-12:00

Attendees: Alexa Prodaniuk, Jana Rowe, John Mondal, Trudy Smith, Jennifer Johnson, Michelle Wright, Jocelyn Lanovaz, Tan MacEachern, Eiblis Doherty, Della Hughes, Cheryle Eikland, Jolene Kisilevich, Douglas Catt, Kristen Gusnowski, Kevin Kinzer, Nolan Lewis, Carley Herbert, Alex Fuller, Regan Coyne, Paige Berkholtz, Travis Schiewem Jerrold Lemkom Linda Peereboom, Al Harvey

Discussion: Chairperson: Jennifer Filip (acclaimed)
Vice Chair: Jerrold Lemko (acclaimed)
Treasurer: Yvonne Brown (acclaimed)
Secretary: Danielle Brown (acclaimed)

Directors: Kara Brown (acclaimed), Kevin Kisilevich (acclaimed), Alea Prodaniuk (acclaimed), Jana Roychuk (acclaimed).

- The road trip game was a success and will be implemented for the coming year.
- A more compact copy of the presentation will be sent to Jennifer Johnson
- Go East are willing to come to council meetings to share their information, can be via Zoom or in person
- Submission date for the magazine for any events is by the end of the 2021 year

Info@goeastofedmonton.com

Danielle.goeast@gmail.com 780-603-9606

Kevin.goeast@gmail.com 780-632-6191

Submitted by: Jennifer Johnson

VILLAGE OF INNISFREE COUNCIL COMMITTEE REPORT

Committee Name:	Village of Innisfree Library Board
Meeting Date & Time:	Dec 1, 2021 6:33 - 8:00 pm
Attendees:	Dale Cates, Holly Cependay, Gayle Foyster, Jennifer Johnson, Doris Christensen, Elizabeth Harrison, Debbie McMann
Discussion:	<ul style="list-style-type: none"> - 277 patrons in person for November - Christmas Basket sales going well - Giving tree a lot of items are being donated, some garage sale items but a lot of good items - Book sales are going good between half sold so far - Library will be closed from Dec 24 - Jan 5th
Actions:	<ul style="list-style-type: none"> - Library Patron Behaviour Policy will be looked at, Holly will work on the policy, Marilyn is being brought in for discussion, will be revisited in January - career prep student chat A student was brought in without informing the board with no paper trail or information
Future Items:	it will be looked at to get the proper information and paper work in place
Submitted By:	Jennifer Johnson

VILLAGE OF INNISFREE COUNCIL COMMITTEE REPORT

Committee Name:	ACE
Meeting Date & Time:	Dec. 2, 2021 5:30 - 6:30
Attendees:	Rhonda King, Don Gulayec, Len Ewanisham, Raymond, Cliff Wondzia, Dennis Roth, Marty Baker, Rex Smith, Rob Pulyk, Brent Romanchuk, Deb McMann
Discussion:	<p>Constructions, Road allowances, Progress</p> <p>Meeting with AB Transportation about several contracts</p> <p>UV Readers are being installed</p> <p>Heating in Vequelle building has been installed</p>
Actions:	Contracts being developed and researched
Future Items:	<p>Budget #'s not in yet</p> <p>Potable H₂O - possible usage and costs</p>
Submitted By:	<p>Debbie McMann PO Box 227 Innisfree AB T0B 2G0</p>

VILLAGE OF INNISFREE

CHIEF ADMINISTRATIVE OFFICER'S REPORT

November 16, 2021 – December 14, 2021

Council

- Council brought forward some questions/inquiries to Administration at the November 16 Regular Council Meeting. Administration did prepare and send an email to Council regarding those questions. However, a summary has been provided below:

Motion RE: Organizational Committee's

Administration has been amended this motion to state "Councillor McMann" instead of "Deputy Mayor Cannan".

Hose in Culvert (Street adjacent to Glen's Market Garden):

Information in this regard was given to Public Works Foreman to complete prior to snowfall. Public Works Foreman has confirmed that there is a hose through the culvert.

RV Dump Site Security:

It is not possible to lock the sanity sewer portion, as it is simply a hole in the ground covered with a cap. With snowfall during the winter season, this area is not accessible to visitors, therefore Administration has determined that additional signage is not required (the set up would have to be changed in order to lock the sewer portion during the off season).

Vision Statements in Council Chambers:

Administration has posted the Vision Statements in the Council Chambers as requested.

Animal Attack Update:

The Village of Innisfree has received additional information pertaining to the August 15, 2021 Dog Incident. Upon reviewing the additional information, as well as seeking a legal opinion, the Village of Innisfree is unable to clearly assign penalties to either party. As a result of the additional evidence, as well as the confirmation that one of the animals have been rehomed, the Village of Innisfree will not enforce penalties to either party. Administration has sent each effected party a letter in this regard.

Side by Side RE: MSI Grant:

Administration has only applied for MSI Grant Funding to ensure funding is available as Administration was concerned that the regulations within the MSI Program were going to be changed. Administration has not actioned this item. (In summer of 2021, the side by side had multiple repairs totaling an estimate of \$2,900.00. At that time, Administration discussed with previous Council options to seek quotes for a new side-by-side, as well as confirm grant availability. Thus, the MSI Grant for the purchase of a new side-by-side was submitted.)

T-Bill Savings Account (Tax Recovery):

Information regarding the T-Bill Savings Account (Tax Recovery) has been forwarded to Council.

Administration

- **NG-9-1-1 Webinar & GIS – Telus**
 - On June 1, 2017, the Canadian Radio-Television and Telecommunications Commission ("CRTC") issued Telecom Regulatory Policy 2017-182: *Next-generation 9-1-1 Modernizing 9-1-1 networks to meet the public safety needs of Canadians, setting out its determinations on the implementation and provision of*

NG9-1-1 networks and services in Canada and its view that such a transition would provide Canadians with access to new, innovative emergency services and capabilities.

- Administration has been participating in a series of webinars hosted by Telus regarding the newest changes to the NG-9-1-1 and GIS.
- November 22, 2021 Webinar provided information regarding:
 - why we are transitioning the current E9-1-1 network,
 - Our role as LGA for a successful transition of Public Safety Answering Point (PSAP) Operations to the NG9-1-1 network, and
 - Information on how to engage with our PSAP's regarding NG9-1-1 to discuss timelines for readiness and transition requirements.
- December 7, 2021 Webinar provided information regarding:
 - A Guest presentation by ESRI Canada:
 - NG9-1-1 Reliance on GIS,
 - CRTC & National GIS Data Model and Specifications,
 - Considerations for transitioning to NG98-1-1, and
 - Online NG9-1-1 GIS Data Assessment Tool
 - Aggregator Consideration Checklist.

➤ **November 25, 2021 - Tax Sale/Public Auction – Update**

- On November 25, 2021 the Village of Innisfree conducted a Tax Sale/Public Auction for properties that were listed on the 2020 Tax Arrear's List, in accordance with Part 10, Division 8 of the *Municipal Government Act*.
- One property sold, and 3 properties remain unsold.
- The Village of Innisfree will **not** assume ownership for these properties, in accordance with Section 424(1) of the MGA.
- The Village of Innisfree has entered into a sales agreement with the successful bidder, regarding the property that sold at the Tax Sale/Public Auction and will submit the proper documents to Alberta Land Titles, in accordance with Section 423 of the MGA.
- Minutes from the Tax Sale/Public Auction are available, should Council and/or the public wish the view.

➤ **Events:**

- Christmas Lights have been installed and plugged in as of December 9, 2021.
- Christmas Tree Light-up to take place on December 10, 2021.

➤ **Finances**

- **2022 Interim Budget**
2022 Interim Budget has been prepared and added to the December 14, 2021 Regular Council Agenda for approval.
- **2021 Operating Budget Expense Overages:**
Council, please endorse the following motion:
Moved by [] that Council endorse a motion to increase the 2021 Budgeted Expenditures listed under the following departments:
 - ***Council (11) Expenses = \$2,500***
 - ***Recreation (72) Expenses = \$7,500***
 - ***Culture (74) Expenses = \$750***

➤ **GIS System – County of Minburn**

- No further correspondence has been gathered at this time.

➤ **2022 By-Election**

- Advertising for the By-Election has been placed on Municipal Website.
- Nomination packages are available at the Village Administration Office.
- Numerous interested parties have expressed that the forms are not available on Municipal website. Administration has investigated this issue and has determined that in may be the interested party's Adobe (PDF) View, as Administration had no troubles accessing the forms on both the municipal website and on Alberta.ca website.

➤ **Elected Officials & Staff Training Requirements:**

○ **AEMA Training**

- i. MEO (Municipal Elected Officials Course) **On-line or in-person**
Information has been forwarded to Council.

- ii. Director of Emergency Management:

- ICS 300 **currently on waiting list**

- iii. Municipal Staff:

- BEM (Basic Emergency Management) **on-line or in-person**
Admin Assistant/Public Works Foreman
- ICS 100, 200 and 300
Admin Assistant/Public Works Foreman

○ **SDAB Training – New Member**

- i. Administration has sent in the Request for Training Form on behalf of Mayor Johnson.

