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## AGENDA



*Summer Village of Sandy Beach*

REGULAR MEETING of COUNCIL  
MYRNA NOYES COMMUNITY HALL  
~~63 Lakeshore Drive SANDY BEACH, AB~~ VIRTUAL ZOOM ONLY  
February 17<sup>th</sup>, 2022 @ 7 PM.

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- 1.0 CALL TO ORDER** Action
- 2.0 ACCEPTANCE OF AGENDA** Action
- 3.0 APPROVAL OF MINUTES**
- A. January 20<sup>th</sup>, 2022 Regular Council Meeting Minutes (*approve*); Action
- 4.0 DELEGATIONS** None

### BUSINESS

#### **5.0 BUSINESS ARISING**

- A. Audit 2021; Action
- B. Wastewater (ongoing); Action
- C. Action

#### **6.0 DEVELOPMENT MATTERS**

#### **7.0 NEW BUSINESS**

- A. Action
- B. Action
- C. Action
- D. Action

### REPORTS & Information

#### **8.0 COUNCILLOR REPORT(S) (*one motion to accept all*)**

- A. Mayor Report February Info/Action
- B. Deputy Mayor Report February Info/Action
- C. Councillor Report February Info/Action

#### **9.0 CAO REPORT(S)**

- A. Accounts Payable List (Year to Date) (*accept info*); Info/Action
- B. Action Items List February (*accept info*); Info/Action

#### **10.0 CORRESPONDENCE**

- A. to be determined;

**NEXT MEETING** 17<sup>th</sup> March, 2022 Info

**ADJOURNMENT** Action

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## COUNCIL MEETING MINUTES



### *Summer Village of Sandy Beach*

January 20<sup>th</sup>, 2022 at 7 pm.  
Myrna Noyes Community Hall  
~~63 Lakeshore Drive, Sandy Beach, AB~~ **Virtual ZOOM only**

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**IN VIRTUAL ATTENDANCE** Denise Lambert, Mayor  
Larysa Luciw, Deputy Mayor  
Michael Harney, Councillor  
Rudolf Liebenberg, Chief Administrative Officer (CAO)

**1.0 CALL TO ORDER** Mayor Denise Lambert, called the meeting to order at 7.05 PM.

**2.0 ACCEPTANCE OF AGENDA** MOVED by Councillor Michael Harney that the agenda be approved as presented and amended: addition Item 7(A) Alberta Provincial Police Force.

Res. # 001 – 22 CARRIED

**3.0 APPROVAL OF MINUTES** MOVED by Deputy Mayor Larysa Luciw that the attached minutes of the Regular Council Meeting December 16<sup>th</sup>, 2021 be approved as presented and amended: correction Res. # 186 – 21 **Chair** Blakeman.

Res. # 002 – 22 CARRIED

**4.0 DELEGATIONS** None

### **5.0 BUSINESS ARISING**

**A. All Connect:**  
Res. # 003 – 22 MOVED by Councillor Michael Harney that Council request a demonstration on All Connect, but only at such time when all of Council has confirmed in writing (email) to Administration that they have viewed the instructional video about their platform, available from the All Connect website.

CARRIED

**B. Wastewater:**  
Res. # 004 – 22 MOVED by Deputy Mayor Larysa Luciw that Council authorize Administration to submit the Wastewater Innovation Taskforce letter, as presented in writing, inquiring about the feasibility, cost and grant funding of a wastewater study for lateral line installations in the Summer Village of Sandy Beach.

CARRIED

Res. # 005 – 22 MOVED by Councillor Michael Harney that Council authorize Administration to reach out to Alexander First Nation to set up a meeting regarding wastewater infrastructure project collaboration between the two communities, upon the Mayor providing a suitable contact to Administration.

CARRIED

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## COUNCIL MEETING MINUTES



### *Summer Village of Sandy Beach*

January 20<sup>th</sup>, 2022 at 7 pm.  
Myrna Noyes Community Hall  
~~63 Lakeshore Drive, Sandy Beach, AB~~ **Virtual ZOOM only**

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#### **6.0 DEVELOPMENT MATTERS** none

#### **7.0 NEW BUSINESS**

##### **A. Alberta Provincial Police Force**

Res. # 006 – 22 MOVED by Deputy Mayor Larysa Luciw that Council authorize Administration to reach out to the Summer Villages of Lac Ste. Anne County East Administration to inquire if there are any plans from the organization to write the Province formally regarding this matter and that this item be added to their next meeting Agenda.

CARRIED

#### **8.0 COUNCILLOR REPORTS**

##### **A. All reports**

Res. # 007 – 22 MOVED by Deputy Mayor Larysa Luciw that Council receive and accept as information all the written reports presented at this meeting.

CARRIED

##### **Sunrise Beach: Transmission Line Phase A letter Dec 16<sup>th</sup>, 2021**

Res. # 008 – 22 MOVED by Councillor Michael Harney that Council authorize the distribution of the Transmission Phase A letter received from the Darwell Lagoon Commission Chair December 16<sup>th</sup>, 2021 upon receiving permission from their Chair to do so; Council first instruct Administration to inquire from the Chair whether the letter and its applicable content was also shared with Sunrise Beach.

CARRIED

#### **9.0 CAO REPORTS**

##### **A. Accounts Payable List: December 2021**

Res. # 009 – 22 MOVED by Deputy Mayor Larysa Luciw that Council receive as information, and accept and approve the accounts payable list for December 2021 as presented in written format by Administration.

CARRIED

##### **B. Action Item List**

Res. # 010 – 22 MOVED by Deputy Mayor Larysa Luciw that Council receive and accept as information the action item list for January 2022 as presented in writing by the Chief Administrative Officer.

CARRIED

#### **10.0 CORRESPONDENCE**

Res. # 011 – 22 MOVED by Councillor Michael Harney that Council receive all correspondence, including the Town of Onoway disposal fee rates for 2022 dated January 3<sup>rd</sup> 2022, as information.

CARRIED

#### **ADJOURNMENT**

Being that the agenda matters had been concluded the meeting was declared adjourned at 8.22 PM by Mayor Denise Lambert.

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**COUNCIL MEETING MINUTES**



*Summer Village of Sandy Beach*

January 20<sup>th</sup>, 2022 at 7 pm.  
Myrna Noyes Community Hall  
~~63 Lakeshore Drive, Sandy Beach, AB~~ **Virtual ZOOM only**

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\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Chief Administrative Officer

January 25, 2022

Summer Village of Sandy Beach  
RR 1, Site 1, Comp 63  
Onoway, AB T0E 1V0

**Attention: Village Council Members**

Dear Village Council Members:

**Re: 2021 AUDIT PLAN**

**A. INTRODUCTION**

The objectives of this document are as follows:

- a) To communicate clearly with Council our responsibilities in relation to the financial statement audit, and provide an overview of the planned scope and timing of the audit;
- b) To obtain from Council information relevant to the audit;
- c) To provide Council with timely observations arising from the audit that are significant and relevant to Council's responsibility to oversee the financial reporting process; and
- d) To promote effective two-way communication between the auditor and Council.

Clear two-way communication between the auditor and those charged with governance (Council) is an integral part of every audit. After reviewing the audit plan, please advise us whether there are additional areas of concern to Council which we should consider.

This letter should not be distributed without the prior consent of Metrix Group LLP and Metrix Group LLP accepts no responsibility to a third party who uses this communication.



**B. SERVICES TO BE PROVIDED**

We have been engaged by Council to perform the following services:

**a) Audit services**

- Audit of the Summer Village of Sandy Beach financial statements.
- Audit of the Summer Village of Sandy Beach *Financial Information Return*.

**b) Non-audit services**

- We have not been engaged to provide any non-audit services.

**C. AUDITOR INDEPENDENCE**

At the core of the provision of external audit services is the concept of independence. Canadian generally accepted auditing standards (CAS) recommends that we communicate to Council, at least annually, all relationships between our firm and the Village that, in our professional judgment, may reasonably be thought to bear on our independence.

We are currently not aware of any relationships between the Village and ourselves that, in our professional judgment, may reasonably be thought to bear on our independence. We will provide our annual letter confirming our independence up to the date of our report at the conclusion of the audit.

**D. AUDITOR RESPONSIBILITIES**

It is important for Council to understand the responsibilities that rest with the Village and its management and those that belong to the auditor in relation to the financial statement audit.

Our audit of the Village's financial statements will be performed in accordance with CAS. These standards require that we plan and perform the audit to obtain reasonable about whether the financial statements as a whole present fairly, in all material respects, the financial position, results of operations and cash flows of the Village in accordance with Canadian public sector accounting standards. Accordingly, we will plan and perform our audit to provide reasonable, but not absolute, assurance of detecting fraud and errors that have a material effect on the financial statements taken as a whole, including illegal acts whose consequences have a material effect on the financial statements.

CAS do not require the auditor to design procedures for the purpose of identifying supplementary matters to communicate to Council.

**E. MANAGEMENT RESPONSIBILITIES**

Management is responsible for the preparation of the financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

**F. PLANNED SCOPE AND TIMING OF THE AUDIT**

In gathering our audit evidence, we will utilize an approach to the audit of the Village that allows us to issue an audit opinion on the financial statements in the most cost-effective manner, while still obtaining the assurance necessary to support our audit opinion. In performing our audit, our work will be focused on, but not limited to, areas that we believe have a higher risk of being materially misstated.

To assess risk correctly, we will require a clear understanding of the Village's business and the environment it operates in. We will gain this understanding primarily through discussions with management and staff.

**Audit Strategy**

Based on our knowledge of the Village, we anticipate utilizing substantive procedures (analysis of data and obtaining direct evidence as to the validity of the items such as third-party confirmation). This type of approach is more appropriate when an entity processes a low volume of transactions and again, allows for the completion of the audit in the most cost-effective manner.

**Significant Risks**

Significant risks are identified and assessed risks of material misstatement that, in the auditors' judgment, require special audit consideration. We have identified the following significant risks.

*Revenue Recognition*

Revenue recognition is presumed to be a significant risk in every financial statement audit. Our audit approach will include examining revenue recognition policies and reviewing grant agreements to ensure revenue is being recognized appropriately.

*Management Override of Controls*

Canadian Auditing Standards stipulates that management override of controls is considered a significant risk in every financial statement audit. To reduce this risk to an acceptable level, our audit approach will include substantive procedures including testing of manual journal entries, reviews of irregular transactions, and assessing key estimates for potential bias.

## **Materiality**

Materiality in an audit is used as a guide for planning the nature and extent of audit procedures and for assessing the sufficiency of audit evidence gathered. It is also used in evaluating the misstatements found and determining the appropriate audit opinion to express.

A misstatement, or the aggregate of all misstatements in financial statements, is considered to be material if, in the light of surrounding circumstances, it is probable that the decision of a person who is relying on the financial statements, and who has a reasonable knowledge of business and economic activities (the user), would be changed or influenced by such misstatement or the aggregate of all misstatements. The materiality decision ultimately is based on the auditors' professional judgment.

CAS require the use of both quantitative and qualitative factors in determining materiality. In planning our audit, we have concluded that a materiality level of 2% of operating revenue is appropriate. We anticipate that management will record any adjustments that we propose that are of a non-trivial nature.

We may update our materiality if actual amounts differ significantly from the estimates or circumstances suggest particular balances, results or disclosures may impact users' decisions.

