

# SUMMER VILLAGE OF SUNRISE BEACH

## AGENDA

Tuesday, September 24, 2019 – Onoway Civic Centre,  
6:30 p.m.

---

1. Call to order
2. Agenda a) Tuesday, September 24, 2019 Regular Council Meeting (additions & deletions)  
*Add Barb Zack roads.*
3. Minutes: 1-4 a) Tuesday, August 27, 2019 Organizational Meeting  
5-8 Tuesday, August 27, 2019 Regular Council Meeting
4. Appointments 9 6:40 p.m. Sharon McCormack – No progress in the park, Quad signs, Speed on Shedden
5. Business
  - a) Leisure Lane Lake Access Proposal – Resident from Roll # 4314, letter dated August 29, 2019. This letter is requesting a small dock at R5 as a viewpoint and a launch point for light non motorized watercraft such as kayaks and canoes. *(Direction as given by council)*  
10-11
  - b) Sturgeon County Fire Services Billing – Resident letter dated August 26, 2019. This resident is concerned about the \$615.00 invoice she has received from Sturgeon County for an emergency medical aid. Being that the resident is on fixed budget the request is that the Village assist in paying the invoice. *(Direction as given by council)*  
12-17
  - c) Audit Engagement Letter – Metrix Group– letter dated September 10, 2019 requesting authorization of the engagement letter for the year ending December 31, 2019. *(Motion to approve the engagement letter with the Metrix Group for the completion of the 2019 financial audit and authorize its execution).*  
18-23
  - d) Municipal Development Plan – further to the September 4<sup>th</sup>, 2019 open house in Onoway, please find attached the memorandum from the consultant working on this project on behalf of the Summer Village. 2.2 of this report speaks specifically to the Summer Village of Sunrise Beach comments received from residents *(discussion and direction as given by Council at meeting time)*  
24-34

*Dec. 2020*

**SUMMER VILLAGE OF SUNRISE BEACH  
AGENDA**

**Tuesday, September 24, 2019 – Onoway Civic Centre,  
6:30 p.m.**

---

*Large cities have  
been paying for policing.  
Webinar on Oct  
35-78*

- e) Proposed Police Funding Model – attached is the webinar information, as well as a spreadsheet showing potential costs to Sunrise should this go through. Our proposed range based on current conversations would be \$3,571 to \$16,660 per year. (At printing time these amounts were not available) I am sure this will be discussed at both Alberta Urban Municipalities Association. If passed this will have a significant budget implication and tax increase to our resident. Lac Ste. Anne County is leading a news release on this which they have invited us to participate in. (AUMA) Convention and Association of Summer Village of Alberta (ASVA) Conference (discussion and direction as given by Council at meeting time)

f)

g)

6. Financials a) Income & Expense Statement – August 2019 Income and Expense

7. Councillors' Reports

- a) Mayor Usselman  
b) Deputy Mayor Tremblay  
c) Councillor Beck

8. Administration Reports

- a) Lagoon Discharge Update  
b) Removal of Trees on Private Property

**SUMMER VILLAGE OF SUNRISE BEACH  
AGENDA**

**Tuesday, September 24, 2019 – Onoway Civic Centre,  
6:30 p.m.**

---

9. Information and Correspondence:

- 79-82 a) Yellowhead Regional Library – letter dated August 23, 2019. Membership levies increase from \$4.30 to \$4.39 per capita in 2020 and \$4.46 per capita in 2021.
- 83 b) Alberta Municipal Affairs, Kaycee Madu Minister, letter dated August 15, 2019 announcing:
- Interim 2019 MSI capital allocation is \$71,960 which includes \$60,899 in MSI capital funding and \$11,061 in Basic Municipal Transportation Grant Funding.
  - Interim 2019 MSI operating allocation if \$10,427
  - 2019 GTF allocation is \$25,255 this includes \$12,399 as a result of the one Time funding top-up and \$12,856 in 2019-20 GTF funding
- 84-105 c) North Saskatchewan Watershed Alliance Annual Report
- 106-129 d) Morrison Herschfield – September 8<sup>th</sup>, 2019 email and attachments with respect to the service provided by this company
- 130 e) EQUUS – Charlene Glazer Regulatory and Compliance Leader, letter dated August 20, 2019. With respect to EQUUS customers within the summer villages having to now contract with EQUUS. This is in response to our Fortis Franchise agreement, the Alberta Utilities Commission ruling on the matter, and the summer villages subsequent bylaw.
- 131 f) Summer Village of Yellowstone 2019 Organizational Meeting: Brenda Shewaga, Mayor Don Bauer, Deputy Mayor, and Russ Purdy Councillor.
- 132 g) Kyle Nelson DEM for the Summer Village has successfully completed I-200 Basic Incident Command Course on September 9-10, 2019
- 133-174 h) On Our Way – An Economic Roadmap for the Onoway/Lac Ste. Anne Partnership – This was discussed at the last Ste Anne Regional Municipalities (SARM) meeting and asked to be shared (the mediated/facilitated meeting).
- 175-183 i) Development Permit 19DP03-44 Construction of an addition to an existing accessory building 5128 Everett Cove

10. Closed Meeting (if required) – n/a

11. Adjournment

Next Meetings:

- October 5<sup>th</sup> 2019 – SVLSACE Meeting Sunrise is hosting
- October 17<sup>th</sup> – 18<sup>th</sup> 2019 ASVA Convention, Leduc
- October 22<sup>nd</sup> 2019 – Regular Council Meeting 6:30 p.m.

**SUMMER VILLAGE OF SUNRISE BEACH**

**AGENDA**

Tuesday, September 24, 2019 – Onoway Civic Centre,  
6:30 p.m.

---

1. Call to order
  
2. Agenda
  - a) Tuesday, September 24, 2019 Regular Council Meeting (additions & deletions)
  
3. Minutes: 1-4  
5-8
  - a) Tuesday, August 27, 2019 Organizational Meeting  
Tuesday, August 27, 2019 Regular Council Meeting
  
4. Appointments 9
 

6:40 p.m. Sharon McCormack – No progress in the park, Quad signs, Speed on Shedden
  
5. Business
  - 10-11
    - a) Leisure Lane Lake Access Proposal – Resident from Roll # 4314, letter dated August 29, 2019. This letter is requesting a small dock at R5 as a viewpoint and a launch point for light non motorized watercraft such as kayaks and canoes. (*Direction as given by council*)
  
  - 12-17
    - b) Sturgeon County Fire Services Billing – Resident letter dated August 26, 2019. This resident is concerned about the \$615.00 invoice she has received from Sturgeon County for an emergency medical aid. Being that the resident is on fixed budget the request is that the Village assist in paying the invoice. (*Direction as given by council*)
  
  - 18-23
    - c) Audit Engagement Letter – Metrix Group– letter dated September 10, 2019 requesting authorization of the engagement letter for the year ending December 31, 2019. (*Motion to approve the engagement letter with the Metrix Group for the completion of the 2019 financial audit and authorize its execution*).
  