○ **Assessment Review Board Training – New Member**

- i. Administration has sent in the Request for Training Form on behalf of Mayor Johnson.

○ **Subdivision & Development Appeal Board – Appointment of Member at Large**

- i. Administration has not received any applications for members at large to sit on the SDAB. Administration will continue to advertise.

Public Works

- See Public Works Foreman's Report (Agenda Item 9C)

Birch Lake Campground & Recreation Park

- Advertisement for Park Manager will be sent out beginning of January 2022.
- Village of Innisfree submitted information regarding the request for the Birch Lake Campground and Recreation Park; Pennecon is building a "Wind-Farm" south of Mannville. They are seeking housing for about 300+ workers from March-November 2022.

Bylaw Enforcement

- Bylaw Enforcement Officer will continue to monitor and enforce applicable bylaws.

Health & Safety

- Administration and Public Works held a Staff Safety Meeting on December 1, 2021. Topic of discussion was Working Alone.
- Administration and Public Works will be conducting monthly Safety Meetings pursuant to the Occupational Health and Safety Act; next meeting is scheduled for January 11, 2022
- Administration and Public Works conducted Work Site Inspections on all Village owned facilities (excluding the Museum).

Upcoming Events:

- December 20-24, 2021 – CAO Away
- December 24, 2021 – Christmas Eve – Office/PW Closed at 12:00 (Noon)
- December 25, 2021 – Christmas Day
- December 26, 2021 – Boxing Day
- December 27-28, 2021 – Office/PW Shop Closed in Lieu of Christmas/Boxing Day
- December 31, 2021 – New Year’s Eve – Office/PW Closed at 12:00 PM (Noon)
- January 1, 2022 – New Year’s Day
- January 2, 2022 – Office Closed in Lieu of New Year’s Day
- January 10, 2022 – Nomination Deadline – By Election
- January 11, 2022 – Staff Health and Safety Meeting
- January 18, 2021 – Regular Council Meeting

Council Minute Action List:

- See Schedule “A” – Attached

Municipal Grants Report:

- See Schedule “B” – Attached

SCHEDULE "A"

Council Minutes Action List

MOTION #	TITLE	DEPARTMENT	Details:
2019-11-19/04	Innisfree/Minburn Fire Department – Agreement Analysis	Admin	*Oct '21 Update: Administration received a draft proposal from the County of Minburn. Once Administration has reviewed the proposal, the information will be brought to the respective Council's for final approval. - Options regarding Regionalization will be presented to Council on December 14, 2021.
2020-07-21/09	Flood Mitigation / Culvert Installation – Bar Engineering	Admin	Completed. Sidewalk and road repair took place in 2021. Surveyor company is working on survey plans. Upon receipt, discharge documents will be forwarded to Alberta Land Titles. <i>Estimated Deadline: December 31, 2021.</i>
2021-09-21/07 & 2021-10-07/02	2021 Asphalt Rehabilitation Quotes – Request for Decision / 2021 Asphalt Rehabilitation Revised Quote/Asphalt Disposal	Admin	Work has been postponed until Spring 2022. A Letter of Understanding has been signed by the contractor to maintain same project costs in 2022.
2021-10-26/11	Municipal Operating Support Transfer – Contribution to Other Entities	Admin	Administration issued and mailed cheque to the approved local entities.
2021-11-16/04	Go-East RTO Membership	Admin	Submitted membership information to GO-East.
2021-11-16/05	Annual Honorariums	Admin	Issued honorariums as per motion.

2021-11-16/06	Del Norte School Lighting – Innisfree Parent Council Request	Admin	Initial draft of the Traffic Safety Bylaw will be presented to Council on December 14, 2021. Letter to Innisfree Parent Council, with a copy to the entities' who provided letters of support mailed on November 17, 2021.
2021-11-16/07	Driver Feedback Signage	Admin	Application submitted to Alberta Transportation on November 24, 2021.

SCHEDULE "B"

Municipal Grants Report

Project	Item Details	Budgeted	Actuals	Completed	Comments/Concerns:
MUNICIPAL STIMULUS PROGRAM: AMOUNT REMAINING = \$41,237 (DEADLINE: DECEMBER 31, 2022)					
Project	Item Details	Budgeted	Actuals	Completed	Comments/Concerns:
Birch Lake	Ball Diamond Shale	\$5,000	24 Yards (delivery included): \$4,838		Administration has received one quote. Administration is currently waiting to hear back from another company. Administration has not received a response. Should administration contact company who has provided a quote and purchase shale?
	Electrical Upgrades	\$1,000			Administration will touch base with Local Electrician in fall/winter regarding electrical upgrades at the campground.
	Picnic Tables & Fire Pits	\$5,000			Administration/Public Works will conduct research on Fire Pits and Picnic Tables during the winter months
	Outhouse Rehabilitation	\$2,300			Administration will conduct research on outhouses for the campground/ball diamonds.
	Tinning of Administration Office Roof	-	\$8,763	Yes	Motion # 2021-03-26/04
	Repairs to Side by Side	-	\$2,998	Yes	Motion # 2021-06-15/12

SCHEDULE "B"

Municipal Grants Report

Project	Item Details	Budgeted	Actuals	Completed	Comments/Concerns:
Fire Hall	Replace Overhead Doors	\$6,000	\$575 (2021)		<p>*Due to safety concerns, Administration had Vantage Builders come out and inspect/repair the chains and motors to overhead doors as they were not closing properly and safely.</p> <p>Fire Department has advised that the overhead doors do not need to be replaced, however the weather stripping on the bottom of the doors needs to be repaired.</p> <p>Administration has phoned Vantage Builders. Inspection of doors to be conducted on: December 7, 2021. Quote to be provided for the cost to repair weather stripping. Administration has also requested a quote to replace dented panels on over-head doors.</p>
	Build Gear Lockers	\$3,000			Will speak with County Fire Chief M. Fundytus in this regard.

SCHEDULE "B"

Municipal Grants Report

Project	Item Details	Budgeted	Actuals	Completed	Comments/Concerns:
	LED Lighting	\$1,500	Quote: \$3,897.08		Request for Decision presented to Council on December 14, 2021. Work is ongoing. Electrician waiting on parts. Est. Completion Date: December 31, 2021.
	Build Shelving in Truck Bay	-			Will speak with County Fire Chief M. Fundytus in this regard.
	Install Sink/Washing Station	\$1,000	Plumbing Quote: \$ 600 Sink Quote: \$330		Fire Department Confirmed that they would like to move forward with Washing/Sanitization Station. Request for Decision presented to Council on December 14, 2021.
	Repair Cement Pad in Truck Bay	\$5,000			Will speak with County Fire Chief M. Fundytus in this regard.
	Run Air Lines along roof	\$2,500			Will speak with County Fire Chief M. Fundytus in this regard.
	Repainting of Truck Bay Floor	\$2,500			Will speak with County Fire Chief M. Fundytus in this regard.

SCHEDULE "B"

Municipal Grants Report

Project	Item Details	Budgeted	Actuals	Completed	Comments/Concerns:
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Administration has spoken with the County of Minburn regarding the outstanding projects and funds that were scheduled for the Innisfree Fire Hall Upgrades.

Administration discussed with the County of Minburn that with the on-going "Regionalization" of the Innisfree Fire Department, the funds allocated under the MSP Grant may be more useful to other priority items within the Village of Innisfree.

The County of Minburn has agreed that funds allocated under the MSP Grant should be re-allocated to other priority items within the Village of Innisfree.

SCHEDULE "B"

Municipal Grants Report

Project	Item Details	Budgeted	Actuals	Completed	Comments/Concerns:
MSI CAPITAL (ACCEPTED APPLICATIONS)					
Project	Item Details	Budgeted	Actuals	Completed	Comments/Concerns:
CAP-13636	2021-2023 ACE Water Capital Contributions	\$74,333.00	\$37,400.00 (2021) Motion # 2021-04-20/21		2022 Contribution: \$24,140 2023 Contribution: \$8,440
CAP-12135	Bobcat/Skid Steer Accessories	\$4,381.00	Portable Salt/Sander: \$1,619 (2020) Purchased from Lakeland College		Administration will direct PW to obtain quotes for the purchase of a snow blade for the Skid Steer.
CAP-13446	Community Garden Project	\$10,000			Over the winter months, Administration and Public Works will obtain quotes for dirt, fencing materials, signage and other additions that may be deemed appropriate for the Community Garden.
CAP-13638	Lawn Equipment & Accessories	\$1,500	Lawn Equipment: \$2,248.04 Motion # 2021-04-20/17		Purchased lawn equipment and accessories from JARD Industrial. Will be purchasing additional weed whackers for Public Works Department.