## **Audit Team**

Our team includes skilled professionals who have experience working on local government audits. We will provide the following team:

|                    |                         |
|--------------------|-------------------------|
| Engagement Partner | Philip Dirks, CPA, CA   |
| Manager            | Grayham Symko, CPA, CA  |
| Concurring Partner | Curtis Friesen, CPA, CA |

## **Timing of the Audit**

We performed audit planning and interim audit work in December 2021.

The year-end audit fieldwork is scheduled to take place the week of January 31, 2022.

We anticipate providing draft audited financial statements to Village Council for review and approval at the February or March Council meeting.

## **Management Representations**

Management's representations are integral to the audit evidence we will gather. Prior to the release of our report, we will require management's representations in writing to support the content of our report.



**G. AUDIT FEES**

We understand that the Village demands value and we strive to provide the highest quality services while working with the Village to control costs.

We estimate our audit fees for the 2021 fiscal year will be in the amount of \$6,500. This estimate, which does not include GST or out-of-pocket expenses, assumes that our responsibilities will be limited to the expression of an opinion on the Village's financial statements. We will not be required to perform accounting work, prepare working papers, or provide any other non-audit responsibilities.

**H. NEW AND REVISED PUBLIC SECTOR ACCOUNTING BOARD STANDARDS**

The following is a summary of recently issued *Public Sector Accounting Board* pronouncements. We encourage the Village's accounting staff to review these to determine the potential impact to the Village.

**Effective Fiscal Years Beginning on or After April 1, 2022**

*PS 3280 – Asset Retirement Obligations (new)*

- Establishes standard that addresses the accounting and reporting of legal obligations associated with the retirement of tangible capital assets.
- Includes obligations associated with solid waste landfill sites covered under *PS 3270 – Solid Waste Landfill Closure & Post-Closure Liability*.
- Earlier adoption is permitted.

**Effective Fiscal Years Beginning on or After April 1, 2023**

*PS 3400 – Revenue (new)*

- Establishes a standard that addresses the accounting and reporting of revenue not previously addressed in the CPA Canada Public Sector Accounting Handbook.
- Provides a framework for recognizing revenue by distinguishing between revenue that arises from transactions that include performance obligations from transactions that do not have performance obligations.
- Earlier adoption is permitted.

**I. REQUESTS OF COUNCIL**

During the course of your duties as the Council, you may become aware of additional areas of concern, from an audit perspective, that you would like us to address. We welcome discussion on any areas of audit concern that Council may have.

Additionally, we request that you inform us (prior to the commencement of our year-end work) whether Council has knowledge of any actual, suspected, or alleged fraud affecting the Village.

**J. COMMUNICATION OF THE RESULTS**

At the completion of our audit, we will communicate to Council matters arising from the financial statement audit. Our communication will include the following:

- Matters required to be communicated to the Council under CAS including possible fraudulent activities, possible illegal acts, significant weaknesses in internal control and certain related party transactions;
- Our views about significant qualitative aspects of the Village's accounting practices, including accounting policies, accounting estimates, and financial statement disclosures;
- Other matters, if any, arising from the audit that, in our professional judgment, are significant to the oversight of the financial reporting process; and
- Any other matters previously agreed to with Council.

We trust this communication will provide you with an update on the current developments within the accounting profession as well as clarify our responsibilities and audit approach.

Please do not hesitate to contact us about any of the above items or other matters of concern to Village Council.

Yours truly,

**METRIX GROUP LLP**



Philip J. Dirks, CPA, CA  
Partner

cc: Rudolf Liebenberg, Chief Administrative Officer



## Summer Village of Sandy Beach

RR 1 Site 1 Box 63, Onoway, AB T0E 1V0

Phone: 780.967.2873 Fax: 780.967.2813

Email: [svsandyb@xplornet.ca](mailto:svsandyb@xplornet.ca)

Gideon Mentie

### **Alberta Municipalities Wastewater Innovation Taskforce**

In response to your email Jan. 5<sup>th</sup>, 2022 Sandy Beach is a medium size summer village in the County of Lac St. Anne. We have 322 lots, approximately 120 of which are full time residences, with a full-time population of around 300. As our new council is looking at updating our sustainability plan, the subject of wastewater is on the table. Most of the properties are on holding tanks of various size, and we have our wastewater trucked to the Onoway Lagoon. At present the cost of disposal for 2000 gallons is \$188.00 per pump out, \$130.00 of which is the trucking fee. For a family of 4 the cost of wastewater disposal can easily exceed \$2,256.00 per year. This cost can make it detrimental for families to afford to live here.

As I mentioned in my previous email, we have been in discussions with Lac Ste. Anne County about a proposed wastewater transmission line that would run by our Village, and go to the Onoway Lagoon. The only way that this becomes economically feasible to our residents is to eliminate the need for trucking.

The scope of the project would be to install lateral wastewater lines throughout our Village to terminate at a receiving station for the transmission line just outside our village. The cost of a receiving station is NOT part of this project as it would be funded by the transmission line commission. Individual residents would be responsible for the cost of hooking into this system, and would pay a monthly fee for use. Properties that were not connected to the system, would be charged a nominal yearly fee for the development of this infrastructure within the village.

We can anticipate several positive outcomes for this project:

- Reduce the cost of wastewater disposal making our village more attractive to families and encouraging ongoing growth of the community.
- Reduced noise, smell and road maintenance costs due to less use of large trucks within the village.
- Reduced road maintenance cost on the county and provincial roads.

- Better environmental protection of our lake, and a smaller footprint for wastewater disposal.

In terms of scale, as we are a small rural community, this is a relatively small type of project, but the need within rural communities for this type of transition to a more sustainable long-term solution of wastewater disposal is becoming more critical every year.

The installation of lateral wastewater lines within smaller rural communities is something that is becoming more and more in practice. Numerous villages around Pigeon Lake, and villages around Sylvan Lake and Lac Ste. Anne have installed low pressure systems. These types of systems are used in the Hamlets of Rochfort Bridge, Greencourt, Cherhill, Glenevis, and Darwell and have been operating for years.

**As for Barriers to this project.**

At present our village is in the initial phase of looking into a project of scale. Our Council needs a proper engineered study to determine the feasibility and costs that such a project would represent to our village. We would then be able to present this option to our residences in an open house, and survey questions. At present we are uncertain as to what the costs of such a study might be. We are hoping that your program might assist us in the cost that such a study represents: please just shortly confirm this part and the possible exact cost of such a project?

Thank you in advance.

*Sandy Beach*

Administration  
The Summer Village of Sandy Beach  
[svsandyb@xplornet.ca](mailto:svsandyb@xplornet.ca)



# Summer Village of Sandy Beach

## Cheque Listing for Account Payable

2022-Jan-27  
12:41:48PM

| Cheque # | Cheque Date | CEO | CAO | Vendor # | Vendor Name                              | Batch #        | Amount     |
|----------|-------------|-----|-----|----------|--|----------------|------------|
|          |             |     |     |          |  | <b>Batch #</b> | <b>114</b> |
| 20220001 | 2022-01-06  |     |     | 175      | GFL Environmental Inc.                   |                | 873.79     |
| 20220002 | 2022-01-06  |     |     | 23       | Highway 43 East Waste Commission         |                | 397.34     |
| 20220003 | 2022-01-06  |     |     | 45       | Municipal Assessment Services Group Inc. |                | 2,185.05   |
| 20220004 | 2022-01-06  |     |     | 32       | RMA Insurance                            |                | 772.50     |
| 20220005 | 2022-01-06  |     |     | 89       | Roadrunners Tirecraft                    |                | 436.76     |
| 20220006 | 2022-01-06  |     |     | 34       | Stand-Stone Waste Services Ltd.          |                | 50.00      |
| 20220007 | 2022-01-06  |     |     | 4        | Ste Anne Gas Co-op                       |                | 103.95     |
| 20220008 | 2022-01-06  |     |     | 227      | Taxervice                                |                | 693.00     |
| 20220009 | 2022-01-06  |     |     | 311      | UFA Co-operative Limited                 |                | 249.70     |
| 20220010 | 2022-01-06  |     |     | 91       | Xplornet Communications Inc              |                | 73.49      |
|          |             |     |     |          |  |                | <hr/>      |
|          |             |     |     |          |  |                | 5,835.58   |
|          |             |     |     |          |  | <b>Batch #</b> | <b>119</b> |
| 20220011 | 2022-01-12  |     |     | 41       | EPCOR                                    |                | 432.51     |
|          |             |     |     |          |  |                | <hr/>      |
|          |             |     |     |          |  |                | 432.51     |
|          |             |     |     |          |  | <b>Batch #</b> | <b>121</b> |
| 20220012 | 2022-01-12  |     |     | 105      | ATB FINANCIAL MasterCard                 |                | 64.47      |
| 20220013 | 2022-01-12  |     |     | 154      | ██████████ Payroll                       |                | 1,575.56   |
| 20220014 | 2022-01-12  |     |     | 11       | Canada Revenue Agency                    |                | 1,463.30   |
| 20220015 | 2022-01-12  |     |     | 304      | ██████████ Payroll                       |                | 613.39     |
| 20220016 | 2022-01-12  |     |     | 272      | ██████████ Payroll                       |                | 1,573.66   |
|          |             |     |     |          |  |                | <hr/>      |
|          |             |     |     |          |  |                | 5,290.38   |
|          |             |     |     |          |  | <b>Batch #</b> | <b>125</b> |
| 20220017 | 2022-01-13  |     |     | 87       | Tim Hay Trucking                         |                | 1,470.00   |
|          |             |     |     |          |  |                | <hr/>      |
|          |             |     |     |          |  |                | 1,470.00   |
|          |             |     |     |          |  | <b>Batch #</b> | <b>127</b> |
| 20220018 | 2022-01-13  |     |     | 105      | ATB FINANCIAL MasterCard                 |                | 127.28     |
|          |             |     |     |          |  |                | <hr/>      |
|          |             |     |     |          |  |                | 127.28     |
|          |             |     |     |          |  | <b>Batch #</b> | <b>145</b> |
| 20220019 | 2022-01-26  |     |     | 342      | ALBERTA MUNICIPALITIES                   |                | 1,145.32   |
| 20220020 | 2022-01-26  |     |     | 154      | ██████████ Payroll                       |                | 1,100.52   |
| 20220021 | 2022-01-26  |     |     | 11       | Canada Revenue Agency                    |                | 3,348.01   |
| 20220022 | 2022-01-26  |     |     | 23       | Highway 43 East Waste Commission         |                | 285.20     |
| 20220023 | 2022-01-26  |     |     | 252      | Morrison Hershfield Limited              |                | 2,540.16   |
| 20220024 | 2022-01-26  |     |     | 304      | ██████████ Payroll                       |                | 1,157.93   |
| 20220025 | 2022-01-26  |     |     | 272      | ██████████ Payroll                       |                | 1,328.25   |
| 20220026 | 2022-01-26  |     |     | 61       | ██████████ DO January                    |                | 372.75     |
|          |             |     |     |          |  |                | <hr/>      |
|          |             |     |     |          |  |                | 11,278.14  |
|          |             |     |     |          |  | <b>Batch #</b> | <b>147</b> |
| 20220027 | 2022-01-26  |     |     | 240      | Liebenberg, Christiaan                   |                | 4,471.62   |
|          |             |     |     |          |  |                | <hr/>      |
|          |             |     |     |          |  |                | 4,471.62   |