  - 24-34
    - d) Municipal Development Plan – further to the September 4<sup>th</sup>, 2019 open house in Onoway, please find attached the memorandum from the consultant working on this project on behalf of the Summer Village. 2.2 of this report speaks specifically to the Summer Village of Sunrise Beach comments received from residents (*discussion and direction as given by Council at meeting time*)

**SUMMER VILLAGE OF SUNRISE BEACH  
AGENDA**

**Tuesday, September 24, 2019 – Onoway Civic Centre,  
6:30 p.m.**

---

35-78

- e) Proposed Police Funding Model – attached is the webinar information, as well as a spreadsheet showing potential costs to Sunrise should this go through. Our proposed range based on current conversations would be \$\_\_\_\_\_ to \$\_\_\_\_\_ per year. (*At printing time these amounts were not available*) I am sure this will be discussed at both Alberta Urban Municipalities Association. If passed this will have a significant budget implication and tax increase to our resident. Lac Ste. Anne County is leading a news release on this which they have invited us to participate in. (AUMA) Convention and Association of Summer Village of Alberta (ASVA) Conference (*discussion and direction as given by Council at meeting time*)

f)

g)

6. Financials a) Income & Expense Statement – August 2019 Income and Expense
7. Councillors' Reports
- a) Mayor Usselman  
b) Deputy Mayor Tremblay  
c) Councillor Beck
8. Administration Reports
- a) Lagoon Discharge Update  
b) Removal of Trees on Private Property

**SUMMER VILLAGE OF SUNRISE BEACH  
AGENDA**

**Tuesday, September 24, 2019 – Onoway Civic Centre,  
6:30 p.m.**

---

9. Information and Correspondence:

- 79-82 a) Yellowhead Regional Library – letter dated August 23, 2019. Membership levies increase from \$4.30 to \$4.39 per capita in 2020 and \$4.46 per capita in 2021.
- 83 b) Alberta Municipal Affairs, Kaycee Madu Minister, letter dated August 15, 2019 announcing:
- Interim 2019 MSI capital allocation is \$71,960 which includes \$60,899 in MSI capital funding and \$11,061 in Basic Municipal Transportation Grant Funding.
  - Interim 2019 MSI operating allocation if \$10,427
  - 2019 GTF allocation is \$25,255 this includes \$12,399 as a result of the one Time funding top-up and \$12,856 in 2019-20 GTF funding
- 84-105 c) North Saskatchewan Watershed Alliance Annual Report
- 106-129 d) Morrison Herschfield – September 8<sup>th</sup>, 2019 email and attachments with respect to the service provided by this company
- 130 e) EQUUS – Charlene Glazer Regulatory and Compliance Leader, letter dated August 20, 2019. With respect to EQUUS customers within the summer villages having to now contract with EQUUS. This is in response to our Fortis Franchise agreement, the Alberta Utilities Commission ruling on the matter, and the summer villages subsequent bylaw.
- 131 f) Summer Village of Yellowstone 2019 Organizational Meeting: Brenda Shewaga, Mayor Don Bauer, Deputy Mayor, and Russ Purdy Councillor.
- 132 g) Kyle Nelson DEM for the Summer Village has successfully completed I-200 Basic Incident Command Course on September 9-10, 2019
- 133-174 h) On Our Way – An Economic Roadmap for the Onoway/Lac Ste. Anne Partnership – This was discussed at the last Ste Anne Regional Municipalities (SARM) meeting and asked to be shared (the mediated/facilitated meeting).
- 175-183 i) Development Permit 19DP03-44 Construction of an addition to an existing accessory building 5128 Everett Cove

10. Closed Meeting (if required) – n/a

11. Adjournment

Next Meetings:

- October 5<sup>th</sup> 2019 – SVLSACE Meeting Sunrise is hosting
- October 17<sup>th</sup> – 18<sup>th</sup> 2019 ASVA Convention, Leduc
- October 22<sup>nd</sup> 2019 – Regular Council Meeting 6:30 p.m.

Summer Village of Sunrise Beach  
Organizational Meeting  
Tuesday, August 27, 2019  
Onway Civic Centre

	<b>PRESENT</b>	<p>Councillors: Jackie Tremblay, Glen Ussleman, Vera Beck,(Teleconference)</p> <p>Administration: Chief Administrative Officer, Wendy Wildman Administrative Assistant, Susan Dales</p> <p>Public at Large: 4</p>
<b>1.</b>	<b>CALL TO ORDER</b>	Wendy Wildman called the meeting to order at 6:32 p.m.
<b>2.</b>	<b>AGENDA</b> 100 -19	<p><b>MOVED</b> by Councillor Usselman that the agenda be accepted as presented.</p> <p style="text-align: right;"><b>CARRIED</b></p>
<b>3.</b>	<b>NOMINATIONS</b>  101 - 19          102 - 19	<p>Wendy Wildman called for nominations for Mayor.</p> <p>Jackie Tremblay nominated Glen Usselman.</p> <p>Wendy Wildman called for nominations a second time.</p> <p>Wendy Wildman called for nominations a third time.</p> <p><b>MOVED</b> by Jackie Tremblay nominations cease.</p> <p style="text-align: right;"><b>CARRIED</b></p> <p>Glen Ussleman was declared Mayor and was administered the Oath of Office for Mayor and assumed the Chair.</p> <p>Mayor Ussleman called for nominations for Deputy Mayor.</p> <p>Councillor Beck nominated Jackie Tremblay</p> <p>Mayor Usselman called for nominations a second time.</p> <p>Mayor Usselman called for nominations a third time.</p> <p><b>MOVED</b> by Mayor Usselman that nominations cease.</p> <p style="text-align: right;"><b>CARRIED</b></p> <p>Jackie Tremblay was declared Deputy Mayor and was administered the Oath of Office for Deputy Mayor</p>

Summer Village of Sunrise Beach  
Organizational Meeting  
Tuesday, August 27, 2019  
Onoway Civic Centre