SCHEDULE "B"

Municipal Grants Report

Project	Item Details	Budgeted	Actuals	Completed	Comments/Concerns:
CAP-13414	Village Administration Office Renovations	\$50,000			Administration will advertise a "Request for Quotes" for the proposed work (removal and installation of flooring, front counter/desk, exterior of building). Administration has created a floor plan with proposed renovations and measurements. Administration will prepare a "Request for Quotes" add outlining the proposed renovations.
CAP-12594	Replacement of Zero Turn Lawn Mower	\$9,000	\$6,405.00 Motion # 2021-04-20/12	Yes.	Purchased Zero Turn Lawn Mower in April 2021.
CAP-14033	Fire Hydrants	\$20,000			Install two (2) additional Fire Hydrants at 54 St (Recreation Hall) and 53 St. and 49 Ave to increase coverage. Infrastructure/Capital Plan Item #4.01. Tabled until Spring/Summer 2022 Administration met with contractor and will provide quotes at a future Council meeting.

SCHEDULE "B"

Municipal Grants Report

Project	Item Details	Budgeted	Actuals	Completed	Comments/Concerns:
CAP-14018	Side by Side Purchase	\$15,000			<p>Possibly purchase new side by side for Campground in place of existing side by side. Will direct Public Works Department to seek quotes for various options. <i>Administration applied for MSI Funding to ensure funding was available. Administration has not yet actioned this item.</i></p>

SCHEDULE "B"

Municipal Grants Report

Project	Item Details	Budgeted	Actuals	Completed	Comments/Concerns:
FEDERAL GAS TAX FUND (ACCEPTED APPLICATION):					
Project	Item Details	Budgeted	Actuals	Completed	Comments/Concerns:
GTF-1196	Pedestrian Crossing Sign	\$50,000	(2020) = \$0.00		Alternative options discussed during November 16, 2021, Regular Council meeting. Motion # 2021-11-16/06
GTF-516	Innisfree Infrastructure Upgrades	\$75,000	2019 SFE Actuals: 1. Water Break = \$ 45,652.00 2. Sewer Line (Alley 54 St & 53 St): \$ 0.00 2020 SFE Actuals 1. Flooding/Culvert Installation: \$28,622 2021 *Est.* SFE: 1. Flooding/Culvert Installation: \$ 2,500 *Surveying Cost & Sidewalk Replacement Cost* 2022 *Est* SFE: 1. Flooding/Culvert Installation: \$4,800 *Paving Cost*		Currently waiting for survey to completed. Upon completion, discharge documents will be sent to Alberta Land Titles. Administration has received draft documents from surveyors. Currently waiting for finalized documents. Paving to be completed in Spring 2022.
GTF-1187	Sidewalk Replacement/Rehabilitation	\$217,650	\$1,150.00 (2020 SFE) \$0.00 (2021 SFE)		53 St Sidewalk Repair completed in 2020. Rehabilitation will continue in 2022-2025 as per application.



Village of Innisfree

Revenue & Expense Report

General Ledger	Description	2021 Budget	2021 Actual	2021 Budget Remaining \$
TAXATION				
1-00-00-110	Taxes Residential	167,372.73	166,348.76	1,023.97
1-00-00-111	Taxes Non-Residential	46,719.48	46,719.48	0.00
1-00-00-112	Taxes M & E	4,341.49	4,341.49	0.00
1-00-00-120	Taxes SP Levy	0.00	0.00	0.00
1-00-00-190	Taxes Linear	27,882.89	27,882.89	0.00
1-00-00-230	Taxes Federal GIL	1,056.16	1,056.16	0.00
1-00-00-240	Taxes Provincial GIL	0.00	0.00	0.00
1-00-00-250	Taxes Minimum Levy	25,643.83	25,643.83	0.00
1-00-00-321	ASFF Residential Levy	27,694.85	27,436.04	258.81
1-00-00-322	ASFF Non-Residential Levy	11,781.89	11,781.88	0.01
1-00-00-330	Seniors Housing Levy	2,825.00	2,804.36	20.64
1-00-00-260	Taxes - Designated Industrial Property	90.77	90.77	0.00
* TOTAL TAXATION		315,409.09	314,105.66	1,303.43
REQUISITIONS				
2-00-00-260	Designated Industrial Property Req	90.77	0.00	90.77
2-00-00-321	ASFF Requisition Residential	27,694.85	19,483.43	8,211.42
2-00-00-322	ASFF Requisition Non-Residential	11,781.89	8,016.51	3,765.38
2-00-00-328	ASFF Prior Year Levy Adj Residential	0.00	0.00	0.00
2-00-00-329	ASFF Prior Year Adj Non-Residential	0.00	0.00	0.00
2-00-00-330	Seniors Foundation Requisition	2,825.00	2,825.00	0.00
2-01-00-754	Seniors Foundation-Req	0.00	0.00	0.00
* TOTAL REQUISITIONS		42,392.51	30,324.94	12,067.57
**P TOTAL TAX AVAILABLE FOR MUNICI		273,016.58	283,780.72	(10,764.14)
GENERAL REVENUE				
1-00-00-510	Penalties Taxes	27,500.00	21,117.75	6,382.25
1-00-00-540	Franchise Fees - Natural Gas	22,600.00	19,316.59	3,283.41
1-00-00-541	Franchise Fees - Electricity	13,965.00	12,657.14	1,307.86
1-00-00-550	Bank Interest (General Operating)	2,500.00	2,519.85	(19.85)
1-01-00-590	Other Revenue Own Sources Invest	385.00	595.00	(210.00)
1-01-00-790	Sale of Assets Gain/Loss	0.00	0.00	0.00
1-11-00-765	Transfer from Reserves General	5,000.00	5,000.00	0.00
1-00-00-551	Bank Interest - Grants	0.00	522.94	(522.94)
1-00-00-552	Bank Interest - Reserves	0.00	269.31	(269.31)
1-00-00-553	Bank Interest - Tax Recovery '09 (TBill)	0.00	0.73	(0.73)
** TOTAL GENERAL REVENUE		71,950.00	61,999.31	9,950.69
ADMIN REVENUE				
1-12-00-135	Contract Refunds (WCB, AMSC, Etc.)	0.00	0.00	0.00
1-12-00-401	Sales Photocopies, Faxes, Services	1,150.00	1,113.57	36.43
1-12-00-560	Rental Revenue Adm	9,000.00	8,657.88	342.12
1-12-00-590	Other Revenue Own Sources Adm	7,875.00	6,409.75	1,465.25
1-12-00-841	Provincial Grant Capital	0.00	27,168.00	(27,168.00)
1-12-00-290	Election (Senate/Referendum)	2,000.00	4,000.00	(2,000.00)
** TOTAL ADMIN REVENUE		20,025.00	47,349.20	(27,324.20)



Village of Innisfree

Revenue & Expense Report

General Ledger	Description	2021 Budget	2021 Actual	2021 Budget Remaining \$
FINE REVENUE				
1-21-00-530	Fines Police	500.00	100.00	400.00
**	TOTAL FINE REVENUE	500.00	100.00	400.00
FIRE REVENUE				
1-23-00-410	Fees Fire Fighting	14,500.00	9,181.16	5,318.84
1-23-00-415	Fire Dept Donations	0.00	0.00	0.00
1-23-00-850	Grants Conditional Local Gov't Fire	20,750.00	21,044.26	(294.26)
1-23-00-990	Proceeds of Capital Disposal Fire	0.00	0.00	0.00
1-23-00-765	Transfer from Reserves Fire	2,000.00	2,000.00	0.00
**	TOTAL FIRE REVENUE	37,250.00	32,226.42	5,024.58
BYLAW REVENUE				
1-26-00-522	License Animal	850.00	927.00	(77.00)
1-26-00-523	Business Licenses	400.00	375.00	25.00
1-26-00-590	Fines Bylaw	450.00	0.00	450.00
**	TOTAL BYLAW REVENUE	1,700.00	1,302.00	398.00
PUBLIC WORKS REVENUE				
1-32-00-430	Sales Service (Grass,Snow)	1,100.00	1,425.00	(325.00)
1-32-00-560	PW Rental Revenue	500.00	625.00	(125.00)
1-32-00-830	Grants Federal (CSJ) PW	6,300.00	2,992.50	3,307.50
1-32-00-840	Grants Provincial - Operating	0.00	0.00	0.00
1-32-00-841	Grants Infrastructure Provincial PW	0.00	0.00	0.00
1-32-00-850	FEDERAL GRANTS	0.00	0.00	0.00
1-32-00-990	Proceeds of Capital Disposal PW	0.00	0.00	0.00
1-32-00-765	Transfer From Operating Reserves PW	10,130.00	10,130.00	0.00
**	TOTAL PUBLIC WORKS REVENUE	18,030.00	15,172.50	2,857.50
STORMWATER REVENUE				
1-37-00-000	Grants - Provincial Capital	0.00	0.00	0.00
1-37-00-410	Stormwater Infrastructure Renewal	4,775.00	4,277.78	497.22
1-37-00-510	Penalties-Stormwater	0.00	0.00	0.00
1-37-00-850	Grant - Federal Capital	0.00	0.00	0.00
**	TOTAL STORMWATER REVENUE	4,775.00	4,277.78	497.22
WATER REVENUE				
1-41-00-410	Water Consumption	38,250.00	40,022.49	(1,772.49)
1-41-00-411	Regional Water Fund	23,300.00	20,983.74	2,316.26
1-41-00-412	Water Base Fee	28,100.00	22,157.29	5,942.71
1-41-00-510	Penalties Water	2,500.00	2,775.08	(275.08)
1-41-00-511	Penalties-Regional Water Fund	0.00	0.00	0.00
1-41-00-765	Transfer from Reserves Water	0.00	0.00	0.00
1-41-00-841	Provincial Grant Capital	0.00	37,400.00	(37,400.00)
**	TOTAL WATER REVENUE	92,150.00	123,338.60	(31,188.60)
SEWER REVENUE				
1-42-00-410	Billings Sewer	35,075.00	32,141.33	2,933.67