# Summer Village of Sandy Beach

## Cheque Listing for Account Payable

2022-Jan-27  
12:41:48PM

| <u>Cheque #</u> | <u>Cheque Date</u> | <u>CEO</u> | <u>CAO</u> | <u>Vendor #</u> | <u>Vendor Name</u> | <u>Amount</u>    |
|-----------------|--------------------|------------|------------|-----------------|--------------------|------------------|
|                 |                    |            |            |                 | <b>Total</b>       | <b>28,905.51</b> |

\*\*\* End of Report \*\*\*



# Summer Village of Sandy Beach

## Revenue/Expense Statement

| General Ledger           | Description                               | 2022 YTD Actual     | 2022 Budget         | 2022 Budget Remaining \$ |
|--------------------------|---|---------------------|---------------------|--------------------------|
| <b>Revenues</b>          |   |                     |                     |                          |
| 1-00-00-110              | Real Property Taxes                       | 0.00                | (1,250.00)          | (1,250.00)               |
| 1-00-00-111              | Minimum Levy                              | 0.00                | (6,850.00)          | (6,850.00)               |
| 1-00-00-112              | Taxes - Commercial                        | 0.00                | (5,500.00)          | (5,500.00)               |
| 1-00-00-113              | Taxes - Residential                       | 0.00                | (352,295.00)        | (352,295.00)             |
| 1-00-00-115              | Taxes-Linear                              | 0.00                | (3,100.00)          | (3,100.00)               |
| 1-00-00-190              | Snow and Maintenance                      | 0.00                | 0.00                | 0.00                     |
| 1-00-00-510              | Penalties & Costs On Taxes                | (2,336.35)          | (8,100.00)          | (5,763.65)               |
| 1-00-00-520              | Lagoon Maintenance - split cost           | (846.72)            | 0.00                | 846.72                   |
| 1-00-00-530              | Misc. Income                              | (500.00)            | (17,500.00)         | (17,000.00)              |
| 1-00-00-531              | Village Land Sale Revenue                 | 0.00                | 0.00                | 0.00                     |
| 1-00-00-590              | Other Revenue/Tax Certificates/GST        | 0.00                | (2,500.00)          | (2,500.00)               |
| 1-00-00-740              | Provincial Government/Agencies            | 0.00                | 0.00                | 0.00                     |
| 1-00-00-840              | AMIP                                      | 0.00                | 0.00                | 0.00                     |
| 1-00-00-990              | Other Revenue/Tax Recovery                | 0.00                | (26,150.00)         | (26,150.00)              |
| 1-01-00-550              | Interest Income                           | (304.47)            | (2,000.00)          | (1,695.53)               |
| 1-02-00-550              | Interest Income Trust                     | 0.00                | (27,650.00)         | (27,650.00)              |
| 1-12-00-560              | Rentals/Shop Rent                         | 0.00                | (1,000.00)          | (1,000.00)               |
| 1-12-00-561              | Office Rent                               | 0.00                | 0.00                | 0.00                     |
| 1-32-00-830              | Federal Infrastructure Grants Road Survey | 0.00                | 0.00                | 0.00                     |
| 1-32-00-840              | Provincial Grants/Roads/Other             | 0.00                | (30,000.00)         | (30,000.00)              |
| 1-32-00-841              | MSI-Capital                               | (123,118.00)        | (49,927.00)         | 73,191.00                |
| 1-32-00-842              | MSI-Operating                             | 0.00                | (10,000.00)         | (10,000.00)              |
| 1-32-00-843              | NDCC                                      | 0.00                | 0.00                | 0.00                     |
| 1-32-00-844              | MSP/FRIAA                                 | 0.00                | (30,000.00)         | (30,000.00)              |
| 1-32-00-845              | MSP (Hall-Prov. Grant)                    | 0.00                | (10,750.00)         | (10,750.00)              |
| 1-32-00-846              | Def. Rev. (Prof. Consult)                 | 0.00                | 0.00                | 0.00                     |
| 1-32-00-847              | Snow/ Maintenance                         | 0.00                | 0.00                | 0.00                     |
| 1-32-00-848              | Canada Day (Prov. Grant)                  | 0.00                | 0.00                | 0.00                     |
| 1-32-30-845              | STEP                                      | 0.00                | 0.00                | 0.00                     |
| 1-51-00-840              | Provincial Conditional Grants/FCSS        | 0.00                | (7,320.00)          | (7,320.00)               |
| 1-61-00-410              | Planning/Zoning/Dev. Charges              | 0.00                | 0.00                | 0.00                     |
| 1-74-00-560              | Rental Income/Facilities                  | 0.00                | (1,000.00)          | (1,000.00)               |
| 1-74-00-840              | Provincial Conditional Grants             | 0.00                | 0.00                | 0.00                     |
| 1-99-00-750              | School Foundation - Commercial            | 0.00                | (2,219.00)          | (2,219.00)               |
| 1-99-00-751              | School Foundation - Residential           | 0.00                | (96,725.00)         | (96,725.00)              |
| 1-99-00-753              | Senior Foundation - Commercial            | 0.00                | (8,308.00)          | (8,308.00)               |
| <b>*P TOTAL Revenues</b> |   | <b>(127,105.54)</b> | <b>(700,144.00)</b> | <b>(573,038.46)</b>      |



# Summer Village of Sandy Beach

## Revenue/Expense Statement

| General Ledger  | Description                              | 2022 YTD Actual | 2022 Budget | 2022 Budget Remaining \$ |
|-----------------|--|-----------------|-------------|--------------------------|
| <b>Expenses</b> |  |                 |             |                          |
| 2-11-00-110     | Honorariums                              | 0.00            | 13,000.00   | 13,000.00                |
| 2-11-00-211     | Mileage & Subsistence                    | 0.00            | 1,850.00    | 1,850.00                 |
| 2-11-00-510     | General Supplies/Conventions             | 0.00            | 1,000.00    | 1,000.00                 |
| 2-12-00-110     | Salaries/Wages Administration            | 6,066.66        | 70,000.00   | 63,933.34                |
| 2-12-00-111     | Ad Hoc Committee                         | 0.00            | 0.00        | 0.00                     |
| 2-12-00-130     | Employer Contributions (O)               | 463.37          | 5,500.00    | 5,036.63                 |
| 2-12-00-131     | WCB                                      | 0.00            | 3,600.00    | 3,600.00                 |
| 2-12-00-200     | Contract Admin/DEM/DDEM                  | 0.00            | 4,000.00    | 4,000.00                 |
| 2-12-00-211     | Travel & Subsistence                     | 0.00            | 6,000.00    | 6,000.00                 |
| 2-12-00-215     | Freight, Postage, Telephone              | 132.40          | 7,000.00    | 6,867.60                 |
| 2-12-00-216     | Newsletter                               | 0.00            | 500.00      | 500.00                   |
| 2-12-00-217     | Internet                                 | 69.99           | 850.00      | 780.01                   |
| 2-12-00-218     | Website                                  | 0.00            | 4,500.00    | 4,500.00                 |
| 2-12-00-219     | Conferences and Workshops                | 0.00            | 2,000.00    | 2,000.00                 |
| 2-12-00-220     | Subscriptions, Memberships, Printing, Ad | 1,155.78        | 13,000.00   | 11,844.22                |
| 2-12-00-221     | Dues and Memberships                     | 0.00            | 0.00        | 0.00                     |
| 2-12-00-222     | Donations/Appreciations                  | 0.00            | 0.00        | 0.00                     |
| 2-12-00-230     | Professional and Special Services        | 660.00          | 6,500.00    | 5,840.00                 |
| 2-12-00-231     | Audit                                    | 0.00            | 6,950.00    | 6,950.00                 |
| 2-12-00-232     | Assessment Services                      | 2,081.00        | 9,000.00    | 6,919.00                 |
| 2-12-00-233     | WILD Waterline (Operating)               | 0.00            | 4,000.00    | 4,000.00                 |
| 2-12-00-234     | WILD Waterline (Debenture Phase I & II)  | 0.00            | 6,000.00    | 6,000.00                 |
| 2-12-00-250     | Repairs & Maintenance                    | 0.00            | 2,500.00    | 2,500.00                 |
| 2-12-00-260     | Water/Sewer Admin Building               | 50.00           | 1,750.00    | 1,700.00                 |
| 2-12-00-263     | Computer                                 | 0.00            | 0.00        | 0.00                     |
| 2-12-00-265     | 1985 Lot research                        | 0.00            | 0.00        | 0.00                     |
| 2-12-00-266     | Organize Files-Archive                   | 0.00            | 0.00        | 0.00                     |
| 2-12-00-270     | Bank Charges                             | 32.00           | 350.00      | 318.00                   |
| 2-12-00-274     | Insurance and Bond Premiums              | 750.00          | 14,500.00   | 13,750.00                |
| 2-12-00-505     | Canada Day Celebration                   | 0.00            | 850.00      | 850.00                   |
| 2-12-00-510     | General Office Supplies                  | 0.00            | 6,500.00    | 6,500.00                 |
| 2-12-00-511     | Computer Repairs                         | 0.00            | 0.00        | 0.00                     |
| 2-12-00-512     | Financial Software                       | 0.00            | 10,000.00   | 10,000.00                |
| 2-12-00-519     | Other Services/Donations/Appreciations   | 0.00            | 500.00      | 500.00                   |
| 2-12-00-540     | Utilities-Administration EPCOR           | 0.00            | 2,500.00    | 2,500.00                 |
| 2-12-00-762     | Transfer to Capital Reserve - Water      | 0.00            | 2,500.00    | 2,500.00                 |
| 2-12-00-810     | Short Term Borrowing Costs               | 0.00            | 0.00        | 0.00                     |
| 2-12-00-811     | Interest Expense                         | 0.00            | 0.00        | 0.00                     |
| 2-12-00-840     | Provincial Conditional Grants MSP/MOST   | 0.00            | 30,000.00   | 30,000.00                |
| 2-12-00-990     | Other/Miscellaneous                      | 0.00            | 0.00        | 0.00                     |
| 2-12-00-992     | Bank Charges                             | 0.00            | 0.00        | 0.00                     |
| 2-12-00-994     | Assessment Review Board                  | 0.00            | 1,000.00    | 1,000.00                 |
| 2-23-00-200     | Fire / Sturgeon County                   | 0.00            | 4,000.00    | 4,000.00                 |
| 2-23-00-201     | Fire Supression/Support                  | 0.00            | 4,000.00    | 4,000.00                 |
| 2-25-00-212     | Policing                                 | 0.00            | 11,000.00   | 11,000.00                |
| 2-25-00-220     | Physician Recruitment                    | 0.00            | 0.00        | 0.00                     |
| 2-26-00-220     | MSP (Fire, Police, Ambulance)            | 0.00            | 0.00        | 0.00                     |
| 2-26-00-651     | Amortization-vehicles                    | 0.00            | 0.00        | 0.00                     |
| 2-32-00-110     | Salaries & Wages                         | 9,404.20        | 90,000.00   | 80,595.80                |
| 2-32-00-111     | Contract Services/Weed Inspector         | 0.00            | 600.00      | 600.00                   |
| 2-32-00-130     | Employer Contributions                   | 698.01          | 8,000.00    | 7,301.99                 |
| 2-32-00-200     | Gravel/Maintenance/Drainage              | 0.00            | 1,000.00    | 1,000.00                 |
| 2-32-00-201     | Signs                                    | 0.00            | 1,000.00    | 1,000.00                 |
| 2-32-00-202     | Paving Reconstruction Roads              | 0.00            | 1,000.00    | 1,000.00                 |