<b>4.</b>	<b>APPOINTMENTS</b>  103 -19	<b>MOVED</b> by Mayor Usselman that the following committee appointments be approved:  a) Member to Highway 43 East Waste Commission (Vera Beck)  b) Representative to Summer Villages Lac Ste. Anne County East – (all to attend, voting representative Glen Ussleman alt Jackie Tremblay/Vera Beck)  c) Sandy Beach/Sunrise Beach Joint Lagoon Committee (all of council)  d) Regional Sewer Line (all of Council)  e) Disaster Services Director and Joint Emergency Management Committee All of Council – (Glen Ussleman, alt Vera Beck)  f) Family and Community Support Services – (Jackie Tremblay alt Glen Usselman)  g) Chief Administrative Officer – Wendy Wildman Wildwillow Enterprises Inc.  h) Auditor – (Metrix Group)  i) Solicitor – Patriot Law Group Onoway  j) Assessor – Municipal Assessment Services Group Ian Ferguson  k) Development Authority – Tony Sonnleitner Development Officer Bylaw # 97- 2004  l) Assessment Review Board – Lac Ste. Anne County Bylaw # 152-2019  m) Subdivision & Development Appeal Board – Milestone Municipal Services – Emily House Bylaw # 148-2019  n) Planning & Subdivision Authority – Municipal Planning Services Bylaw # 146-18  o) Municipal Planning Commission – all of Council  p) FOIP Coordinator – Wendy Wildman, Wildwillow
-----------	------------------------------------	--



Summer Village of Sunrise Beach  
Organizational Meeting  
Tuesday, August 27, 2019  
Onoway Civic Centre

		<p>Enterprises Inc.</p> <p>q) Animal Control Officer – Tom Puffer</p> <p>r) Weed Inspector – Jackie Gamblin</p> <p>s) Integrity Commissioner – Victoria Message</p> <p style="text-align: right;"><b>CARRIED</b></p>
<b>5.</b>	<b>FINANCIAL</b>	
	104 -19	<p><b>MOVED</b> by Deputy Mayor Tremblay that the following financial information be confirmed:</p> <p>a) Signing Authority to be all of the Council and the Chief Administrative Officer and Administrative Assistant, Two signatures are required: -One signature to be any member of Council, Vera Beck, Jackie Tremblay, Glen Ussleman and; -One signature to be the Chief Administrative Officer, Wendy Wildman or the Administrative Assistant, Susan Dales</p> <p style="text-align: right;"><b>CARRIED</b></p>
	105 -19	<p><b>MOVED</b> by Councillor Beck that the Council Remuneration Policy Document 1.001AA and Expense Reimbursement Policy 11-001B be approved as presented.</p> <p style="text-align: right;"><b>CARRIED</b></p>
	106 -19	<p><b>MOVED</b> by Deputy Mayor Tremblay that the banking authority be confirmed as Alberta Treasury Branch.</p> <p style="text-align: right;"><b>CARRIED</b></p>
<b>6.</b>	<b>MEETINGS</b>	
	107 -19	<p><b>MOVED</b> by Mayor Ussleman that the Regular Council meetings be scheduled for the fourth Tuesday of each month at 6:30 p.m., to be held at 4812 – 51<sup>st</sup> street, Onoway Civic Centre, Onoway Alberta, that teleconferencing be deemed an acceptable way of holding a meeting and that any changes to the date of the meetings be posted on the Summer Village website and the sign.</p> <p style="text-align: right;"><b>CARRIED</b></p>

Summer Village of Sunrise Beach  
Organizational Meeting  
Tuesday, August 27, 2019  
Onoway Civic Centre

7.	108 -19	<b>MOVED</b> by Mayor Ussleman that the Municipal Office location be confirmed as 4808-51 <sup>st</sup> street in Onoway.
8.	<b>ADJOURNMENT</b>	Meeting was adjourned at 6:40.

\_\_\_\_\_  
Mayor

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

MINUTES OF THE REGULAR MEETING OF COUNCIL OF THE SUMMER VILLAGE OF SUNRISE BEACH, IN THE PROVINCE OF ALBERTA, HELD ON TUESDAY AUGUST 27, 2019 AT 6:42 P.M. AT THE ONOWAY CIVIC CENTRE.

	<b>PRESENT</b>	<p>Mayor Glen Usselman Deputy Mayor Jackie Tremblay Councillor Vera Lynn Beck - Teleconference</p> <p>Chief Administrative Officer Wendy Wildman Administrative Assistant Susan Dales Public Works: 0 Public at Large:4</p>
1.	<b>CALL TO ORDER</b>	The meeting was called to order at 6:42 p.m. by Mayor Usselman.
2.	<b>AGENDA</b> Motion # 109 -19	<p><b>MOVED</b> by Deputy Mayor Tremblay that the agenda be accepted with the following addition/amendment:</p> <p>Addition: Appointments - Municipal Affairs Accountability Program</p> <p>Amendment: Minutes - the dates for the minutes be changed to July 23, 2019 on the agenda (x2).</p> <p style="text-align: right;"><b>CARRIED</b></p>
3.	<b>MINUTES</b> Motion #110- 19	<p><b>MOVED</b> by Deputy Mayor Tremblay that the minutes of the July 23, 2019 Regular Council Meeting be approved as presented.</p> <p style="text-align: right;"><b>CARRIED</b></p>
4.	<b>APPOINTMENTS</b>  Motion #111 - 19	<p>Jeff Nixon and Lucien Cloutier from Alberta Municipal Affairs Municipal Accountability Program introduced themselves and the back ground intent of the program from</p> <p><b>MOVED</b> by Mayor Usselman that the verbal report from Jeff Nixon and Lucien Cloutier on the Municipal Accountability Program be accepted for information.</p> <p style="text-align: right;"><b>CARRIED</b></p>
5.	<b>NEW BUSINESS</b>	

MINUTES OF THE REGULAR MEETING OF COUNCIL OF THE SUMMER VILLAGE OF SUNRISE BEACH, IN THE PROVINCE OF ALBERTA, HELD ON TUESDAY AUGUST 27, 2019 AT 6:42 P.M. AT THE ONOWAY CIVIC CENTRE.