Village of Innisfree

Revenue & Expense Report

General Ledger	Description	2021 Budget	2021 Actual	2021 Budget Remaining \$
1-42-00-510	Sanitary Sewer Penalties	0.00	0.00	0.00
1-42-00-765	Transfer from Reserves Sewer	5,000.00	5,000.00	0.00
** TOTAL SEWER REVENUE		40,075.00	37,141.33	2,933.67
SOLID WASTE				
1-43-00-410	Billings Garbage	46,950.00	42,812.37	4,137.63
1-43-00-411	Regional SWM Infrastructure Fee	17,950.00	16,093.24	1,856.76
1-43-00-510	Penalties - Solid Waste	0.00	0.00	0.00
1-43-00-511	Penalties SWM Fee	0.00	0.00	0.00
1-43-00-764	Transfer from Contributed Reserve Garbag	0.00	0.00	0.00
** TOTAL SOLID WASTE		64,900.00	58,905.61	5,994.39
LAND REVENUE				
1-61-00-410	Sale of Land	0.00	1,000.00	(1,000.00)
1-61-00-522	Permits (Development, Subdivision)	250.00	150.00	100.00
** TOTAL LAND REVENUE		250.00	1,150.00	(900.00)
RECREATION REVENUE				
1-72-00-590	Fees Park Grounds	24,500.00	20,264.65	4,235.35
1-72-00-591	Fees Park Concession	2,000.00	0.00	2,000.00
1-72-00-760	Disposition Proceeds	0.00	0.00	0.00
1-72-00-764	Transfer to Operating Reserves	0.00	0.00	0.00
1-72-00-830	Federal Conditional Grants	0.00	2,756.50	(2,756.50)
1-72-00-841	PROVINCIAL GRANT - CAPITAL	0.00	0.00	0.00
1-72-00-765	Transfer from Reserves Recreation	5,000.00	5,000.00	0.00
1-72-00-592	Fees Park Firewood	0.00	0.00	0.00
** TOTAL RECREATION REVENUE		31,500.00	28,021.15	3,478.85
CULTURAL REVENUE				
1-74-00-400	Van Revenue (Community)	0.00	0.00	0.00
1-74-00-557	Museum Cost Recovery	0.00	0.00	0.00
1-74-00-591	Revenue Own Sources Culture	0.00	0.00	0.00
1-74-00-830	Grants Conditional Federeal Cultural	0.00	0.00	0.00
1-74-00-840	Grants Conditional Provincial Cultural	0.00	0.00	0.00
1-74-00-860	Other Revenue Own Sources Library	0.00	0.00	0.00
1-74-00-900	Recoveries Insurance Cultural	0.00	0.00	0.00
1-74-00-415	Museum Donations	100.00	0.00	100.00
** TOTAL CULTURAL REVENUE		100.00	0.00	100.00
*** TOTAL REVENUE		656,221.58	694,763.62	(38,542.04)
COUNCIL EXPENSE				
2-11-00-130	Employer Cont Source Dec=ductions	0.00	7.95	(7.95)
2-11-00-135	WCB Council	0.00	0.00	0.00
2-11-00-151	Fees Council	5,750.00	5,967.50	(217.50)
2-11-00-211	Travel/Subsistence Council	350.00	716.87	(366.87)
2-11-00-212	Conventions/Seminars Council	500.00	1,725.01	(1,225.01)
2-11-00-274	Council Insurance	0.00	0.00	0.00
** TOTAL COUNCIL EXPENSE		6,600.00	8,417.33	(1,817.33)



Village of Innisfree
Revenue & Expense Report

General Ledger	Description	2021 Budget	2021 Actual	2021 Budget Remaining \$
GENERAL EXPENSE				
2-19-00-274	General Insurance	5,130.00	5,128.41	1.59
** TOTAL GENERAL EXPENSE		5,130.00	5,128.41	1.59
ADMIN EXPENSE				
2-12-00-110	Salaries & Wages Adm	64,533.00	60,278.37	4,254.63
2-12-00-111	Honorarium (Admin)	750.00	600.00	150.00
2-12-00-115	Salaries & Wages Assistant Adm	0.00	0.00	0.00
2-12-00-120	Salaries & Wages Casual	0.00	0.00	0.00
2-12-00-130	Employer Contributions Source Adm	4,380.00	4,390.40	(10.40)
2-12-00-131	Employer Benefits Adm	8,500.00	6,698.47	1,801.53
2-12-00-135	Workers Compensation ADM	2,300.00	1,895.79	404.21
2-12-00-211	Travel/Subsistence Adm	250.00	79.48	170.52
2-12-00-215	Telecommunications	6,225.00	3,277.68	2,947.32
2-12-00-216	Postage & Freight	925.00	572.12	352.88
2-12-00-220	Membership Dues Adm	1,350.00	1,243.99	106.01
2-12-00-221	Advertising/Printing/Subscriptions Adm	5,500.00	3,877.90	1,622.10
2-12-00-230	Audit/Assessor Fees Adm	25,000.00	24,600.00	400.00
2-12-00-250	Contracted Services Adm	15,500.00	17,016.61	(1,516.61)
2-12-00-274	Insurance Adm	960.00	959.07	0.93
2-12-00-510	Goods, Materials & Supplies Adm	7,500.00	8,346.10	(846.10)
2-12-00-540	Utilities Heat Adm	1,600.00	1,014.01	585.99
2-12-00-541	Utilities Power Adm	2,650.00	2,552.49	97.51
2-12-00-543	Utilities Water&Sewer Adm	0.00	0.00	0.00
2-12-00-650	Provision Doubtful Accounts	3,500.00	0.00	3,500.00
2-12-00-762	Transfer to Capital Adm	0.00	0.00	0.00
2-12-00-765	Transfer to Reserves Adm	0.00	0.00	0.00
2-12-00-810	Bank Charges Adm	1,575.00	1,556.37	18.63
2-12-00-830	Bank Interest/Overdraft Fees Adm	0.00	0.00	0.00
2-12-00-910	Outages/Account for Penny Loss	0.00	0.00	0.00
2-12-00-911	Land Title Charges	800.00	538.00	262.00
2-12-00-995	Legal Expenses	10,000.00	10,091.35	(91.35)
2-74-00-770	Grants Library	0.00	0.00	0.00
2-12-00-770	Grants to Organizations Adm	0.00	12,000.00	(12,000.00)
2-12-00-212	Education Adm	500.00	0.00	500.00
2-12-00-217	Website Costs	0.00	1,175.00	(1,175.00)
** TOTAL ADMIN EXPENSE		164,298.00	162,763.20	1,534.80
FIRE EXPENSE				
2-23-00-120	Salaries & Wages Fire	16,750.00	14,853.20	1,896.80
2-23-00-135	WCB Fire	0.00	0.00	0.00
2-23-00-211	Travel & Subsistence Fire	750.00	0.00	750.00
2-23-00-215	Telecommunications Fire	2,750.00	3,107.97	(357.97)
2-23-00-217	Freight & Postage Fire	50.00	644.48	(594.48)
2-23-00-221	Advertising/Printing/Subscriptions Fire	0.00	250.00	(250.00)
2-23-00-234	Training Fire	2,500.00	0.00	2,500.00
2-23-00-250	Contracted Services Fire	600.00	572.24	27.76
2-23-00-274	Insurance Fire	1,600.00	1,605.55	(5.55)
2-23-00-510	Supplies, Goods & Equipment Fire	10,000.00	8,138.49	1,861.51
2-23-00-521	Fuel & Oil Fire	400.00	327.30	72.70
2-23-00-540	Utilities Heat Fire	2,565.00	1,993.57	571.43
2-23-00-541	Utilities Power Fire	1,790.00	1,573.09	216.91