# Summer Village of Sandy Beach

## Revenue/Expense Statement

| General Ledger           | Description                              | 2022 YTD Actual  | 2022 Budget       | 2022 Budget Remaining \$ |
|--------------------------|--|------------------|-------------------|--------------------------|
| 2-32-00-211              | Fuel/Mileage/UFA                         | 237.81           | 4,500.00          | 4,262.19                 |
| 2-32-00-212              | Reserve Roads                            | 0.00             | 2,500.00          | 2,500.00                 |
| 2-32-00-215              | Telus (Shop/Public Works)                | 0.00             | 1,350.00          | 1,350.00                 |
| 2-32-00-230              | Tree Removal                             | 0.00             | 10,500.00         | 10,500.00                |
| 2-32-00-240              | Fire Mitigation                          | 0.00             | 0.00              | 0.00                     |
| 2-32-00-250              | Road/Street Contractors-non Gov.         | 0.00             | 5,000.00          | 5,000.00                 |
| 2-32-00-255              | Repairs and Maint to other equipment     | 514.96           | 10,000.00         | 9,485.04                 |
| 2-32-00-260              | Snow Removal                             | 0.00             | 1,000.00          | 1,000.00                 |
| 2-32-00-270              | Miscellaneous General Services/Bylaw     | 0.00             | 10,000.00         | 10,000.00                |
| 2-32-00-280              | Equipment Purchases                      | 0.00             | 5,500.00          | 5,500.00                 |
| 2-32-00-350              | Roads - Government Grant                 | 0.00             | 0.00              | 0.00                     |
| 2-32-00-510              | General Goods & Supplies                 | 121.22           | 6,000.00          | 5,878.78                 |
| 2-32-00-511              | Beautification                           | 0.00             | 500.00            | 500.00                   |
| 2-32-00-540              | Utilities - Street Lights                | 1,395.39         | 14,750.00         | 13,354.61                |
| 2-32-00-611              | Amortization - Engineered structures     | 0.00             | 0.00              | 0.00                     |
| 2-32-00-621              | Amortization-buildings                   | 0.00             | 0.00              | 0.00                     |
| 2-32-00-631              | Amortization-machinery/equipment         | 0.00             | 0.00              | 0.00                     |
| 2-32-00-651              | Amortization-vehicles                    | 0.00             | 0.00              | 0.00                     |
| 2-32-00-762              | Contributed to Capital Function          | 1,400.00         | 0.00              | (1,400.00)               |
| 2-32-00-841              | Grant - Drainage/Road                    | 0.00             | 0.00              | 0.00                     |
| 2-32-00-842              | MSI Operating (Ad Hock)                  | 0.00             | 10,000.00         | 10,000.00                |
| 2-32-00-844              | MSP Deferred/FRIAA/GTF                   | 0.00             | 30,000.00         | 30,000.00                |
| 2-42-00-200              | Lagoon Maintenance/Manager               | 0.00             | 1,000.00          | 1,000.00                 |
| 2-42-00-210              | Waste Water Service Cost                 | 0.00             | 0.00              | 0.00                     |
| 2-42-00-230              | Professional Consult                     | 0.00             | 8,000.00          | 8,000.00                 |
| 2-42-00-641              | Amortization-Wastewater                  | 0.00             | 0.00              | 0.00                     |
| 2-42-00-762              | Transfer to Reserve- Sewage              | 0.00             | 2,500.00          | 2,500.00                 |
| 2-43-00-200              | Garbage Contract/GFL                     | 832.18           | 11,500.00         | 10,667.82                |
| 2-43-00-270              | Land Reclamation Site/Garbage Collection | 0.00             | 7,500.00          | 7,500.00                 |
| 2-43-00-350              | Landfill - Hwy 43 Waste Commission       | 397.34           | 7,500.00          | 7,102.66                 |
| 2-43-00-762              | Transfer To Capital Functions            | 0.00             | 0.00              | 0.00                     |
| 2-51-00-750              | FCSS/Recreation                          | 0.00             | 9,065.00          | 9,065.00                 |
| 2-61-00-510              | Development Officer Fees                 | 355.00           | 6,500.00          | 6,145.00                 |
| 2-61-00-511              | Planning, Zoning & Development           | 0.00             | 1,000.00          | 1,000.00                 |
| 2-61-00-512              | Development Enforcement                  | 0.00             | 2,000.00          | 2,000.00                 |
| 2-62-00-211              | East End Bus                             | 0.00             | 250.00            | 250.00                   |
| 2-71-00-540              | Utilities Shop                           | 1,280.02         | 5,500.00          | 4,219.98                 |
| 2-71-00-541              | Utilities Old Shop                       | 0.00             | 1,250.00          | 1,250.00                 |
| 2-71-00-762              | Transfer to Reserve Equipment            | 0.00             | 2,500.00          | 2,500.00                 |
| 2-71-00-810              | Petty Cash                               | 0.00             | 0.00              | 0.00                     |
| 2-72-00-200              | Daypark/Recreation                       | 0.00             | 500.00            | 500.00                   |
| 2-72-00-540              | Daypark Expenses/Utilities               | 0.00             | 2,000.00          | 2,000.00                 |
| 2-72-00-541              | MSI C-Playground Equipment               | 0.00             | 500.00            | 500.00                   |
| 2-72-00-661              | Amortization-land improvements           | 0.00             | 0.00              | 0.00                     |
| 2-72-00-762              | Transfers To Capital Functions           | 0.00             | 49,927.00         | 49,927.00                |
| 2-74-00-200              | Hall Cleaning                            | 0.00             | 500.00            | 500.00                   |
| 2-74-00-210              | General Services/Maintenance/Hall        | 0.00             | 500.00            | 500.00                   |
| 2-74-00-510              | General Goods and Supplies/Hall          | 0.00             | 500.00            | 500.00                   |
| 2-74-00-540              | Utilities-Hall                           | 224.10           | 2,000.00          | 1,775.90                 |
| 2-99-00-750              | School Foundation Requisition            | 0.00             | 2,219.00          | 2,219.00                 |
| 2-99-00-751              | School Foundation - Residential          | 0.00             | 96,725.00         | 96,725.00                |
| 2-99-00-753              | Senior Foundation                        | 0.00             | 8,308.00          | 8,308.00                 |
| 2-99-00-754              | Waste Cell Improvement                   | 0.00             | 0.00              | 0.00                     |
| 2-99-00-755              | Ambulance Requisition                    | 0.00             | 0.00              | 0.00                     |
| <b>*P TOTAL Expenses</b> |  | <b>28,321.43</b> | <b>700,144.00</b> | <b>671,822.57</b>        |



# Summer Village of Sandy Beach

## Revenue/Expense Statement

| General Ledger | Description   | 2022 YTD Actual | 2022 Budget | 2022 Budget Remaining \$ |
|----------------|---------------|-----------------|-------------|--------------------------|
| **P            | (Profit)/Loss | (98,784.11)     | 0.00        | 98,784.11                |

\*\*\* End of Report \*\*\*

| REVENUE<br>G/L Code | BUDGET ITEM                             | 2019<br>Budget       | 2020<br>Budget       | 2021<br>Budget       | 2022<br>Budget       | 2023<br>Budget       | 2024<br>Budget       | 1<br>2   |
|---------------------|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------|
| 1-00-00-00-00-110   | Real Property Taxes                     | \$ 4,000.00          | \$ 4,000.00          | \$ 1,250.00          | \$ 1,250.00          | \$ 1,250.00          | \$ 1,250.00          | 3        |
| 1-00-00-00-00-111   | Minimum Levy                            | \$ 4,800.00          | \$ 7,200.00          | \$ 6,850.00          | \$ 6,850.00          | \$ 6,850.00          | \$ 6,850.00          | 4        |
| 1-00-00-00-00-112   | Taxes - Non-Residential                 | \$ 5,413.00          | \$ 5,500.00          | \$ 5,500.00          | \$ 5,500.00          | \$ 5,500.00          | \$ 5,500.00          | 5        |
| 1-00-00-00-00-113   | <b>Taxes - Residential</b>              | <b>\$ 342,295.00</b> | <b>\$ 342,295.00</b> | <b>\$ 342,295.00</b> | <b>\$ 352,295.00</b> | <b>\$ 362,295.00</b> | <b>\$ 372,295.00</b> | <b>6</b> |
| 1-00-00-00-00-115   | Taxes - Linear                          | \$ 2,000.00          | \$ 3,000.00          | \$ 3,100.00          | \$ 3,100.00          | \$ 3,100.00          | \$ 3,100.00          | 7        |
| 1-00-00-00-00-510   | Penalties & Costs                       | \$ 5,000.00          | \$ 18,000.00         | \$ 8,100.00          | \$ 8,100.00          | \$ 8,100.00          | \$ 8,100.00          | 8        |
| 1-00-00-00-00-520   | Lagoon Maintenance                      | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 9        |
| 1-00-00-00-00-530   | Misc. Income/Tower Land Rental/GST      | \$ 1,000.00          | \$ 17,302.00         | \$ 17,500.00         | \$ 17,500.00         | \$ 17,500.00         | \$ 17,500.00         | 10       |
| 1-00-00-00-00-531   | Village Land Sale Revenue               | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 11       |
| 1-00-00-00-00-590   | Other Revenue/Tax Certificates          | \$ 83,000.00         | \$ 19,900.00         | \$ 2,500.00          | \$ 2,500.00          | \$ 2,500.00          | \$ 2,500.00          | 12       |
| 1-00-00-00-00-740   | Provincial Government and Agencies      | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 13       |
| 1-00-00-00-00-840   | AMIP                                    | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 14       |
| 1-00-00-00-00-990   | Tax Recovery/Tax Arrears                | \$ 45,000.00         | \$ 31,000.00         | \$ 19,482.00         | \$ 26,150.00         | \$ 28,550.00         | \$ 30,000.00         | 15       |
| 1-01-00-00-00-550   | Interest Income                         | \$ 600.00            | \$ 1,500.00          | \$ 2,000.00          | \$ 2,000.00          | \$ 2,000.00          | \$ 2,000.00          | 16       |
| 1-02-00-00-00-550   | Interest Income Trust                   | \$ 10,000.00         | \$ 20,000.00         | \$ 22,000.00         | \$ 27,650.00         | \$ 24,000.00         | \$ 25,000.00         | 17       |
| 1-12-00-00-00-560   | Rentals/Shop Rent                       | \$ 7,200.00          | \$ 7,200.00          | \$ 1,000.00          | \$ 1,000.00          | \$ 1,000.00          | \$ 1,000.00          | 18       |
| 1-12-00-00-00-561   | Office Rent                             | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 19       |
| 1-32-00-00-00-830   | Federal Infrastructure                  | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 20       |
| 1-32-00-00-00-840   | Provincial Conditional Grants MSP/MOST  | \$ -                 | \$ 31,122.00         | \$ 71,196.00         | \$ 30,000.00         | \$ 35,000.00         | \$ 36,000.00         | 21       |
| 1-32-00-00-00-841   | MSI - Capital                           | \$ 241,318.00        | \$ 143,118.00        | \$ 123,118.00        | \$ 49,927.00         | \$ 49,927.00         | \$ 18,947.00         | 22       |
| 1-32-00-00-00-842   | MSI - Operating                         | \$ 10,930.00         | \$ 11,203.00         | \$ 9,349.85          | \$ 10,000.00         | \$ 12,000.00         | \$ 13,000.00         | 23       |
| 1-32-00-00-00-843   | NDCC                                    | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 24       |
| 1-32-00-00-00-844   | GTF + FRIAA                             | \$ 20,000.00         | \$ 41,414.00         | \$ 90,000.00         | \$ 30,000.00         | \$ 35,000.00         | \$ 36,000.00         | 25       |
| 1-32-00-00-00-845   | MSP (Prov. Grant)                       | \$ -                 | \$ -                 | \$ -                 | \$ 10,750.00         | \$ -                 | \$ -                 | 26       |
| 1-32-00-00-00-846   | Def. Rev. (Prof. Cons)                  | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 27       |
| 1-32-00-00-00-847   | Snow/Maintenance                        | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 28       |
| 1-32-00-00-00-848   | Canada Day (Prov. Grant)                | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 29       |
| 1-32-30-00-00-845   | STEP                                    | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 30       |
| 1-51-00-00-00-840   | Provincial Conditional Grants/FCSS      | \$ 7,018.00          | \$ 7,018.00          | \$ 7,018.00          | \$ 7,320.00          | \$ 7,720.00          | \$ 7,800.00          | 31       |
| 1-74-00-00-00-560   | Rental Income/Facilities (Hall)         | \$ 5,030.00          | \$ 6,122.00          | \$ 1,000.00          | \$ 1,000.00          | \$ 1,000.00          | \$ 1,000.00          | 32       |
| 1-74-00-00-00-840   | Provincial Conditional Grants (Culture) | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 33       |