Motion #112 - 19	<p><b>MOVED</b> by Mayor Usselman that the request from Roll # 4303 that the Summer Village purchase his property be accepted for information and Administration write a letter to inform them.</p> <p><b>CARRIED</b></p>
Motion #113 – 19	<p><b>MOVED</b> by Deputy Mayor Tremblay that the Public Participation Plans which are part of the of the Public Participation Policy C-Cou-Par-1 be approved as presented.</p> <p><b>CARRIED</b></p>
Motion #114 – 19	<p><b>MOVED</b> by Deputy Mayor Tremblay that Bylaw #154-2019, being a bylaw to establish the position of designated officer for the Subdivision and Development Appeal Board, be given first reading.</p> <p><b>CARRIED</b></p>
Motion #115 – 19	<p><b>MOVED</b> by Mayor Usselman that Bylaw # 154-2019 be given the second reading.</p> <p><b>CARRIED</b></p>
Motion #116 – 19	<p><b>MOVED</b> by Deputy Mayor Tremblay that Bylaw #154-2019 be considered for third and final reading.</p> <p><b>CARRIED UNANIMOUSLY</b></p>
Motion #117 – 19	<p><b>MOVED</b> by Mayor Usselman that Bylaw #154-2019 be given the third and final reading.</p> <p><b>CARRIED</b></p>

MINUTES OF THE REGULAR MEETING OF COUNCIL OF THE SUMMER VILLAGE OF SUNRISE BEACH, IN THE PROVINCE OF ALBERTA, HELD ON TUESDAY AUGUST 27, 2019 AT 6:42 P.M. AT THE ONOWAY CIVIC CENTRE.

<p>6.</p>	<p><b>FINANCIAL</b> Motion # 118 -19</p>	<p><b>MOVED</b> by Deputy Mayor Tremblay that the Income &amp; Expenses Statement for July 2019 be accepted as presented.</p> <p style="text-align: right;"><b>CARRIED</b></p>
<p>7. 8.</p>	<p><b>COUNCIL AND ADMINISTRATION REPORTS</b>  Motion # 119-19</p>	<p><b>MOVED</b> by Deputy Mayor Tremblay that the verbal Council and Administration Reports be accepted for information.</p> <p style="text-align: right;"><b>CARRIED</b></p>
<p>9.</p>	<p><b>INFORMATION / CORRESPONDENCE</b> Motion # 120 -19</p>	<p><b>MOVED</b> by Deputy Mayor Tremblay that the following items be accepted for information:</p> <ul style="list-style-type: none"> <li>a) Summer Village of Sunset Point - August 9, 2019 email from CAO Matthew Ferris advising Richard Martin was appointed Mayor and Ann Morrison was appointed Deputy Mayor at their organizational meeting.</li> <li>b) Alberta Culture, Multiculturalism and Status of Women – July 11<sup>th</sup>, 2019 letter from Minister Leela Sharon Aheer on the Stars of Alberta Volunteer Awards. Nominations are open until September 20<sup>th</sup>, 2019 if the Summer Village wishes to nominate a deserving volunteer.</li> <li>c) Town of Peace River – August 5<sup>th</sup> 2019 letter on their GST Audit Concerns</li> <li>d) Lac Ste Anne County/Alberta Beach – news release on water level mitigation options.</li> <li>e) Sunrise Beach Grant funding report with 2019 allocation</li> <li>f) Proposed Subdivision of Pt. SW 35-55-1-W5M within the Summer Village of Sunrise Beach.</li> </ul> <p style="text-align: right;"><b>CARRIED</b></p>
<p>10.</p>	<p><b>CLOSED MEETING SESSION</b></p>	<p>N/A</p>

MINUTES OF THE REGULAR MEETING OF COUNCIL OF THE SUMMER VILLAGE OF SUNRISE BEACH, IN THE PROVINCE OF ALBERTA, HELD ON TUESDAY AUGUST 27, 2019 AT 6:42 P.M. AT THE ONOWAY CIVIC CENTRE.

11.	<b>ADJOURNMENT</b>	Mayor Usselman declared the meeting adjourned at 7:15 p.m.

\_\_\_\_\_  
Mayor Glen Usselman

\_\_\_\_\_  
Wendy Wildman  
Chief Administrative Officer

## Re: Path to park

Sent: 8/27/2019 8:19 PM

To: svsunrisebeach@wildwillowenterprises.com

Good morning Susan,  
We would like to be added to the agenda for the September meeting.

Issues:

- 1) No progress in the park. The fence has not been removed from the access between the two properties, personal property still in the gazebo. Nothing has been done.  
What is the time line for the property owners to clear their things from the park? If you need clean-up volunteers I know more than a few who will help. Is the Summer Village going after these land owners for property taxes on the land they have illegally used for the past number of years?
- 2) No quad/ motorized vehicle signage for walk way. As you mentioned in your attached email, you have ordered the signs, we'd like an ETA.
- 3) Speed has become an issue on Shedden. There is one 30 km sign at each end of the street but we may need another. Maybe we need to reduce the entire road speed? Maybe we need to remind people and advise new people in the neighbourhood what the speed limit is. I AM the crazy lady that yells at the speeding vehicles daily. There is construction at the end of Shedden and the trades people fly down the road. Same people every morning speeding to work. Does someone have to be hurt before they slow down? Dave and I walk every morning and this is an issue as not only is it dangerous but the dust is a huge problem.

We will see you next month and look forward to hearing progress reports and timelines.

Thank you



Virus-free. [www.avg.com](http://www.avg.com)

RECEIVED  
AUG 30 2019

Aug 29 2019

Attn.: Council, Summer Village of Sunrise Beach

Re.: Leisure Lane Lake Access Proposal

Leisure Lane properties currently have no access to the lakeshore due to the declining water levels and cattail growth. I noticed that the municipal park area, located between #4326 and #4501 has one of the narrowest bands of cattails and is on the edge of the where the lake begins to deepen. I was wondering if the Council would consider setting up a small dock at R5 as a viewpoint and launch point for light non motorized watercraft such as kayaks and canoes. It could also serve as a viewpoint, perhaps with a bench. My own interest in this is to be able to portage my kayak to a launch point rather than have to drive. Currently, the only option is a 20-30 minute portage to the Poplar Way launch. The path to the beach in front of Vera's place is currently very soft and would probably take the same amount of time due to the rougher terrain.