Village of Innisfree

Revenue & Expense Report

General Ledger	Description	2021 Budget	2021 Actual	2021 Budget Remaining \$
2-23-00-543	Utilities Water & Sewer Fire	0.00	0.00	0.00
2-23-00-762	Transfer to Capital Reserves Fire	1,500.00	1,500.00	0.00
2-23-00-770	Grants to Organizations Fire	0.00	0.00	0.00
2-23-00-840	Operational Grant Local Government Fire	0.00	0.00	0.00
** TOTAL FIRE EXPENSE		41,255.00	34,565.89	6,689.11
EMERGENCY SERVICE EXPENSE				
2-25-00-300	Ambulance Requisition	0.00	0.00	0.00
2-25-00-310	911 Requisition	1,205.00	1,204.20	0.80
** TOTAL EMERGENCY SERVICE EXPENS		1,205.00	1,204.20	0.80
BYLAW EXPENSE				
2-26-00-221	Bylaw Advertising	150.00	0.00	150.00
2-26-00-222	Bylaw Enforcement Costs	250.00	0.00	250.00
2-26-00-510	Animal Control Goods & Materials	125.00	0.00	125.00
** TOTAL BYLAW EXPENSE		525.00	0.00	525.00
PUBLIC WORKS EXPENSE				
2-32-00-110	Salaries & Wages PW	27,084.00	19,118.41	7,965.59
2-32-00-111	Honorarium (PW)	750.00	450.00	300.00
2-32-00-115	Salaries & Wages Casual PW	4,200.00	3,990.00	210.00
2-32-00-130	Employer Contributions Source PW	2,500.00	1,650.75	849.25
2-32-00-131	Employer Benefits PW	3,350.00	1,660.74	1,689.26
2-32-00-135	WCB	0.00	0.00	0.00
2-32-00-211	Travel & Subsistence PW	100.00	0.00	100.00
2-32-00-215	Telecommunications PW	2,515.00	2,212.87	302.13
2-32-00-217	Freight & Postage PW	350.00	0.00	350.00
2-32-00-221	Advertising/Printing/Subscriptions PW	0.00	0.00	0.00
2-32-00-250	Contracted Services PW	595.00	554.29	40.71
2-32-00-270	CN Services PW	130.00	130.00	0.00
2-32-00-274	Insurance PW	2,765.00	2,766.29	(1.29)
2-32-00-510	Goods, Supplies & Materials PW	27,500.00	10,231.64	17,268.36
2-32-00-521	Fuel & Oil PW	6,000.00	4,886.01	1,113.99
2-32-00-540	Utilities Heat PW	1,900.00	1,387.75	512.25
2-32-00-541	Utilities Power (Street/Shop) PW	56,565.00	41,343.11	15,221.89
2-32-00-543	Utilities Water/Sewer PW	0.00	0.00	0.00
2-32-00-762	Transfer to Capital PW	2,500.00	2,500.00	0.00
** TOTAL PUBLIC WORKS EXPENSE		138,804.00	92,881.86	45,922.14
STORM DRAINAGE EXPENSE				
2-37-00-250	Contracted Services - Storm Drainage	0.00	0.00	0.00
2-37-00-510	Goods & Equipment Repairs - Storm Drainage	1,200.00	0.00	1,200.00
2-37-00-762	Contribution to Capital - Storm Drainage	4,775.00	4,775.00	0.00
** TOTAL STORM DRAINAGE EXPENSE		5,975.00	4,775.00	1,200.00
WATER EXPENSES				
2-41-00-110	Salaries & Wages Water	11,607.00	7,720.09	3,886.91
2-41-00-120	Salaries & Wages Casual Water	0.00	0.00	0.00
2-41-00-130	Employer Contributions Source Water	770.00	536.44	233.56
2-41-00-131	Employer Benefits Water	1,275.00	691.08	583.92



Village of Innisfree

Revenue & Expense Report

General Ledger	Description	2021 Budget	2021 Actual	2021 Budget Remaining \$
2-41-00-211	Travel & Subsistence Water	0.00	0.00	0.00
2-41-00-215	Telecommunications - Water	1,085.00	1,783.16	(698.16)
2-41-00-217	Freight & Postage - Water	0.00	22.22	(22.22)
2-41-00-250	Contracted Services Water	7,640.00	6,503.54	1,136.46
2-41-00-270	Licenses & Permits Water	0.00	0.00	0.00
2-41-00-274	Insurance Water	2,165.00	2,166.66	(1.66)
2-41-00-350	ACE Regional Water Purchase	57,500.00	48,863.35	8,636.65
2-41-00-510	Goods, Supplies & Materials Water	5,500.00	742.10	4,757.90
2-41-00-540	Utilities Heat Water Plant	1,615.00	1,420.44	194.56
2-41-00-541	Utilities Power Water Plant	6,225.00	5,205.09	1,019.91
2-41-00-762	Transfer to Capital Water	2,500.00	2,500.00	0.00
2-41-00-830	Debenture Interest Water	0.00	0.00	0.00
2-41-00-831	Debenture Principal Water	0.00	0.00	0.00
2-41-00-840	750-Capital ACE Water Contribution	37,400.00	37,400.00	0.00
** TOTAL WATER EXPENSES		135,282.00	115,554.17	19,727.83
SEWER EXPENSE				
2-42-00-110	Salaries & Wages Sewer	6,683.67	5,228.50	1,455.17
2-42-00-130	Employer Contributions Source Sewer	445.00	367.61	77.39
2-42-00-131	Employer Benefits Sewer	350.00	239.80	110.20
2-42-00-215	Freight/Phone/Postage Sewer	0.00	0.00	0.00
2-42-00-250	Contracted Services Sewer	1,000.00	0.00	1,000.00
2-42-00-274	Insurance Sewer	1,440.00	1,439.63	0.37
2-42-00-510	Goods, Supplies & Materials Sewer	3,500.00	11,237.50	(7,737.50)
2-42-00-541	Utilities Power Sewer Lift Stations	5,915.00	5,297.90	617.10
2-42-00-762	Transfer to Capital Sewer	2,500.00	2,500.00	0.00
** TOTAL SEWER EXPENSE		21,833.67	26,310.94	(4,477.27)
GARBAGE EXPENSE				
2-43-00-110	Salaries & Wages Garbage	20,519.00	14,691.42	5,827.58
2-43-00-120	Salaries & Wages Casual Garbage	0.00	0.00	0.00
2-43-00-130	Employer Contributions Source Garbage	1,300.00	1,026.58	273.42
2-43-00-131	Employer Benefits Garbage	1,500.00	1,010.70	489.30
2-43-00-250	Contracted Services Garbage	27,050.00	20,353.38	6,696.62
2-43-00-274	Insurance Garbage	380.00	0.00	380.00
2-43-00-510	Goods, Supplies & Materials Garbage	2,500.00	24.14	2,475.86
2-43-00-521	Fuel & Oil Garbage	0.00	0.00	0.00
2-43-00-760	Capital Purchase Garbage	0.00	0.00	0.00
2-43-00-762	Transfer to Capital Garbage	5,000.00	5,000.00	0.00
2-43-00-770	Contrib. to Local Government	0.00	0.00	0.00
2-43-00-840	MSI Cap-Garbage	0.00	0.00	0.00
2-43-00-763	Transfer to Reserves - Regional SWM	17,950.00	17,950.00	0.00
** TOTAL GARBAGE EXPENSE		76,199.00	60,056.22	16,142.78
FCSS EXPENSE				
2-51-00-351	FCSS Requisition	1,850.00	1,837.75	12.25
** TOTAL FCSS EXPENSE		1,850.00	1,837.75	12.25
PLANNING EXPENSE				
2-61-00-510	General Goods, Supplies and Materials	500.00	0.00	500.00
2-61-00-250	Contracted Services	775.00	0.00	775.00