OPERATING BUDGET

|                   |  |                      |                      |                        |                      |                      |                        |    |
|-------------------|--|----------------------|----------------------|------------------------|----------------------|----------------------|------------------------|----|
| 1-99-00-00-00-750 | School Foundation - Non-Residential    | \$ 2,207.00          | \$ 2,219.00          | \$ 2,219.00            | \$ 2,219.00          | \$ 2,200.00          | \$ 2,200.00            | 34 |
| 1-99-00-00-00-751 | School Foundation - Residential        | \$ 100,038.00        | \$ 96,725.00         | \$ 96,725.00           | \$ 96,725.00         | \$ 95,000.00         | \$ 95,000.00           | 35 |
| 1-99-00-00-00-753 | Senior Foundation                      | \$ 8,291.67          | \$ 8,320.00          | \$ 8,308.15            | \$ 8,308.00          | \$ 8,500.00          | \$ 8,500.00            | 36 |
| 2-00-00-00-00-611 | Amortization Exp Engineered Structures | \$ -                 | \$ -                 | \$ -                   | \$ -                 | \$ -                 | \$ -                   | 37 |
| 2-00-00-00-00-621 | Amortization Exp Buildings             | \$ -                 | \$ -                 | \$ -                   | \$ -                 | \$ -                 | \$ -                   | 38 |
| 2-00-00-00-00-631 | Amortization Exp Machinery             | \$ -                 | \$ -                 | \$ -                   | \$ -                 | \$ -                 | \$ -                   | 39 |
| 2-00-00-00-00-651 | Amortization Exp Vehicles              | \$ -                 | \$ -                 | \$ -                   | \$ -                 | \$ -                 | \$ -                   | 40 |
| 2-00-00-00-00-661 | Amortization Exp Land                  | \$ -                 | \$ -                 | \$ -                   | \$ -                 | \$ -                 | \$ -                   | 41 |
|                   | <b>TOTAL REVENUES</b>                  | <b>\$ 905,140.67</b> | <b>\$ 824,158.00</b> | <b>\$ 840,511.00</b>   | <b>\$ 700,144.00</b> | <b>\$ 708,992.00</b> | <b>\$ 693,542.00</b>   | 42 |
|                   | <b>Projections (+/-)</b>               | \$ -                 | \$ -                 | \$ -                   | \$ -                 | \$ -                 | \$ -                   | 43 |
|                   |  |                      |                      |                        |                      |                      |                        | 44 |
|                   |  | <b>2019</b>          | <b>2020</b>          | <b>2021</b>            | <b>2022</b>          | <b>2023</b>          | <b>2024</b>            | 45 |
| A                 | <b>2016 Unrestricted Surplus</b>       |                      |                      |                        |                      |                      |                        | 46 |
|                   | 2016 Year End Statement                |                      | \$ 393,332.00        | \$ <b>393,332.00</b>   | 2017 surplus/deficit |                      | Estimated Reserves     | 47 |
|                   | Less                                   |                      | Transfer Res #97-17  | \$ 31,000.00           | \$ 31,000.00         |                      | 2017 (Year End)        | 48 |
|                   | Budgeted 2017                          |                      | Year End unaudited   | \$ 362,332.00          |                      | Unrestricted Reserve | \$ <b>362,332.00</b>   | 49 |
|                   | <b>2016 Restricted Reserves</b>        |                      | <b>2016</b>          | <b>2017</b>            | Res #94-17 Added     | Res #123-17 Deleted  |                        | 50 |
| B                 | Sewage                                 | \$ 320,000.00        | \$ 340,000.00        | \$ 340,000.00          | \$ 20,000.00         |                      | \$ 340,000.00          | 51 |
| C                 | Equipment                              | \$ 260,000.00        | \$ 280,000.00        | \$ 280,000.00          | \$ 20,000.00         | \$ 9,256.80          | \$ 270,743.20          | 52 |
| D                 | Water                                  | \$ 222,095.00        | \$ 234,190.00        | \$ 234,190.00          | \$ 12,095.00         |                      | \$ 234,190.00          | 53 |
| E                 | Roads                                  | \$ 223,500.00        | \$ 243,500.00        | \$ 243,500.00          | \$ 20,000.00         |                      | \$ 243,500.00          | 54 |
| F                 | MSI Capital                            | \$ 85,325.00         | \$ -                 | \$ -                   |                      |                      |                        | 55 |
| G                 | Total                                  |                      | Restricted Reserves  | \$ <b>1,183,015.00</b> |                      | Restricted Reserves  | \$ <b>1,088,433.20</b> | 56 |
| H                 | Budgeted 2017                          |                      | Year End unaudited   | \$ <b>1,576,347.00</b> |                      | TOTAL RESERVES       | \$ <b>1,450,765.20</b> | 57 |
|                   | <b>EXPENSES</b>                        | <b>2019</b>          | <b>2020</b>          | <b>2021</b>            | <b>2022</b>          | <b>2023</b>          | <b>2024</b>            | 58 |
|                   | <b>G/L Code</b>                        | <b>Budget</b>        | <b>Budget</b>        | <b>Budget</b>          | <b>Budget</b>        | <b>Budget</b>        | <b>Budget</b>          | 59 |
|                   | <b>BUDGET ITEM</b>                     |                      |                      |                        |                      |                      |                        |    |
| 2-11-00-00-00-110 | Honorariums                            | \$ 13,000.00         | \$ 13,000.00         | \$ 13,000.00           | \$ 13,000.00         | \$ 13,000.00         | \$ 13,000.00           | 60 |
| 2-11-00-00-00-211 | Mileage & Subsistence                  | \$ 1,500.00          | \$ 1,600.00          | \$ 1,000.00            | \$ 1,850.00          | \$ 2,000.00          | \$ 2,000.00            | 61 |
| 2-11-00-00-00-510 | Conventions/Work Shops/Supplies        | \$ 1,000.00          | \$ 1,000.00          | \$ 1,000.00            | \$ 1,000.00          | \$ 1,500.00          | \$ 1,500.00            | 62 |
| 2-12-00-00-00-110 | Salary and Wages/Office                | \$ 60,000.00         | \$ 70,000.00         | \$ 70,000.00           | \$ 70,000.00         | \$ 70,000.00         | \$ 70,000.00           | 63 |
| 2-12-00-00-00-111 | Ad Hoc Committee                       | \$ -                 | \$ -                 | \$ -                   | \$ -                 | \$ -                 | \$ -                   | 64 |
| 2-12-00-00-00-130 | Employer Contributions                 | \$ 18,000.00         | \$ 4,000.00          | \$ 5,280.00            | \$ 5,500.00          | \$ 5,500.00          | \$ 5,500.00            | 65 |
| 2-12-00-00-00-131 | WCB                                    | \$ 2,000.00          | \$ 2,000.00          | \$ 4,200.00            | \$ 3,600.00          | \$ 3,500.00          | \$ 3,500.00            | 66 |
| 2-12-11-00-00-150 | Census                                 | \$ -                 | \$ -                 | \$ -                   | \$ -                 | \$ -                 | \$ -                   | 67 |