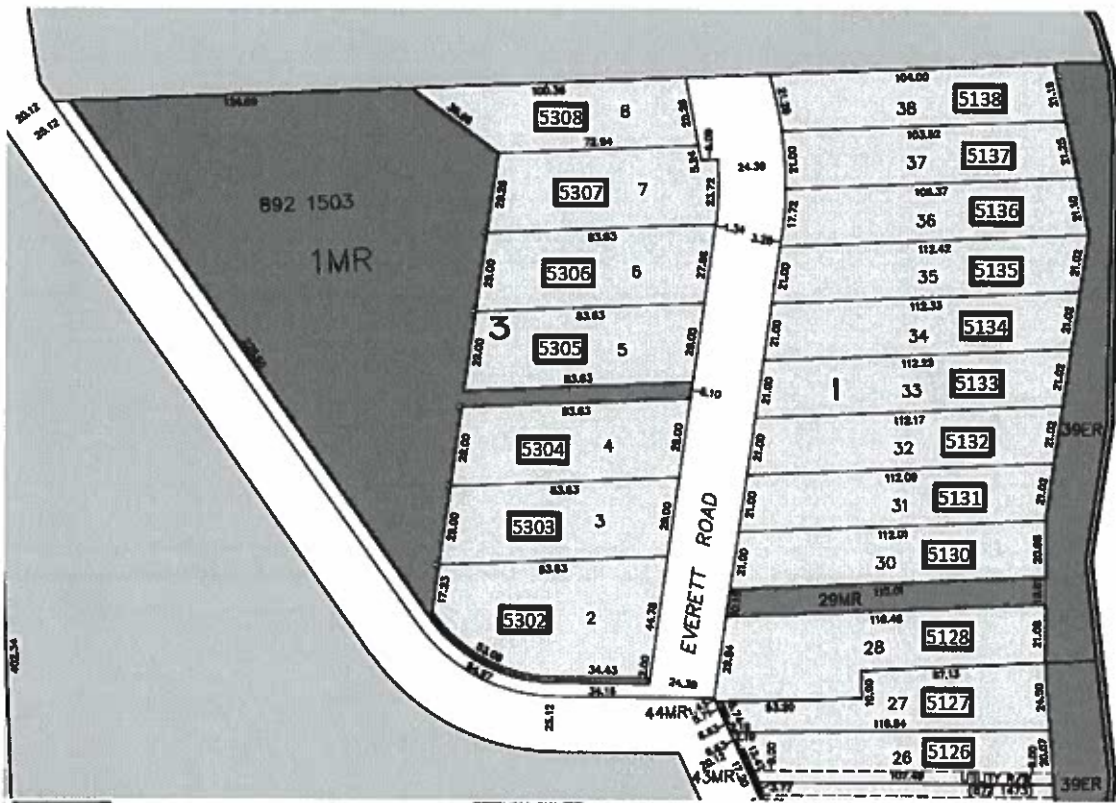
This initial enquiry is to see whether Council would consider this idea at all. I have not yet suggested this to other residents. Considerations include:

- Interest/support/concerns from other residents, particularly along Leisure Lane
- Is the lake depth enough to launch a canoe or kayak at that point ? (I can check it when I go out sometime, keeping in mind it is deeper than usual)
- Environmental: Lake shore impact (the smaller the dock, the less the impact)
- Sourcing of dock material – possibly the land-locked public boardwalk or donation of stranded dock from a resident
- Maintenance: shore structure could likely be permanent, but one section might need to be pulled out of the water for the winter; dock repair; keeping vegetation down around the dock.
- Possibility of volunteers to help with maintenance.
- Overall cost.

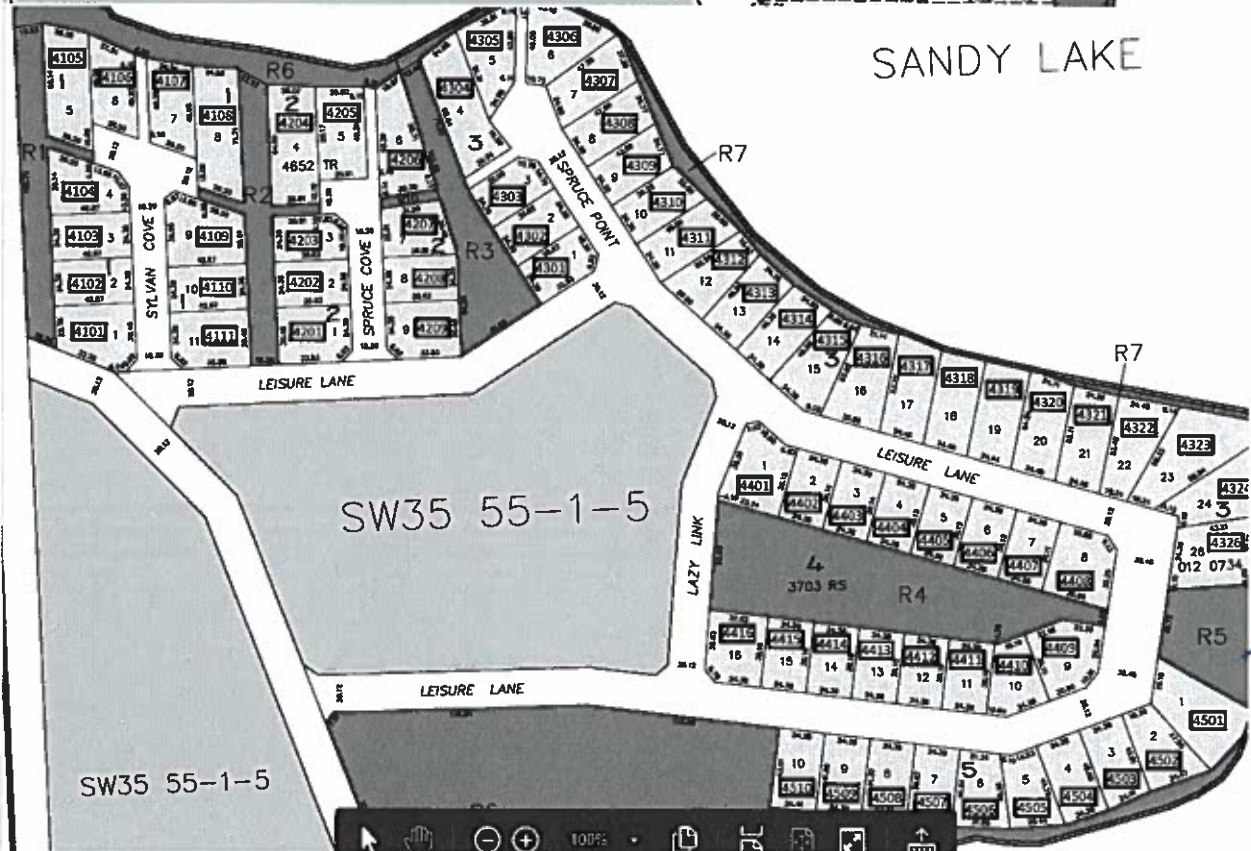
If you would be willing to consider this idea, please advise on other necessary steps before this would be considered as a formal proposal.