Village of Innisfree

Revenue & Expense Report

General Ledger	Description	2021 Budget	2021 Actual	2021 Budget Remaining \$
** TOTAL PLANNING EXPENSE		1,275.00	0.00	1,275.00
LAND PURCHASES EXPENSE				
2-66-00-710	Land Purchase	0.00	0.00	0.00
2-66-00-911	Land Title Costs	0.00	0.00	0.00
** TOTAL LAND PURCHASES EXPENSE		0.00	0.00	0.00
RECREATION EXPENSES				
2-72-00-111	Honorarium (Recreation Park)	0.00	0.00	0.00
2-72-00-130	Employer Contributions Source Recreation	600.00	0.00	600.00
2-72-00-131	Employer Benefits Recreation	0.00	0.00	0.00
2-72-00-135	WCB Rec Park	0.00	0.00	0.00
2-72-00-215	Freight/Phone/Postage Recreation	815.00	1,646.61	(831.61)
2-72-00-221	Printing/Advertising/Subscriptions	380.00	0.00	380.00
2-72-00-234	Training Recreation	0.00	0.00	0.00
2-72-00-250	Contracted Services Recreation	12,000.00	11,136.40	863.60
2-72-00-255	Maintenance Sports Grounds	750.00	0.00	750.00
2-72-00-274	Insurance Recreation	2,355.00	2,355.45	(0.45)
2-72-00-510	Goods, Materials & Supplies Recreation	15,000.00	15,003.55	(3.55)
2-72-00-521	Fuel and Oil Park	1,200.00	842.42	357.58
2-72-00-540	Utilities Heat Park Building	1,065.00	807.19	257.81
2-72-00-541	Utilities Power Park Grounds	1,530.00	4,244.26	(2,714.26)
2-72-00-543	Water/Sewer/Gas Hall	0.00	0.00	0.00
2-72-00-591	Concessions Park Grounds	0.00	0.00	0.00
2-72-00-760	Contribution to Capital	0.00	0.00	0.00
2-72-00-762	Transfer to Capital Recreation	1,000.00	1,000.00	0.00
2-72-00-764	Transfer to Operation Reserves Recreation	0.00	0.00	0.00
2-72-00-770	Donations Recreation	0.00	0.00	0.00
2-72-00-115	Salaries & Wages Casual Recreation	4,200.00	3,875.00	525.00
2-72-00-592	Firewood - Recreation Park	0.00	2,728.57	(2,728.57)
** TOTAL RECREATION EXPENSES		40,895.00	43,439.45	(2,544.45)
CULTURE EXPENSES				
2-74-00-110	Honorariums (Library/Museum)	0.00	0.00	0.00
2-74-00-120	Wages- Museum & Library	0.00	0.00	0.00
2-74-00-250	Contracted Services Library/Museum	100.00	0.00	100.00
2-74-00-274	Insurance Cultural Organization	4,870.00	4,870.86	(0.86)
2-74-00-300	Regional Library Requisition	1,165.00	1,166.29	(1.29)
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	0.00	0.00	0.00
2-74-00-415	Donations - Museum	100.00	0.00	100.00
2-74-00-540	Utilities Heat Museum	3,116.00	2,643.13	472.87
2-74-00-541	Utilities Power Museum	1,540.00	1,427.63	112.37
2-74-00-221	Printing/Advertising/Subscriptions	500.00	907.86	(407.86)
** CULTURE EXPENSES		14,891.00	14,515.77	375.23
*** TOTAL EXPENSES		656,017.67	571,460.19	84,567.48
**** (SUPLUS)/DEFICIT		(203.91)	(123,313.43)	123,109.52

*** End of Report ***



Village of Innisfree
Utilities Trial Balance (All Balances)
 Trial Balance As Of 2021-12-09

Page 1 of 1
 2021-Dec-9
 2:53:12PM

Account # Name	Account Active	Amount Outstanding	Current	Overdue1	Overdue2	Overdue3	Overdue4
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Sub Ledger		General Ledger	
Current	7,479.40	3-00-00-274	16,553.38
Overdue 1	2,985.05		
Overdue 2	1,150.59		
Overdue 3	977.30		
Overdue 4	3,961.04		
Outstanding	<u>16,553.38</u>	Totals	<u>16,553.38</u>
		Total GL	16,553.38
		Total SL	16,553.38
		Proof	<u>0.00</u>

*** End of Report ***



Village of Innisfree

Cheque Listing For Council

2021-Dec-9
2:59:37PM

Cheque		Vendor Name	General Ledger	Invoice #	Invoice Description	Invoice Amount	Cheque Amount
Cheque #	Date						
20210534	2021-11-22	Oesch, Ken	3-00-00-274	202111221	PAYMENT CREDIT BALANCE PAID	9.60	9.60
20210535	2021-11-23	Alberta Municipal Services Co	2-32-00-540 2-41-00-540 2-74-00-540 2-23-00-540 2-12-00-540 2-32-00-541 2-32-00-541 2-41-00-541 2-32-00-541 2-74-00-541 2-23-00-541 2-12-00-541 2-42-00-541 2-72-00-541 2-32-00-541	21-1040791 21-1040791 21-1040791 21-1040791 21-1040791 21-1040791 21-1040791 21-1040791 21-1040791 21-1040791 21-1040791 21-1040791 21-1040791 21-1040791 21-1040791	PAYMENT PW SHOP GAS WTP GAS MUSEUM GAS FIRE HALL GAS VILLAGE OFFICE GAS SENTINEL LIGHTS PW SHOP POWER WTP POWER PW SHOP POWER MUSEUM POWER FIRE HALL POWER VILLAGE OFFICE POWER LIFT STATIONS POWER REC PARK POWER STREET LIGHTS/CHRISTMAS LIC	112.63 136.58 251.98 182.12 99.90 55.53 187.29 448.38 21.00 139.93 156.64 225.51 475.51 114.94 3,833.52	6,441.46
20210536	2021-11-23	ATB Financial MasterCard	2-12-00-221 2-32-00-215 2-23-00-215 2-12-00-510 2-12-00-510 2-11-00-212 2-11-00-212 2-11-00-211	OCT 14-NOV 12 OCT 14-NOV 12 OCT 14-NOV 12 OCT 14-NOV 12 OCT 14-NOV 12 OCT 14-NOV 12 OCT 14-NOV 12 OCT 14-NOV 12	PAYMENT CANADA POST MCSNET - PW SHOP MCSNET - FIRE HALL ADOBE PDF VIEWER 4 X MGA'S / 3 X LAEA AUMA CONVENTION MUNIS-101 CONVENTION HOTEL ACCOM. MUNIS-101	313.88 104.95 104.95 20.99 200.55 1,260.00 393.75 189.66	2,588.73
20210537	2021-11-23	AUMA	4-00-00-239	0732-46,606	PAYMENT DECEMBER 2021 EMPLOYEE BE	651.96	651.96
20210538	2021-11-23	Johnson, Jennifer	2-11-00-211 2-11-00-211 2-11-00-211	NOV 8, 2021 NOV 9, 2021 NOVEMBER 20:	PAYMENT MEAL (SUPPER) - COMPENSATIC MEAL (SUPPER) - COMPENSATIC MILEAGE - MUNIS 101 COURSE -	7.55 36.00 186.62	230.17
20210539	2021-11-23	Minco Gas Co-op Ltd.	2-72-00-540	OCTOBER 2021	PAYMENT REC PARK HEAT	128.89	128.89
20210540	2021-11-23	Moody, Kenneth	2-32-00-111	NOVEMBER 20:	PAYMENT HONORARIUM PER COUNCIL MC	150.00	150.00
20210541	2021-11-23	Rogers, Thelma	2-12-00-510	NOVEMBER 20:	PAYMENT TOILET PAPER - ADMIN OFFICE	13.52	13.52
20210542	2021-11-23	Vegreville News Advertiser	2-23-00-221	223759	PAYMENT FIRE PREVENTION WEEK AD	262.50	262.50
20210555	2021-12-03	EMCON SERVICES INC.	2-32-00-510	S2214-32310	PAYMENT SUPPLY AND HAUL SAND TO INN	401.42	401.42
20210556	2021-12-03	Kostynuk, Eldon	2-23-00-215	NOVEMBER 20:	PAYMENT FIRE CHIEF CELL PHONE COVEF	50.00	50.00
20210557	2021-12-03	McEwen, Darlene	2-12-00-250	NOVEMBER 20:	PAYMENT NOVEMBER 2021 CLEANING	200.00	200.00
20210558	2021-12-03	Metrix Group LLP	2-12-00-230	DECEMBER 20:	PAYMENT 1ST AUDIT BILLING - DECEMBER	4,200.00	4,200.00
20210559	2021-12-03	NextGen Automation	2-74-00-221	370887	PAYMENT LIBRARY PHOTOCOPIER	137.66	137.66
20210560	2021-12-03	Suncor Energy Products Partn	2-32-00-521 2-32-00-521 2-32-00-521 2-32-00-521 2-32-00-521	NOVEMBER 20: NOVEMBER 20: NOVEMBER 20: NOVEMBER 20: NOVEMBER 20:	PAYMENT Receipt # 0294343 Receipt # 0301568 Receipt # 0306896 Receipt # 0310384 Past due Fee	142.30 150.00 80.00 90.50 0.90	613.52



Village of Innisfree

Cheque Listing For Council

2021-Dec-9
2:59:37PM

Cheque		Vendor Name	General Ledger	Invoice #	Invoice Description	Invoice Amount	Cheque Amount
Cheque #	Date						
20210560	2021-12-03	Suncor Energy Products Partn	2-32-00-521	OCTOBER 2021	PW FUEL	149.82	613.52
20210561	2021-12-03	Telus Communications Compa			PAYMENT		502.87
			2-12-00-215	NOV 28-DEC 27	Cable Mileage	47.63	
			2-41-00-215	NOV 28-DEC 27	780-592-2010	73.72	
			2-41-00-215	NOV 28-DEC 27	780-592-2041	89.80	
			2-72-00-215	NOV 28-DEC 27	780-592-2414	94.72	
			2-12-00-215	NOV 28-DEC 27	780-592-3729	73.93	
			2-12-00-215	NOV 28-DEC 27	780-592-3886	123.07	
20210562	2021-12-03	Vegreville Home Hardware			PAYMENT		24.13
			2-12-00-510	37177	LED LIGHT BULBS FOR VILLAGE	24.13	
20210563	2021-12-03	Village of Innisfree Library			PAYMENT		3,500.00
			2-74-00-350	NOVEMBER 20:	2021 MUNICIPAL CONTRIBUTION	3,500.00	
20210564	2021-12-03	Wells Fargo Equipment Fin Cc			PAYMENT		622.88
			2-12-00-250	5017714130	PHOTO COPIER LEASE	620.55	
			2-12-00-250	5017714130	PAST DUE FEE	2.33	