OPERATING BUDGET

|                   |   |              |              |              |              |              |              |              |       |
|-------------------|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-------|
| 2-12-00-00-00-200 | Contract/Administration/DEM/DDEM        | \$ 6,000.00  | \$ 5,000.00  | \$ 4,000.00  | \$ 4,000.00  | \$ 4,000.00  | \$ 4,000.00  | \$ 4,000.00  | 68    |
| 2-12-00-00-00-211 | Travel and Subsistence                  | \$ 5,000.00  | \$ 5,500.00  | \$ 6,000.00  | \$ 6,000.00  | \$ 6,750.00  | \$ 6,750.00  | \$ 6,750.00  | 69    |
| 2-12-00-00-00-215 | Freight/Postage/Telephone               | \$ 4,000.00  | \$ 5,000.00  | \$ 6,000.00  | \$ 7,000.00  | \$ 8,000.00  | \$ 8,000.00  | \$ 8,000.00  | 70    |
| 2-12-00-00-00-216 | Newsletter                              | \$ 1,270.00  | \$ 500.00    | \$ 500.00    | \$ 500.00    | \$ 550.00    | \$ 550.00    | \$ 550.00    | 71    |
| 2-12-00-00-00-217 | High Speed Internet                     | \$ 1,500.00  | \$ 1,750.00  | \$ 850.00    | \$ 850.00    | \$ 950.00    | \$ 950.00    | \$ 950.00    | 72    |
| 2-12-00-00-00-218 | Website                                 | \$ 750.00    | \$ 850.00    | \$ 850.00    | \$ 4,500.00  | \$ 850.00    | \$ 850.00    | \$ 850.00    | 73    |
| 2-12-00-00-00-219 | Conferences and Workshops               | \$ 1,000.00  | \$ 1,000.00  | \$ 2,000.00  | \$ 2,000.00  | \$ 2,000.00  | \$ 2,000.00  | \$ 2,000.00  | 74    |
| 2-12-00-00-00-220 | Dues/Memberships/Printing/Adverts       | \$ 9,500.00  | \$ 9,500.00  | \$ 12,000.00 | \$ 13,000.00 | \$ 13,000.00 | \$ 13,000.00 | \$ 13,000.00 | 75    |
| 2-12-00-00-00-230 | Professional/Special Services/Legal     | \$ 8,000.00  | \$ 8,000.00  | \$ 6,500.00  | \$ 6,500.00  | \$ 6,500.00  | \$ 7,230.00  | \$ 7,230.00  | 76    |
| 2-12-00-00-00-231 | Audit                                   | \$ 9,500.00  | \$ 10,000.00 | \$ 6,850.00  | \$ 6,950.00  | \$ 7,500.00  | \$ 7,500.00  | \$ 7,500.00  | 77    |
| 2-12-00-00-00-232 | Assessment Services                     | \$ 8,000.00  | \$ 8,500.00  | \$ 8,500.00  | \$ 9,000.00  | \$ 9,500.00  | \$ 9,500.00  | \$ 9,500.00  | 78    |
| 2-12-00-00-00-233 | WILD Waterline (Operating Requisition)  | \$ 3,000.00  | \$ 3,500.00  | \$ 3,500.00  | \$ 4,000.00  | \$ 4,500.00  | \$ 4,500.00  | \$ 4,500.00  | 79    |
| 2-12-00-00-00-234 | WILD Waterline (Debenture Phase I & II) | \$ 5,250.00  | \$ 5,550.00  | \$ 5,500.00  | \$ 6,000.00  | \$ 6,500.00  | \$ 6,500.00  | \$ 6,500.00  | 80    |
| 2-12-00-00-00-250 | Purchased Repairs and Maintenance       | \$ 10,000.00 | \$ 4,500.00  | \$ 2,500.00  | \$ 2,500.00  | \$ 2,500.00  | \$ 2,500.00  | \$ 2,500.00  | 81    |
| 2-12-00-00-00-260 | Water/Sewer Admin Building              | \$ 600.00    | \$ 1,750.00  | \$ 1,750.00  | \$ 1,750.00  | \$ 2,000.00  | \$ 2,000.00  | \$ 2,000.00  | 82    |
| 2-12-00-00-00-265 | 1985 Lot research                       | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | 83    |
| 2-12-00-00-00-266 | Organize Files - Archives               | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | 84    |
| 2-12-00-00-00-270 | Bank Charges                            | \$ 100.00    | \$ 250.00    | \$ 350.00    | \$ 350.00    | \$ 350.00    | \$ 400.00    | \$ 400.00    | 85    |
| 2-12-00-00-00-274 | Insurance                               | \$ 12,500.00 | \$ 13,500.00 | \$ 13,500.00 | \$ 14,500.00 | \$ 15,500.00 | \$ 15,500.00 | \$ 15,500.00 | 86    |
| 2-12-11-00-00-290 | Election Expenses                       | \$ -         | \$ -         | \$ 5,000.00  | \$ -         | \$ -         | \$ -         | \$ -         | 87    |
| 2-12-00-00-00-505 | Canada Day Celebrations                 | \$ 1,650.00  | \$ 1,650.00  | \$ 250.00    | \$ 850.00    | \$ 250.00    | \$ 350.00    | \$ 350.00    | 88    |
| 2-12-00-00-00-510 | Office Purchased Supplies               | \$ 5,250.00  | \$ 4,500.00  | \$ 5,000.00  | \$ 6,500.00  | \$ 7,000.00  | \$ 7,500.00  | \$ 7,500.00  | 89    |
| 2-12-00-00-00-512 | IT/Financial Software                   | \$ 750.00    | \$ 1,000.00  | \$ 10,000.00 | \$ 10,000.00 | \$ 2,950.00  | \$ 3,050.00  | \$ 3,050.00  | 90    |
| 2-12-00-00-00-519 | Other Services/Appreciation/Donations   | \$ 1,000.00  | \$ 2,000.00  | \$ 500.00    | \$ 500.00    | \$ 500.00    | \$ 500.00    | \$ 500.00    | 91    |
| 2-12-00-00-00-540 | Utilities Admin Bldg (Epcor)            | \$ 3,500.00  | \$ 4,500.00  | \$ 2,500.00  | \$ 2,500.00  | \$ 2,500.00  | \$ 2,750.00  | \$ 2,750.00  | 92    |
| 2-12-00-00-00-762 | Transfer to Reserve (Water)             | \$ 4,800.00  | \$ 20,000.00 | \$ 2,500.00  | \$ 2,500.00  | \$ 2,500.00  | \$ 3,500.00  | \$ 3,500.00  | 93    |
| 2-12-00-00-00-810 | Short Term Borrowing                    | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | 94    |
| 2-12-00-00-00-811 | Interest Expense                        | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | 95    |
| 2-12-00-00-00-840 | Provincial Conditional Grants MSP/MOST  | \$ -         | \$ -         | \$ 71,196.00 | \$ 30,000.00 | \$ 35,000.00 | \$ 36,000.00 | \$ 36,000.00 | 96    |
| 2-12-00-00-00-994 | Assessment Review Board                 | \$ 2,200.00  | \$ 2,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | 97    |
| 2-23-00-00-00-200 | Fire/Sturgeon County                    | \$ 4,440.00  | \$ 5,000.00  | \$ 4,000.00  | \$ 4,000.00  | \$ 5,000.00  | \$ 5,000.00  | \$ 5,000.00  | 98    |
| 2-23-00-00-00-201 | Fire Supression/Support                 | \$ 1,220.00  | \$ 5,000.00  | \$ 4,000.00  | \$ 4,000.00  | \$ 6,000.00  | \$ 6,000.00  | \$ 6,000.00  | 99    |
| 2-25-00-00-00-212 | Police Funding Model                    | \$ -         | \$ -         | \$ -         | \$ 11,000.00 | \$ 15,000.00 | \$ 15,000.00 | \$ 15,000.00 | 99(i) |

OPERATING BUDGET

|                   |                                      |              |              |              |              |              |              |              |     |
|-------------------|--------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-----|
| 2-25-00-00-00-220 | Physician Recruitment                | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | 100 |
| 2-32-00-00-00-110 | Salaries & Wages                     | \$ 85,000.00 | \$ 82,500.00 | \$ 82,850.00 | \$ 90,000.00 | \$ 92,450.00 | \$ 93,450.00 | \$ 93,450.00 | 101 |
| 2-32-00-00-00-111 | Contracted Services/Weed Inspector   | \$ 1,500.00  | \$ 500.00    | \$ 500.00    | \$ 600.00    | \$ 750.00    | \$ 850.00    | \$ 850.00    | 102 |
| 2-32-00-00-00-130 | Employer Contribution                | \$ 8,500.00  | \$ 4,500.00  | \$ 7,000.00  | \$ 8,000.00  | \$ 7,000.00  | \$ 7,000.00  | \$ 7,000.00  | 103 |
| 2-32-00-00-00-200 | Gravel/Maintenance/Drainage          | \$ 10,810.00 | \$ 9,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | 104 |
| 2-32-00-00-00-201 | Signs                                | \$ 12,500.00 | \$ 4,500.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | 105 |
| 2-32-00-00-00-202 | Paving Reconstruction Roads          | \$ 8,000.00  | \$ 8,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | 106 |
| 2-32-00-00-00-211 | Travel/Subsistence/Fuel/Mileage      | \$ 4,000.00  | \$ 5,500.00  | \$ 4,000.00  | \$ 4,500.00  | \$ 4,500.00  | \$ 5,500.00  | \$ 5,500.00  | 107 |
| 2-32-00-00-00-212 | Transfer to Reserve (Roads)          | \$ 8,000.00  | \$ 8,000.00  | \$ 2,500.00  | \$ 2,500.00  | \$ 2,500.00  | \$ 3,500.00  | \$ 3,500.00  | 108 |
| 2-32-00-00-00-215 | Postage/Telephone                    | \$ 500.00    | \$ 1,000.00  | \$ 1,000.00  | \$ 1,350.00  | \$ 1,500.00  | \$ 1,000.00  | \$ 1,000.00  | 109 |
| 2-32-00-00-00-230 | Tree Removal                         | \$ 3,500.00  | \$ 5,500.00  | \$ 8,050.00  | \$ 10,500.00 | \$ 8,500.00  | \$ 8,500.00  | \$ 8,500.00  | 110 |
| 2-32-00-00-00-250 | Road and Street Contractors NGO      | \$ 7,500.00  | \$ 8,500.00  | \$ 4,000.00  | \$ 5,000.00  | \$ 4,000.00  | \$ 4,000.00  | \$ 4,000.00  | 111 |
| 2-32-00-00-00-255 | Repairs and Maint to other equipment | \$ 5,500.00  | \$ 10,500.00 | \$ 5,000.00  | \$ 10,000.00 | \$ 5,000.00  | \$ 5,000.00  | \$ 5,000.00  | 112 |
| 2-32-00-00-00-260 | Snow Removal                         | \$ 4,000.00  | \$ 4,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | 113 |
| 2-32-00-00-00-270 | Bylaw Services                       | \$ 10,000.00 | \$ 15,500.00 | \$ 19,000.00 | \$ 10,000.00 | \$ 11,500.00 | \$ 11,500.00 | \$ 11,500.00 | 114 |
| 2-32-00-00-00-280 | Equipment Purchases                  | \$ 2,000.00  | \$ 6,500.00  | \$ 5,000.00  | \$ 5,500.00  | \$ 5,500.00  | \$ 6,500.00  | \$ 6,500.00  | 115 |
| 2-32-00-00-00-510 | General Goods & Supplies             | \$ 5,000.00  | \$ 5,500.00  | \$ 5,000.00  | \$ 6,000.00  | \$ 7,000.00  | \$ 8,000.00  | \$ 8,000.00  | 116 |
| 2-32-00-00-00-511 | Beautification                       | \$ 1,000.00  | \$ 1,470.00  | \$ 500.00    | \$ 500.00    | \$ 500.00    | \$ 500.00    | \$ 500.00    | 117 |
| 2-32-00-00-00-540 | Utilities - Street Lights            | \$ 14,000.00 | \$ 14,500.00 | \$ 14,500.00 | \$ 14,750.00 | \$ 14,850.00 | \$ 14,950.00 | \$ 14,950.00 | 118 |
| 2-32-00-00-00-611 | Amortization - Engine                | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | 119 |
| 2-32-00-00-00-621 | Amortization - building              | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | 120 |
| 2-32-00-00-00-631 | Amortization - machinery             | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | 121 |
| 2-32-00-00-00-651 | Amortization - vehicles              | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | 122 |
| 2-32-00-00-00-762 | Tangible Capital Assets              | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | 123 |
| 2-32-00-00-00-841 | Grant - Drainage/Road                | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | 124 |
| 2-32-00-00-00-842 | MSI Operating (Ad Hoc)               | \$ 10,930.00 | \$ 11,203.00 | \$ 9,349.85  | \$ 10,000.00 | \$ 12,000.00 | \$ 13,000.00 | \$ 13,000.00 | 125 |
| 2-32-00-00-00-844 | MSP Deferred (GTF) + FRIAA           | \$ 20,000.00 | \$ 41,414.00 | \$ 90,000.00 | \$ 30,000.00 | \$ 35,000.00 | \$ 36,000.00 | \$ 36,000.00 | 126 |
| 2-42-00-00-00-200 | Lagoon Maintenance                   | \$ 10,500.00 | \$ 2,500.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | 127 |
| 2-42-00-00-00-230 | Professional Consult                 | \$ 41,500.00 | \$ 13,000.00 | \$ 8,000.00  | \$ 8,000.00  | \$ 8,000.00  | \$ 8,000.00  | \$ 8,000.00  | 128 |
| 2-42-00-00-00-762 | Transfer to Reserve (Sewer)          | \$ 8,000.00  | \$ 23,274.00 | \$ 2,500.00  | \$ 2,500.00  | \$ 2,500.00  | \$ 3,500.00  | \$ 3,500.00  | 129 |
| 2-43-00-00-00-200 | Garbage Contract/GFL                 | \$ 8,000.00  | \$ 10,500.00 | \$ 10,500.00 | \$ 11,500.00 | \$ 10,500.00 | \$ 10,500.00 | \$ 10,500.00 | 130 |
| 2-43-00-00-00-270 | RR13 Landfill /Garbage Collect       | \$ 10,000.00 | \$ 5,500.00  | \$ 2,500.00  | \$ 7,500.00  | \$ 7,500.00  | \$ 8,500.00  | \$ 8,500.00  | 131 |
| 2-43-00-00-00-350 | Landfill Requisition/HWY 43          | \$ 5,000.00  | \$ 5,500.00  | \$ 7,500.00  | \$ 7,500.00  | \$ 7,500.00  | \$ 7,500.00  | \$ 7,500.00  | 132 |
| 2-43-00-00-00-762 | Transfer To Capital Functions        | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | 133 |