Sincerely,





SANDY LAKE



# Invoice - Sturgeon County Fire Services

Sent: 8/26/2019 10:00 AM

To:

---

August 26, 2019

To Whom It May Concern:

I am enquiry about the invoice that was forwarded to me by you from the Sturgeon County Fire Services.

On July 14/2019 I had called 911 to request emergency medical aid. I was asked what my emergency was & I told them medical. A ambulance was dispatched. Although I did not request anything else the Morinville Fire Dept showed up too.

I now have been presented with an invoice for their services \$615.

I have called Alberta Health Services & Blue Cross & both have told me that they will not cover the expense.

I also called the Sturgeon County about this & they in turn said the invoice was sent to the Village & it was up to the Village to decide who pays or if they would assist in paying.

I understand that the fire dept is also first responders, but in this case both the fire dept & the ambulance came from Morinville. It does not make sense that one would get there sooner than the other.

As I am a senior on a fixed budget I am asking if the Village could assist me in paying this invoice.

I would appreciate your assistance.

Thank you

---

Copyright © 2003-2019. All rights reserved.

---

RECEIVED  
SEP 16 2019



September 10, 2019

Summer Village of Sunrise Beach  
Box 1197  
Onoway, AB  
T0E 1V0

**Attention: Wendy Wildman, Chief Administrative Officer**

Dear Wendy:

Enclosed please find two copies of the audit engagement letter for the year ending December 31, 2019. Please have both copies signed, return one copy to our office in the envelope provided at your earliest convenience, and keep the other copy for Village records.

Should you have any questions or concerns, please feel free to contact our office.

Yours truly,

**METRIX GROUP LLP**

Philip J. Dirks, CPA, CA  
Partner

PJD/cjo

Enclosures

H:\data\EPD\Dec\Audit\Summer Village of Sunrise Beach EPD3209\Correspondance\Engagement Cover ltr.doc

18





September 11, 2019

Summer Village of Sunrise Beach  
PO Box 1197  
Onoway, AB T0E 1V0

**Attention: Mayor Glen Usselman, Mayor**

Dear Mayor Usselman:

**Re: Engagement letter**

Metrix Group LLP are pleased to serve as auditors for the Summer Village of Sunrise Beach for the fiscal year ending December 31, 2019. The purpose of this letter is to outline the terms of our engagement to audit the financial statements of the Summer Village of Sunrise Beach which comprise the statement of financial position as at December 31, 2019, and the statements of operations and accumulated surplus, net financial assets, and cash flows for the year then ended. Philip Dirks, CPA, CA, will be responsible for the services that Metrix Group LLP performs for the Summer Village of Sunrise Beach. He will, as considered necessary, call upon individuals with specialized knowledge at Metrix Group LLP to assist in the performance of our services.

We are pleased to confirm our acceptance and our understanding of this audit engagement by means of this letter. Our audit will be conducted with the objective of our expressing an opinion on the financial statements.

**Objective, Scope and Limitations**

Our statutory function as auditor of the Summer Village of Sunrise Beach is to report to the Village Council by expressing an opinion on the Summer Village of Sunrise Beach's annual financial statements. We will conduct our audit in accordance with Canadian auditing standards and will issue an audit report.

Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement, whether due to error or fraud.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

It is important to recognize that an auditor cannot obtain absolute assurance that material misstatements in the financial statements will be detected because of:

- a) Factors such as use of judgment, and the use of testing of the data underlying the financial statements;
- b) Inherent limitations of internal control; and
- c) The fact that much of the audit evidence available to the auditor is persuasive rather than conclusive in nature.



Furthermore, because of the nature of fraud, including attempts at concealment through collusion and forgery, an audit designed and executed in accordance with Canadian auditing standards may not detect a material fraud. Further, while effective internal control reduces the likelihood that misstatements will occur and remain undetected, it does not eliminate that possibility. For these reasons, we cannot guarantee that fraud, error and illegal acts, if present, will be detected when conducting an audit in accordance with Canadian auditing standards. Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected (particularly intentional misstatements concealed through collusion), even though the audit is properly planned and performed in accordance with Canadian auditing standards.

In making our risk assessments, we consider internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. However, we will communicate to you in writing concerning any significant deficiencies in internal control relevant to the audit of the financial statements that we have identified during the audit.

### **Our responsibilities**

We will perform the audit in accordance with Canadian auditing standards. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements present fairly, in all material respects, the financial position, results of operations and cash flows 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.

One of the underlying principles of the profession is a duty of confidentiality with respect to client affairs. Accordingly, except for information that is in or enters the public domain, we will not provide any third party with confidential information concerning the affairs of the Summer Village of Sunrise Beach without the Summer Village of Sunrise Beach's prior consent, unless required to do so by legal authority, or the *Rules of Professional Conduct* of the Institute of Chartered Accountants of Alberta.

The objective of our audit is to obtain reasonable assurance that the financial statements are free from material misstatement. However, if we identify any of the following matters, they will be communicated to the appropriate level of management:

- a) Misstatements, resulting from error, other than trivial errors;
- b) Fraud or any information obtained that indicates that a fraud may exist;
- c) Any evidence obtained that indicates that an illegal or possibly illegal act, other than one considered inconsequential, has occurred;
- d) Significant deficiencies in the design or implementation of internal controls to prevent and detect fraud or error; and
- e) Related party transactions identified by us that are not in the normal course of operations and that involve significant judgments made by management concerning measurement or disclosure.

The matters communicated will be those that we identify during the course of our audit. Audits do not usually identify all matters that may be of interest to management and those charged with governance in discharging their responsibilities. The type and significance of the matter to be communicated will determine the level of management to which the communication is directed.

We will consider the Summer Village of Sunrise Beach's internal control to identify types of potential misstatements, consider factors that affect the risks of material misstatement, and design the nature, timing and extent of further audit procedures. This consideration will not be sufficient to enable us to render an opinion on the effectiveness of internal control over financial reporting.

## **Use and distribution of our report**

The audit of the financial statements and the issuance of our audit opinion are solely for the use of the Summer Village of Sunrise Beach and those to whom our report is specifically addressed by us. We make no representations of any kind to any third party in respect of these financial statements and we accept no responsibility for their use by any third party.