Total 20,729.31

*** End of Report ***

PUBLIC WORKS REPORT

Village of Innisfree

November 10, 2021 – December 6, 2021

Fall Work Completed

- Cleaned flowerbed in front of Village Office & stored hose for winter
-

Public Works Department

- Inspection of PW Equipment is ongoing
- Performed and recorded site inspections on all Public Works/Water & Sanitary Sewer structures pursuant to the OH&S Policy

Transportation:

- Upon notification of a safety issue, installed a missing Yield sign at the east corner of 52nd Street and 48th Avenue driving north (beside the Curling Rink)
- Continuing snow removal pursuant to the Village Snow Removal Policy
- Continuing to learn and gaining experience on the Hyundai Loader and Snowplow
- Moving snow in all parking lots (Rec Centre, Skating Rink, Curling Rink and CN Lot)
- Performed snow removal in several residential driveways pursuant to the Snow Removal Policy

Water Department:

- Following the water main valve repair on November 8th, the Village Water Department had several issues with the water quality:
 - Water was tested at five (5) residential properties
 - Water tests are performed daily at the Water Reservoir as well at several random addresses within the Village.

Sanitary Sewer Department:

- Continuing to add chemical due to odour at 48th Avenue and 51st Street manhole monthly

Solid Waste Management

- Finding some residential garbage bags are very heavy; residents are advised and directed to remedy the issue. (Pursuant to OH&S)

Public Works “On-going” Project List:

Project	Description	To be Completed by:	Status	Deadline:
Trimming of Tree's	Ensuring back-alleys/sidewalks are clear of overhanging trees.	Public Works	Ongoing	Re-occurring
West Concrete Pile	Removal of concrete on the west end.	Public Works/Contractor	Ongoing	Summer 2022
Seniors Drop-In CC Valve Replacement	Replace cc valve at the Seniors Citizens' Centre.	Contractor	Ongoing. CC Valve will need to be replaced. However, CC Valve is not a valve the Village carries in stock. Will replace in Spring/Summer 2022 as tree removal may be necessary to access CC Valve. Administration will order appropriate parts to ensure items are in stock.	Spring/Summer 2022

Submitted by:

Robert Dobler
Public Works Foreman
December 8, 2021



ALBERTA
JUSTICE AND SOLICITOR GENERAL

Office of the Minister
MLA, Edmonton - South West

AR 43835

Dear Mayor/Reeve and Council:

I am pleased to announce the release of the *Alberta Provincial Police Service Transition Study* completed by PricewaterhouseCoopers (PwC) Canada, and to invite your municipality to participate in further engagement on the findings of this report.

The Department of Justice and Solicitor General will be hosting virtual and in-person municipal engagement sessions between January 2022 and March 2022. Municipal engagement sessions will be open to municipal elected representatives, municipal employees, and organizations representing municipalities. Please see the attachment for instructions on how to register for a session near your community.

The engagement sessions will explore the concepts and information outlined in PwC's work, gather feedback on these ideas as well as local policing perspectives that will be used to refine PwC's proposed model and inform provincial government decision making. Discussions during the engagement sessions will draw on material from all three PwC reports:

- PwC's Final report: <https://open.alberta.ca/publications/apps-transition-study-final-report>
- PwC's Current state report: <https://open.alberta.ca/publications/apps-current-state-report>
- PwC's Future state report: <https://open.alberta.ca/publications/apps-future-state-report>

It is important to emphasize that no decisions have been made with regard to Alberta establishing its own provincial police. The Royal Canadian Mounted Police (RCMP) is an important Canadian institution consisting of exceptional women and men who perform great work, risking their lives every day to keep our communities safe. While Alberta's government has the utmost respect and appreciation for the work of the RCMP's front-line members, we also have a responsibility to examine our model of provincial policing to see if there are other innovative alternatives that would increase policing services for Albertans, involve Albertans in key decision-making processes, is cost-effective, and places community policing at the forefront.

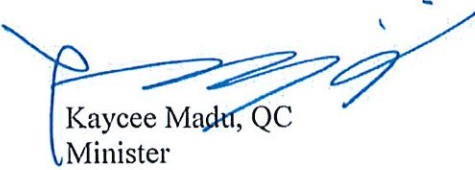
In 2020, the Fair Deal Panel consulted with tens of thousands of Albertans and heard many people's frustrations with the challenges of relying on a contracted provincial police force that is ultimately managed by Ottawa. The panel recommended that the province create an Alberta Provincial Police Service to replace the RCMP. The Alberta government supported this recommendation in principle, but committed to additional analysis. In October 2020, Justice and Solicitor General contracted with PwC to develop this analysis, and on April 30, 2021 PwC delivered their report. PwC's *Alberta Provincial Police Service Transition Study* details the operational requirements, process steps, and costs of a potential transition to an Alberta provincial police service.

The *Alberta Provincial Police Service Transition Study* presents an innovative provincial policing model that would:

- Increase the number of front-line police officers and civilian specialists serving our communities;
- Have dedicated mental health nurses and social workers to assist front-line police response;
- Prioritize community policing that would see Albertans recruited and serving in their local communities;
- See less transfer of officers in and out of communities (and the province) which would increase police knowledge of local public safety issues and improve detachment staffing levels;
- Reduce federal/provincial jurisdictional barriers that limit the integration of police services across Alberta;
- Have a governance model to increase the provincial police's accountability to local priorities and policing needs;
- Introduce new approaches to detachment deployment models to reduce police response times; and
- Leverage efficient back-office functions by utilizing existing provincial government resources to make the provincial police more cost effective.

I encourage you to attend a virtual or in-person engagement session to discuss the proposed model for an Alberta provincial police service, and to discuss what this model could mean for your community. If you have questions about the engagement sessions, please contact my department by emailing jsg.appstranstionstudy@gov.ab.ca.

Yours very truly,



Kaycee Madt, QC
Minister

Attachment

cc: Honourable Rick McIver, Minister of Municipal Affairs

Registration Instructions

Justice and Solicitor General: Alberta Provincial Police Service Transition Study Secretariat

Event overview

The Government of Alberta is engaging with municipalities on concepts presented in the *Alberta Provincial Police Service Transition Study* prepared by PricewaterhouseCoopers (PwC).

The department of Justice and Solicitor General will be facilitating in-person and virtual engagement sessions with municipalities between January and March 2022. In-person sessions will be held at many locations across Alberta. These sessions are open to municipal elected representatives, municipal employees and organizations representing municipalities.

Engagement sessions will focus on key concepts presented in the transition study with the intent to refine the model presented by PwC and inform future decisions on an Alberta Provincial Police Service.

Space is limited and the content is the same for all sessions. For this reason, we ask that individuals only sign-up for one session in this series.

Sessions are open to participants from multiple municipalities. Participants are encouraged to sign-up for a session near their community. Specific event locations will be added as soon they are available. Registrants will receive an email when the event address is available.

Discussions during the engagement sessions will draw on material from all three PwC reports. For more information about the transition study and associated engagement activities, please visit the following webpages:

- PwC's Final Report: <https://open.alberta.ca/publications/apps-transition-study-final-report>
- PwC's Current State Report: <https://open.alberta.ca/publications/apps-current-state-report>
- PwC's Future State Report <https://open.alberta.ca/publications/apps-future-state-report>
- Government of Alberta engagement webpage: <https://www.alberta.ca/provincial-police-service-engagement.aspx>

Registration Instructions

To register for a session, follow the Eventbrite link to the session that works best for your location and schedule.

Engagement Registration

Dates (2022)	Time	Location ¹	Registration Link
January 10	8:30am to 11:00am	Sherwood Park	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-tickets-205687315297

¹ Addresses will be provided when available.