OPERATING BUDGET

|                   |                                   |                      |                      |                      |                      |                      |                      |            |
|-------------------|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------|
| 2-51-00-00-00-750 | FCSS/Recreation                   | \$ 9,065.00          | \$ 9,065.00          | \$ 9,065.00          | \$ 9,065.00          | \$ 9,065.00          | \$ 9,065.00          | 134        |
| 2-61-00-00-00-202 | ICSP                              | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 135        |
| 2-61-00-00-00-510 | Development Officer Fees          | \$ 5,500.00          | \$ 6,500.00          | \$ 6,500.00          | \$ 6,500.00          | \$ 6,500.00          | \$ 6,500.00          | 136        |
| 2-61-00-00-00-511 | Planning, Zoning & Development    | \$ 1,000.00          | \$ 1,000.00          | \$ 1,000.00          | \$ 1,000.00          | \$ 1,000.00          | \$ 1,000.00          | 137        |
| 2-61-00-00-00-512 | Development enforcement           | \$ 1,000.00          | \$ 1,000.00          | \$ 1,000.00          | \$ 2,000.00          | \$ 2,000.00          | \$ 4,000.00          | 138        |
| 2-62-00-00-00-211 | East End Bus                      | \$ -                 | \$ 250.00            | \$ 250.00            | \$ 250.00            | \$ 250.00            | \$ 250.00            | 139        |
| 2-71-00-00-00-540 | Utilities-Shop                    | \$ 3,500.00          | \$ 3,500.00          | \$ 5,500.00          | \$ 5,500.00          | \$ 5,500.00          | \$ 5,500.00          | 140        |
| 2-71-00-00-00-541 | Utilities-Old Shop                | \$ 1,800.00          | \$ 2,000.00          | \$ 1,000.00          | \$ 1,250.00          | \$ 1,350.00          | \$ 1,450.00          | 141        |
| 2-71-00-00-00-762 | Transfer to Reserve (Equipment)   | \$ 8,000.00          | \$ 8,000.00          | \$ 2,500.00          | \$ 2,500.00          | \$ 2,500.00          | \$ 3,500.00          | 142        |
| 2-71-00-00-00-810 | Petty Cash                        | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 143        |
| 2-72-00-00-00-200 | Daypark/Recreation                | \$ 1,750.00          | \$ 1,850.00          | \$ 500.00            | \$ 500.00            | \$ 500.00            | \$ 500.00            | 144        |
| 2-72-00-00-00-540 | Utilities/Day Park Expenses       | \$ 1,200.00          | \$ 1,750.00          | \$ 2,000.00          | \$ 2,000.00          | \$ 2,000.00          | \$ 2,000.00          | 145        |
| 2-72-00-00-00-541 | Playground Equipment              | \$ 400.00            | \$ 500.00            | \$ 500.00            | \$ 500.00            | \$ 500.00            | \$ 500.00            | 146        |
| 2-72-00-00-00-661 | Amortization - land imp           | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 147        |
| 2-72-00-00-00-762 | Transfers To Capital/MSI          | \$ 241,318.00        | \$ 143,118.00        | \$ 123,118.00        | \$ 49,927.00         | \$ 49,927.00         | \$ 18,947.00         | 148        |
| 2-74-00-00-00-200 | Hall Cleaning                     | \$ -                 | \$ 2,500.00          | \$ 500.00            | \$ 500.00            | \$ 500.00            | \$ 500.00            | 149        |
| 2-74-00-00-00-210 | General Services/Maintenance/Hall | \$ 6,200.00          | \$ 2,500.00          | \$ 1,000.00          | \$ 500.00            | \$ 1,000.00          | \$ 1,000.00          | 150        |
| 2-74-00-00-00-510 | General Goods and Supplies/Hall   | \$ 750.00            | \$ 1,250.00          | \$ 500.00            | \$ 500.00            | \$ 500.00            | \$ 500.00            | 151        |
| 2-74-00-00-00-540 | Utilities-Hall                    | \$ 1,600.00          | \$ 1,850.00          | \$ 2,500.00          | \$ 2,000.00          | \$ 2,500.00          | \$ 2,500.00          | 152        |
| 2-99-00-00-00-750 | School Foundation Req             | \$ 2,208.00          | \$ 2,219.00          | \$ 2,219.00          | \$ 2,219.00          | \$ 2,200.00          | \$ 2,200.00          | 153        |
| 2-99-00-00-00-751 | School Foundation - R             | \$ 100,038.00        | \$ 96,725.00         | \$ 96,725.00         | \$ 96,725.00         | \$ 95,000.00         | \$ 95,000.00         | 154        |
| 2-99-00-00-00-753 | Senior Foundation                 | \$ 8,291.67          | \$ 8,320.00          | \$ 8,308.15          | \$ 8,308.00          | \$ 8,500.00          | \$ 8,500.00          | 155        |
| 2-99-00-00-00-754 | Waste Cell Improvement            | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 156        |
| 2-99-00-00-00-755 | Ambulance Requisition             | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | 157        |
|                   | <b>TOTAL</b>                      | <b>\$ 905,140.67</b> | <b>\$ 824,158.00</b> | <b>\$ 840,511.00</b> | <b>\$ 700,144.00</b> | <b>\$ 708,992.00</b> | <b>\$ 693,542.00</b> | <b>158</b> |
|                   | <b>EXPENSES</b>                   | <b>2019</b>          | <b>2020</b>          | <b>2021</b>          | <b>2022</b>          | <b>2023</b>          | <b>2024</b>          | <b>159</b> |

February 2022: ACTION ITEM List

| Employee                            | Task   | Action Taken   | Progress    | Date       |
|-------------------------------------|--|--|-------------|------------|
| <b>Rudolf.</b>                      | Municipality Accountability Review MAP           | final work to be completed in November                                       | In progress | Nov 2022   |
|                                     | Communications Strategy                          | Council direction?   | In progress | Sept 2022  |
|                                     | Survey   | In progress/Posted on Welcome page   | In progress | March 2022 |
|                                     | Integrated Plans                                 | Tabled until July 2022   | In progress | July 2022  |
|                                     | Spending Policy 01-2021                          | Council to approve – draft submitted for review                              | In progress | Dec 2022   |
|                                     | MSI 2022   | Application submitted: payment 2021 = \$121,000 received end of January 2022 | In progress | Feb 2022   |
|                                     | Website  | IT is looking at options and will report back                                | In progress | Dec 2022   |
|                                     | Financials MuniWare                              | Completed/Installed  | Completed   | Nov 2021   |
|                                     | Audit 2021                                       | Underway/Audit Plan 2021 shared  | In progress | March 2022 |
|                                     | Trails Lakeshore                                 | Await Pisim estimate   | Ongoing     | April 2022 |
|                                     | Tax Recovery                                     | Letters sent in January  | Ongoing     | Dec 2022   |
|                                     | Meetings   | Council meetings to continue via ZOOM  | Ongoing     | Dec 2022   |
|                                     | Enforcement and Clean Up Orders                  | Ongoing  | Ongoing     | Dec 2022   |
|                                     | DEM/Emergency Management                         | Ongoing  | Ongoing     | Oct 2022   |
|                                     | Safety Codes Council Assessment Review           | Completed and report received: 3 months action plan                          | In progress | Jan 2022   |
|                                     | Public Works                                     | Brushing and winter maintenance  | In progress | April 2022 |
|                                     | Meetings with staff                              | Office staff after Council meeting and PW every Tue.                         | In progress | Oct 2022   |
| Staff appraisals ANNUAL             | Completed in October 2021                        | In progress  | Oct 2021    |            |
| Budget 2022                         | Interim adopted and approved Dec 2021/April 2022 | Approved   | April 2022  |            |
| <b>Robin.</b>                       | Payroll – Accounts Payable - Invoices            | Input invoices – entering payroll – printing cheques                         | On-Going    | Feb 2022   |
|                                     | Administration/Financial Software                | Correspondence and Letters mailed/system training                            | On-Going    | Feb 2022   |
|                                     | Filing, website, phone calls, land titles        | Keeping everything current   | On-Going    | Feb 2022   |
|                                     | Audit 2021                                       | Working with Auditor   | On-Going    | March 2022 |
| <b>COUNCIL.</b>                     | Training   | MEO, Muni's 101 - contact details provided                                   | 90 days     | Nov 2021   |
|                                     | Course work                                      | BEM, ICS 100 - contact AEMA training directly                                | 18 months   | Feb 2023   |
|                                     | <b>All Connect</b>                               | <b>Did Council view video?</b>   | ongoing     | Feb 2022   |
|                                     | <b>Survey</b>                                    | Ready?   | ongoing     | Feb 2022   |
|                                     | <b>Audit report</b>                              | Did Council receive copy?  | Completed   | Feb 2022   |
| <b>Alexander Wastewater Meeting</b> | Status?  | In progress  | April 2022  |            |



# 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 <sup>1</sup> | Registration Link   |
|--------------|-------------------|-----------------------|---|
| January 10   | 8:30am to 11:00am | Sherwood Park         | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-tickets-205687315297">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-tickets-205687315297</a> |

<sup>1</sup> Addresses will be provided when available.

|            |                   |                   |   |
|------------|-------------------|-------------------|---|
| January 10 | 2:00pm to 4:30pm  | Fort Saskatchewan | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205689582077">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205689582077</a> |
| January 11 | 8:30am to 11:00am | St. Albert        | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205692831797">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205692831797</a> |
| January 11 | 2:00pm to 4:30pm  | Stony Plain       | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205694827767">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205694827767</a> |
| January 12 | 9:00am to 11:30am | Westlock          | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205696663257">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205696663257</a> |
| January 12 | 2:00pm to 4:30pm  | Athabasca         | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205697716407">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205697716407</a> |
| January 13 | 8:30am to 11:00am | Ft. McMurray      | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205698619107">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205698619107</a> |
| January 24 | 8:30am to 11:00am | Okotoks           | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205699200847">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205699200847</a> |
| January 25 | 8:30am to 11:00am | Claresholm        | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205700173757">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205700173757</a> |
| January 25 | 2:00pm to 4:30pm  | Pincher Creek     | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205701507747">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205701507747</a> |
| January 26 | 2:00pm to 4:30pm  | Lethbridge        | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205704877827">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205704877827</a> |
| January 27 | 8:30am to 11:00am | Medicine Hat      | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205706542807">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205706542807</a> |
| January 27 | 2:00pm to 4:30pm  | Brooks            | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205707876797">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205707876797</a> |
| January 28 | 8:30am to 11:00am | Strathmore        | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205708769467">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205708769467</a> |
| February 7 | 8:30am to 11:00am | Red Deer          | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205710614987">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205710614987</a> |
| February 7 | 2:00pm to 4:30pm  | Red Deer          | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205711828617">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205711828617</a> |