## **Management's responsibilities**

### *Financial statements*

The preparation and fair presentation of the Summer Village of Sunrise Beach's financial statements in accordance with Canadian public sector accounting standards;

### *Completeness of information*

- a) Providing us with and making available complete financial records and related data, and copies of all minutes of meetings of the Village Council;
- b) Providing us with information relating to any known or probable instances of non-compliance with legislative or regulatory requirements, including financial reporting requirements;
- c) Providing us with information relating to any illegal or possibly illegal acts, and all facts related thereto;
- d) Providing us with information regarding all related parties and related party transactions;
- e) Any additional information that we may request from management for the purpose of this audit; and
- f) Providing us with unrestricted access to persons within the entity from whom we determine it is necessary to obtain audit evidence.

### *Fraud and error*

- a) Internal control that management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;
- b) An assessment of the risk that the financial statements may be materially misstated as a result of fraud;
- c) Providing us with information relating to fraud or suspected fraud affecting the entity involving:
  - i) Management;
  - ii) Employees who have significant roles in internal control; or
  - iii) Others, where the fraud could have a non-trivial effect on the financial statements;
- d) Providing us with information relating to any allegations of fraud or suspected fraud affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others; and
- e) Communicating its belief that the effects of any uncorrected financial statement misstatements aggregated during the audit are immaterial, both individually and in the aggregate, to the financial statements taken as a whole;

### *Recognition, measurement and disclosure*

- a) Providing us with its assessment of the reasonableness of significant assumptions underlying fair value measurements and disclosures in the financial statements;
- b) Providing us with any plans or intentions that may affect the carrying value or classification of assets or liabilities;
- c) Providing us with information relating to measurement and disclosure of transactions with related parties;
- d) Providing us with an assessment of all areas of measurement uncertainty known to management that are required to be disclosed in accordance with Measurement Uncertainty, the *CICA Handbook - Public Sector Accounting* Section 2130;
- e) Providing us with information relating to claims and possible claims whether or not they have been discussed with the Summer Village of Sunrise Beach's legal counsel;

- f) Providing us with information relating to other liabilities and contingent gains or losses, including those associated with guarantees, whether written or oral, under which the Summer Village of Sunrise Beach is contingently liable;
- g) Providing us with information on whether the Summer Village of Sunrise Beach has satisfactory title to assets, liens or encumbrances on assets exist, and assets are pledged as collateral;
- h) Providing us with information relating to compliance with aspects of contractual agreements that may affect the financial statements;
- i) Providing us with information concerning subsequent events; and
- j) Providing us with representations on specific matters communicated to us during the engagement.

*Written confirmation of significant representations*

- a) Providing us with written confirmation of significant representations provided to us during the engagement on matters that are:
  - i) Directly related to items that are material, either individually or in the aggregate, to the financial statements,
  - ii) Not directly related to items that are material to the financial statements but are significant, either individually or in the aggregate, to the engagement; and
  - iii) Relevant to your judgments or estimates that are material, either individually or in the aggregate, to the financial statements.

We ask that our name be used only with our consent and that any information to which we have attached a communication be issued with that communication unless otherwise agreed to by us.

*Reproduction of Audit Report*

If reproduction or publication of our audit report (or reference to our report) is planned in an annual report or other document, including electronic filings or posting of the report on a website, a copy of the entire document should be submitted to us in sufficient time for our review before the publication or posting process begins.

Management is responsible for the accurate reproduction of the financial statements, the auditors' report and other related information contained in an annual report or other public document (electronic or paper-based). This includes any incorporation by reference to either full or summarized financial statements that we have audited.

We are not required to read the information contained in your website, or to consider the consistency of other information in the electronic site with the original document.

**Preparation of Schedules**

We understand that Village staff will prepare various schedules (as requested by our Firm) and will locate the various documents for our use throughout the course of the audit.

This assistance will facilitate our work and will help to minimize our costs. Any failure to provide these working papers or documents on a timely basis, may impede our services, and require us to suspend our services or withdraw from the engagement.

**Working papers**

The working papers, files, other materials, reports and work created, developed or performed by us during the course of the engagement are the property of our Firm, constitute confidential information and will be retained by us in accordance with our Firm's policies and procedures.

**File inspections**

In accordance with professional regulations (and by Firm policy), our client files may be periodically reviewed by practice inspectors, and by other file quality reviewers to ensure that we are adhering to professional and Firm standards. File reviewers are required to maintain confidentiality of client information.

**Fees**

We estimate that fees for these services will be \$5,800 (first increase over 2018) for the audit, plus direct out-of-pocket expenses and applicable GST. This fee estimate is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered.

If significant additional time is necessary, we will discuss the reasons with you and arrive at a new fee estimate before we incur the additional costs.

**Termination**

If we elect to terminate our services for nonpayment, or for any other reason provided for in this letter, our engagement will be deemed to have been completed upon written notification of termination, even if we have not completed our report. You will be obligated to compensate us for all time expended, and to reimburse us for all our out-of-pocket costs, through the date of termination.

**Not liable for any failures or delays beyond our control**

We will use all reasonable efforts to complete the engagement as described in this letter within the agreed-upon time frames. However, we shall not be liable for failures or delays in performance that arise from causes beyond our control, including the untimely performance by your Village of its obligations.

**Confidentiality**

We will maintain the strictest confidence with respect to any client's or former client's information. Accordingly, your confidential information will not, without your consent, be disclosed to any individuals in our Firm beyond those who are engaged on your services. This policy applies to anyone outside the Firm, except as required by law or under the profession's Rules of Professional Conduct.

**Risks associated with Internet communications**

The Village recognizes and accepts the risks associated with communicating by Internet (e-mail) including the lack of security, unreliable delivery and possible loss of confidentiality and legal privilege. Unless the Village requests in writing that we do not communicate with it by Internet (e-mail), we accept no responsibility or liability in respect to any loss or damage associated with the use of Internet communications.

The terms of engagement as outlined above will continue in effect from year to year unless changed in writing. If you have any questions about the contents of this letter, please raise them with us. If the services outlined are in accordance with your requirements and if the above terms are acceptable to you, please sign the copy of this letter in the space provided and return it to us.

We appreciate the opportunity of continuing to be of service to the Village.

Yours truly,

*METRIX GROUP LLP*

**Chartered Professional Accountants**

The services and terms set out are as agreed.

\_\_\_\_\_  
Mayor Glen Usselman

\_\_\_\_\_  
Wendy Wildman, Chief Administrative Officer

\_\_\_\_\_  
Date signed

\_\_\_\_\_  
Date signed





Integrated Expertise. Locally Delivered.