January 10	2:00pm to 4:30pm	Fort Saskatchewan	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205689582077
January 11	8:30am to 11:00am	St. Albert	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205692831797
January 11	2:00pm to 4:30pm	Stony Plain	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205694827767
January 12	9:00am to 11:30am	Westlock	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205696663257
January 12	2:00pm to 4:30pm	Athabasca	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205697716407
January 13	8:30am to 11:00am	Ft. McMurray	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205698619107
January 24	8:30am to 11:00am	Okotoks	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205699200847
January 25	8:30am to 11:00am	Claresholm	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205700173757
January 25	2:00pm to 4:30pm	Pincher Creek	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205701507747
January 26	2:00pm to 4:30pm	Lethbridge	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205704877827
January 27	8:30am to 11:00am	Medicine Hat	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205706542807
January 27	2:00pm to 4:30pm	Brooks	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205707876797
January 28	8:30am to 11:00am	Strathmore	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205708769467
February 7	8:30am to 11:00am	Red Deer	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205710614987
February 7	2:00pm to 4:30pm	Red Deer	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205711828617

February 8	8:30am to 11:00am	Rocky Mountain House	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205713252877
February 9	8:30am to 11:00am	Stettler	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205714797497
February 9	2:00pm to 4:30pm	Hanna	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205715950947
February 10	8:30am to 11:00am	Airdrie	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205717756347
February 10	2:00pm to 4:30pm	Olds	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205719732257
February 28	8:30am to 11:00am	Leduc	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205721036157
February 28	2:00pm to 4:30pm	Ponoka	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205721838557
March 1	8:30am to 11:00am	Camrose	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205736321877
March 1	2:00pm to 4:30pm	Wainwright	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205740564567
March 2	8:30am to 11:00am	Vermillion	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205741958737
March 3	8:30am to 11:00am	Bonnyville	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205742700957
March 4	2:00pm to 4:30pm	Smoky Lake	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205746843347
March 7	8:30am to 11:00am	Slave Lake	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205887935357
March 8	2:00pm to 4:30pm	Peace River	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205749681837
March 9	2:00pm to 4:30pm	High Level	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205750975707

March 14	8:30am to 11:00am	Virtual	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205752119127
March 15	8:30am to 11:00am	Virtual	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205752861347
March 16	8:30am to 11:00am	Virtual	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205774887227
March 17	8:30am to 11:00am	Virtual	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205777184097
March 18	8:30am to 11:00am	Virtual	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205778157007
March 28	8:30am to 11:00am	Whitecourt	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205781055677
March 28	2:00pm to 4:30pm	Valleyview	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205782520057
March 29	2:00pm to 4:30pm	Grande Prairie	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205783091767
March 30	8:30am to 11:00am	Grande Prairie	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205784004497
March 31	8:30am to 11:00am	Edson	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205784766777
March 31	2:00pm to 4:30pm	Drayton Valley	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205785338487
April 1	2:00pm to 4:30pm	Edmonton	https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205785950317



**NATIONAL
POLICE
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NATIONALE**

150 METCALFE STREET, SUITE 2201
OTTAWA ON K2P 1P1

www.npf-fpn.com

December 8, 2021

Her Worship Jennifer Johnson
Mayor of Innisfree
PO Box 69
Innisfree, AB
TOB 2G0
Email: admin@innisfree.ca

Dear Mayor Johnson,

On behalf of the National Police Federation (NPF) I write to you today to share a recent [Pollara Strategic Insights survey](#) completed on the eve of the Government of Alberta's (GoA) release of the Alberta Provincial Police Service (APPS) Transition Study and released last week by the NPF.

Support for the Alberta RCMP has held strong in ongoing surveys over the past year despite the heavy politicization on the issue. Establishing a provincial police force remains a very low priority for Albertans with almost 2/3 saying it "does not help at all" and 70% opposing replacing the RCMP.

The NPF welcomed the long-awaited PricewaterhouseCooper (PwC) Transitional Study as it reconfirmed that not only would Albertans be receiving fewer trained police officers versus the RCMP, but the APPS would cost taxpayers more than \$550 million, representing \$188.3 million a year in lost federal contributions on top of the transition costs of over \$366 million. Albertans would be paying more and getting less, as the proposed APPS policing model would see only 1,613 fully trained officers versus the Alberta RCMP's current 3,097. We all know rural policing is complex and situations can evolve quickly. Alberta needs more fully trained officers, not fewer.

Beyond the numbers, we have heard repeatedly from Albertans and municipalities that they are happy with the services the Alberta RCMP provides and would like to continue having them be a part of their communities. In November, we had the privilege of meeting with municipal elected officials at both the Alberta Municipalities as well as the Rural Municipalities of Alberta tradeshows where we heard firsthand the positive impact RCMP Members have had in your communities and how we can continue to work to improve public safety in the province. We also recently attended the United Conservative Party convention where it was clear that the proposed APPS does not have broad support.

Support for the Alberta RCMP doesn't just come from local politicians, it also comes from Albertans. The Pollara Strategic Insights survey showed that 80% of Albertans in RCMP-served communities remain satisfied with RCMP policing. The GoA should focus on the priorities that matter to Albertans: decreasing rural response times, increasing resources for police, finding solutions to the revolving jailhouse door, and tackling crime in our communities.

We hope you will join us in calling on the GoA to listen to Albertans and invest in the existing Alberta RCMP rather than wasting hundreds of millions of dollars on a transition no-one is asking for. From

January 10th to April 1st, the GoA will be hosting "engagement sessions" throughout the province and we would encourage all elected officials to attend these meetings and speak up for their constituents and communities. We encourage all municipal governments to speak out publicly against this expensive and politicized police transition and keep the pressure on the GoA to walk away from this costly proposal.

If you require any additional details on the APPS and what the NPF is doing to support your communities, please visit KeepAlbertaRCMP.ca. If you have any questions or comments or would like to schedule a meeting, please feel free to contact Colin Buschman, Western Government Relations Advisor, at CBuschman@NPF-FPN.com.

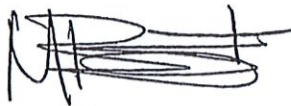
The working relationship we have developed with you and city councillors is extremely important to us and we are always happy to meet with you and all communities across Alberta to better understand what Albertans really want and need.

Thank you again for your attention and ongoing support.

Regards,



Brian Sauvé
President



Michelle Boutin
Vice-President



Kevin R. Halwa
Director, Prairie/North Region



Jeff McGowan
Director, Prairie/North Region

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DEC 09 2021



ALBERTA

MUNICIPAL AFFAIRS

Office of the Minister

MLA, Calgary-Hays

AR106784

December 3, 2021

Her Worship Jennifer Johnson
Mayor
Village of Innisfree
PO Box 69
Innisfree AB T0B 2G0

Dear Mayor Johnson:

Thank you for your October 26, 2021, letter regarding your request for a time extension to complete the Village of Innisfree's 2021 Fire Department Rehabilitation, and Birch Lake Campground Rehabilitation Municipal Stimulus Program (MSP) projects.

I have reviewed the new information and appreciate the challenges that you are facing with the projects. As such, I am pleased to approve your request for a time extension. The MSP funding for these projects must be expended by December 31, 2022, as further time extensions will not be granted. In addition, project reporting will now also be required in 2023.

I look forward to learning of the successful completion of the projects.

Should you have any other questions regarding the MSP program, please contact one of our grant advisors toll-free by first dialing 310-0000, then 780-422-7125, or by email at ma.municipalstimulus@gov.ab.ca.

Thank you again for writing.

Sincerely,

A handwritten signature in blue ink that reads "Ric McIver".

Ric McIver
Minister

cc: Brooke Magosse, Chief Administrative Officer, Village of Innisfree

December 14, 2021 – Council Meeting – Correspondence List

Letters:

Nov.10, 2021 – Alberta Municipal Affairs – MLA Ric McIver – Congratulations to new Council.

Nov.15, 2021 - CN Railroad – News Release – CN signs the “Business Ambition for 1.5 C” and joins the “Race to Zero” campaign.

Nov.17, 2021 – CN Railroad - News Release – CN recognized for Sustainability Leadership and Listed on the Dow Jones Sustainability World Index for 10th Straight Year.

Nov.18, 2021 – Statistics Canada – Thanks given for supporting the 2021 Census and link address provided to access the data release schedule on the 2021 Census Dissemination Planning webpage:

<https://www12.statcan.gc.ca/census-recensement/2021/ref/prodserv/index-eng.cfm>

Nov.18, 2021 – AHS – a welcome message to all Central Zone Leaders from Dr. Jennifer Bestard, Zone Medical Director and Janice Stewart, Chief zone director, Central Zone.

Nov.25, 2021 – Alberta Hub – “Thought for Food” presentation

Nov.29, 2021 – Utility Safety Partners – formerly “Alberta One-Call” are presenting proposed Damage Prevention Legislation for Alberta as they re-brand; new website: www.utilitysafety.ca

Nov.30, 2021 – City of Cold Lake – copy of letter sent to the College of Physicians and Surgeons regarding the assessment process for physicians moving into Alberta from outside Canada.

Dec.7, 2021 – CN Railroad – CN recognized with prestigious ‘A’ score for climate change.

Magazines/Newsletters:

MLA Shannon Stubbs	Fall 2021 Message/Newsletter
Alberta Heavy Magazine	Quarter 4, 2021 Issue
Autosphere Magazine	October 2021, Vol.2, No.5
Infrastructure Magazine	Volume 26, November 2021

Other Correspondence:

North Saskatchewan Watershed Alliance	Introduction of the NSWA to New Council
Global Waste Management Symposium	Feb.14-17, 2022, Indian Wells, California
AB Hub – “Food for Thought” Initiative	Copy of Power Point Presentation -Nov.25/21
CN Railway	2021 Community Report
Alberta Ombudsman	Municipal Related Info