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|             |                   |                      |   |
|-------------|-------------------|----------------------|---|
| February 8  | 8:30am to 11:00am | Rocky Mountain House | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205713252877">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205713252877</a> |
| February 9  | 8:30am to 11:00am | Stettler             | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205714797497">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205714797497</a> |
| February 9  | 2:00pm to 4:30pm  | Hanna                | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205715950947">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205715950947</a> |
| February 10 | 8:30am to 11:00am | Airdrie              | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205717756347">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205717756347</a> |
| February 10 | 2:00pm to 4:30pm  | Olds                 | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205719732257">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205719732257</a> |
| February 28 | 8:30am to 11:00am | Leduc                | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205721036157">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205721036157</a> |
| February 28 | 2:00pm to 4:30pm  | Ponoka               | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205721838557">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205721838557</a> |
| March 1     | 8:30am to 11:00am | Camrose              | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205736321877">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205736321877</a> |
| March 1     | 2:00pm to 4:30pm  | Wainwright           | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205740564567">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205740564567</a> |
| March 2     | 8:30am to 11:00am | Vermillion           | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205741958737">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205741958737</a> |
| March 3     | 8:30am to 11:00am | Bonnyville           | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205742700957">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205742700957</a> |
| March 4     | 2:00pm to 4:30pm  | Smoky Lake           | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205746843347">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205746843347</a> |
| March 7     | 8:30am to 11:00am | Slave Lake           | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205887935357">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205887935357</a> |
| March 8     | 2:00pm to 4:30pm  | Peace River          | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205749681837">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205749681837</a> |
| March 9     | 2:00pm to 4:30pm  | High Level           | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205750975707">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205750975707</a> |

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|----------|-------------------|----------------|---|
| March 14 | 8:30am to 11:00am | Virtual        | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205752119127">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205752119127</a> |
| March 15 | 8:30am to 11:00am | Virtual        | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205752861347">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205752861347</a> |
| March 16 | 8:30am to 11:00am | Virtual        | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205774887227">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205774887227</a> |
| March 17 | 8:30am to 11:00am | Virtual        | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205777184097">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205777184097</a> |
| March 18 | 8:30am to 11:00am | Virtual        | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205778157007">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205778157007</a> |
| March 28 | 8:30am to 11:00am | Whitcourt      | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205781055677">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205781055677</a> |
| March 28 | 2:00pm to 4:30pm  | Valleyview     | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205782520057">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205782520057</a> |
| March 29 | 2:00pm to 4:30pm  | Grande Prairie | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205783091767">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205783091767</a> |
| March 30 | 8:30am to 11:00am | Grande Prairie | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205784004497">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205784004497</a> |
| March 31 | 8:30am to 11:00am | Edson          | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205784766777">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205784766777</a> |
| March 31 | 2:00pm to 4:30pm  | Drayton Valley | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205785338487">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205785338487</a> |
| April 1  | 2:00pm to 4:30pm  | Edmonton       | <a href="https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205785950317">https://www.eventbrite.ca/e/alberta-provincial-police-transition-study-municipal-engagement-tickets-205785950317</a> |

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Alberta Municipalities held a virtual policing summit on January 19, 2022, to discuss the Government of Alberta's proposal to establish an independent Alberta Provincial Police Service (APPS). Justice and Solicitor General is holding engagement sessions across Alberta on this topic in early 2022, and this summit was intended to help prepare members for engagement by:

- Providing an overview and analysis of the PricewaterhouseCoopers (PwC) feasibility study and proposed APPS service delivery model; and
- Gathering feedback from members on outstanding questions and concerns arising from the PwC study.

### Learn more:

Please visit our [APPS webpage](#) to find links to the webinar recording, PwC feasibility study, Alberta Municipalities summary and analysis, and other resources, as well as information on how to register for a provincial engagement session.

Prior to the webinar, Alberta Municipalities shared a summary and analysis of the PwC study that highlighted key questions for municipalities to raise during engagement. The questions in this document have been updated below to reflect what we heard at our online event, and they are organized to align with the discussion topics that will be presented at provincial engagement sessions.

The provincial engagement sessions are narrowly focused on the service delivery model proposed in the PwC feasibility study. However, due to a lack of detail in the study, participants may find it difficult to give meaningful feedback. Additionally, the study is silent with respect to many key municipal considerations for an APPS, such as the impact on policing costs and what a new police funding model would look like. We very much encourage members to attend the sessions and share any feedback and concerns they have, even if this feedback is considered to be "out of scope" by Justice and Solicitor General.

### Governance and Oversight

- How will APPS performance be measured and reported on?
- How will municipalities have a say in setting APPS priorities and direction, at both the provincial and local levels?
- The PwC study recommends that an APPS work with municipalities to develop community safety strategies. How will the APPS address any cost and capacity barriers to developing these strategies?
- How would existing local police commissions interact with the newly established Provincial Police Commission?
- How will provincial police commission members be selected? Will this be a political process or a competency-based process? Who would be responsible for recruitment and selection? How will the provincial commission be funded and administratively supported?
- How will local police committees be structured? What level of flexibility will be available for communities to populate and operate police committees as they see fit?
- What accountability mechanisms will be developed to ensure detachment leaders consider and report on the direction provided by local policing committees?
- How will detachments serving multiple communities balance the input received from various local policing committees?
- How will local policing committees provide input on provincial policing priorities to the provincial commission? How will the commission be accountable to local committees?



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### Service Levels and Funding

- The PwC study proposes a hub model for APPS detachments in which select detachments will serve as regional hubs and host specialized services available to the entire region. How will locations for hub detachments be identified? Are existing detachments capable of serving as hubs? If not, will the costs of upgrading existing infrastructure be used as a consideration in the selection of hubs?
- How will staffing requirements for detachments be determined? Will municipalities be expected to provide civilian staff supports to their local detachments?
- The PwC study proposes two levels of police officers. Level 1 Officers would be trained to respond to all calls, while Level 2 Officers would be trained to respond to non-violent or non-urgent calls. What specific roles, responsibilities, and powers will Level 1 and Level 2 Officers have? How will this be determined?
- According to the PwC, the current system duplicates specialist services across the RCMP and Edmonton and Calgary Police Services, such as tactical teams and explosive device response. Under the proposed model, the APPS would contract with these police services to use many of their existing specialized services on a regional basis. Are Edmonton and Calgary willing to enter into this type of agreement with the APPS? What would be the costs of delivering specialized services to rural areas under a standalone APPS model?
- How will conflicts of interest and personal relationships be addressed in a model that emphasizes policing by residents in small and rural communities?
- Many support services for the RCMP, such as human resource management, corporate management, and communications, are paid through a divisional administration charge, which allows these costs to be consolidated and shared by all contract partners. The PwC study does not include an estimate of the cost to replace these services; in fact, the study states that “while further work is required to quantify the costs and time required, replacing the breadth of shared services at the termination of Contract Policing Agreements would be a very significant undertaking in terms of the complexity, cost, and duration of such a project.” How does the government plan to fund and provide these essential services for an APPS?
- Has the province considered insurance and liability costs for potential class-action lawsuits?
- When considering economies of scale, will the APPS be able to purchase goods and services at the same or better cost than the RCMP?
- The PwC study is silent on how municipalities would contribute to funding an APPS. Would the same population-based tiers remain or would costs be linked to service levels? What would the funding model look like for an APPS?
- How will the province offset the \$188 million loss in federal subsidies?
- The PwC study emphasizes the importance of providing a consistent level of service in rural and urban areas. How will levels of service will be determined? How will they differ from levels of service under the current model? How will a higher level of service in rural areas will be accomplished for the same or less cost than the current RCMP model?



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### Integration

- Have the stakeholders identified to work in an integrated manner indicated their support for this model?
- Under the proposed APPS information-sharing model, would community peace officers have full access to information needed to perform their duties safely and effectively?
- The PwC study recommends co-locating policing services with other provincial and community services by basing the services in the same building and a shared work environment. Are there risks in closely linking social services with police that may result in vulnerable individuals being less likely to access social service agencies?
- How would co-location implemented when the current location of police service and other provincial and community services vary greatly across the province? Is the cost of physically re-locating services (presumably into detachments) included in the transition cost estimates? If so, how accurate is the cost projection?
- Will municipalities and service providers have an option as to whether they want to co-locate services?
- How would this approach impact existing municipal and non-profit property-related costs such as leases, building maintenance, etc.?

### How you can help:

- Attending a provincial engagement session and sharing your thoughts.
- Using Alberta Municipalities key questions when speaking to local media.
- Sharing Alberta Municipalities social media posts.
- Watching for media reports and further updates from Alberta Municipalities.

### Transition

- How will cost over-runs during the transition process be managed and communicated?
- Have training costs been included in the forecasting, especially since many RCMP officers do not transition over to provincial police services and there is extensive training that needs to be completed?
- How will the new APPS work with the RCMP on cross-jurisdictional issues and current joint ventures?
- Considering that many police services are experiencing difficulty with recruitment, are you confident that you can recruit enough members for the transition and why? Do you have a backup plan?
- What conversations have been had with stand-alone police services regarding shared training facilities and other services? Are those services amicable to the idea and do they have capacity to accommodate training significantly larger numbers of cadets?
- How is the provincial government going to fund the \$366 million of APPS one-time transition costs?
- How accurate will the cost comparisons found in the report between the current RCMP model and the proposed APPS models be if an actual transition does not occur until 2025? How might RCMP cost drivers and projected APPS cost drivers change in the time until transition occurs?



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### Questions for MPSA Municipalities

- Will municipalities with populations over 5,000 still have the option to contract the RCMP?
- Will the creation of an APPS create barriers for municipalities that may consider a transition to their own municipal or regional police force? Do the cost/benefit projections account for the possibility of some municipalities exploring local police forces in place of APPS?
- How will governance and accountability arrangements change for municipalities with MPSAs under an APPS model? Will these communities still be eligible for provincial grants to offset the costs of policing?

### Other Issues

- Changing the provincial police service provider will not have an impact on Alberta's overburdened justice system. How will the government ensure that the justice system is adequately resourced so that all Albertans have timely access to justice?
- Why hasn't the provincial government already implemented many of the PwC report's suggested policing improvements (integration of health and family services, effective performance metrics, improved governance and independent commission) under its current policing arrangements with the RCMP? What work has been done to evaluate the ability of the RCMP to adjust to meet the core values, innovations, and outcomes the government is seeking? What is the problem that the government is trying to solve?
- In the past, programming and services provided by the province that started out as a minimal cost to municipalities became an increasing burden to many municipalities as funding never increased and further costing and service expectations were downloaded with no recourse or input. Given this history, how can municipalities be confident that they will not incur increased policing costs from implementing an APPS?
- What is the government's engagement plan for First Nations, Metis and Indigenous peoples?
- Will the province government hold a referendum before a final decision is made, and what is the timeline for that?

### MPSA or PPSA?

Urban municipalities with populations over 5,000 have three options for providing police services in their communities:

- Contract with the federal or provincial government or another municipality for the provision of policing services;
- Establish a stand-alone municipal police service; or
- Establish a regional police service with other municipalities, which may include the province.

The most common municipal policing arrangement in Alberta is the use of contract policing. Under this arrangement, the RCMP provides policing services to a municipality under the Municipal Police Service Agreement (MPSA). The MPSA is a bilateral memorandum of agreement signed between the federal government and a municipal government for the use of the RCMP as the Municipal Police Service.

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

For more information about policing in Alberta, visit our [policing hub](#).



**Connect**

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