4015 7 Street SE, Calgary, AB T2G 2Y9 T: 403.254.0544 F: 403.254.9186

To: **Wildwillow Enterprises**

Date: **September 16, 2019**

Attention: **Wendy Wildman, CAO**

Project No.: **14833**

Cc:

Reference: **What We Heard & Suggested MDP Edits from Darwell and Onway Community Engagement**

From: **Brian Conger, Community Planning Manager - ISL**

This What We Heard Memo collects resident's feedback from the two community engagement events held on August 24<sup>th</sup> and September 4<sup>th</sup> as part of the second and final round of public engagement in the development of Municipal Development Plans (MDPs) for the Summer Villages of Nakamun Park, Silver Sands, South View, Sunrise Beach, West Cove, Yellowstone and the Town of Onway. Comment cards and emails received as part of this round of engagement are inset and comments and suggested edits have been prepared in response to this feedback (provided in green text), for your review and comment.

### 1.0 Darwell Open House

For the Summer Villages of Silver Sands, South View and West Cove an Open House was held:

- Date:** Saturday, August 24, 2019
- Time:** 10 a.m. to 12 noon.
- Place:** Interlake Golden Age Club

Approximately 20-25 residents attended the Open House and one (1) email was received from a resident that was unable to attend.





Integrated Expertise. Locally Delivered.



### 1.1 Silver Sands

#### Email from Lyle Trytten (August 30, 2019):

- Section 1 – Population Growth: it appears to me that this excludes the massive development that was approved for the golf course property. This was a contentious development as it looked to add many hundreds of people in an enclosed community. Of course, whether it will really come to fruition is hard to say – development has been slow.
  - Suggest that the population discussion include some commentary on the potential with and without the golf course development. The chart seems to reflect the without case.

Recommendation: Edit to clarify that the population projection is based on census records and note the approved build-out estimate of 1163 persons within the Silver Sands Golf Resort Area Structure Plan.

- 3.1.1: Figure 4 refers to the existing common area between Bay and the boat launch as Future Residential/ Retail. I am not 100% sure of its current official status, but would be in favour of preserving this as Municipal Reserve at this time, without slating it for a future purpose. I believe that slating it now for future use is encouraging its development while other blocks sit vacant.
  - Today we have recreational facilities for the community in this area. Section 3.2 talks to encouraging the development of new recreational facilities, but it seems to me that with the only available space being this one block that is designated Future Residential/Retail, development of recreational facilities is deterred by the lack of certainty in the longevity of such facilities.

No Change. The lands are currently zoned Urban Reserve and the intent of an MDP is to address future land use within a municipality (MGA s.623(3)(a)(i)).

- 3.1.8: for the SVSS to maintain its character, it seems like the idea of cash-in-lieu for Municipal Reserve is a poor idea. Natural land reservation is thereby given a price, and this allows elimination of reserves on at least new development areas.

No Change. s.3.1.8 affords council the flexibility to receive MR as deemed appropriate when future development occurs.

- What is the nature of the Environmental Reserve of 30m along the lakefront. For development of a new lakefront property, what is allowed and what is forbidden?

Review 30m ER in s.3.1.10. The MGA allows for a 6m wide strip of ER abutting the bed and shore of any body of water (s.664(1)(c) in addition to land that is subject to flooding or is unstable (s.664(1)(b)). Policy could be rewritten to state "Bank (Ordinary High Water Mark) + 6m ER + Floodway (as established via survey)," please advise.

- 4.1.1 – easy one – remove the second "with"

Agreed, will edit.

- Although it is not covered in here, I am significantly opposed to "one-way" developments such as the golf course RV park, which is slated to be a gated community which can enjoy all the benefits and amenities of SVSS (roads, boat launch, trails, etc) while trying to exclude SVSS residents. That is not good neighbour practice.

Comment Received.

### 1.2 South View





Integrated Expertise. Locally Delivered.



Attendee Feedback

- What is the High Water Mark and how is it measured?

As noted in the ASVA Lake Stewardship Guide (2006), the Ordinary High Water Mark (OHWM) is the legal boundary of a water body or watercourse as defined by Section 17 of the Surveys Act (Alberta). The term is synonymous with the meaning of "bank." Per the Act:

Natural boundary

17(1) A surveyor who needs to determine the position of a natural boundary when performing a survey under this Act may do so by any survey method that has the effect of accurately determining its location at the time of survey, relative to the surveyed boundaries of the affected parcel.

(2) When surveying a natural boundary that is a body of water, the surveyor shall determine the position of the line where the bed and shore of the body of water cease and the line is to be referred to as the bank of the body of water.

(3) For the purposes of this section, the bed and shore of a body of water shall be the land covered so long by water as to wrest it from vegetation or as to mark a distinct character on the vegetation where it extends into the water or on the soil itself.

No formal feedback was received.

1.3 West Cove

Comment Card West Cove

*— Please keep green space south of boat launch - Do not want parking behind my cabin. Currently have green space & trees for peacefulness. Road-Boat launch currently busy with Pagoon & dirt bikes and other's using for dumping in burn pit.*

**Thank You For Your Input!** *thank-you*

Comment Received.


26





Integrated Expertise. Locally Delivered.



**Comment Card** 

*West Cove*

*I agree with the MDP as presented in the July 2019 Draft.*

*Section 3 is well done.*


*3.1.1 should say "only to allowed" rather than encourage*

*Pen Humberst*

**Thank You For Your Input!**

Municipal direction requested on preference for below edit:

3.1.1 Opportunities for new commercial and light industrial development are encouraged allowed in the lands identified in Figure 4.

**Comment Card** 

*3.1.1 COMMERCIAL IS TO BE ALLOWED NOT ENCOURAGED*

*3.4.4 ALLEYS AND LANEWAYS ARE TO BE MAINTAINED NOT UPGRADES ENCOURAGED*

**Thank You For Your Input!** *ALAN BRADLEY*

Comment #1 – Covered Previously.

Comment #2 – No Change to s.3.3.4 as s.3.3.3 currently speaks to maintenance.





Integrated Expertise. Locally Delivered.



## 2.0 Onoway Make the Connections Night

For the Summer Villages of Nakamun Park, Sunrise Beach and Yellowstone, and the Town of Onoway, a booth was set up at the "Make the Connections Night" in Onoway:

- Date:** Wednesday, September 4, 2019
- Time:** 5 p.m. to 8 p.m.
- Place:** Heritage Centre Gymnasium

Approximately 40 residents actively reviewed the Draft MDP content and (2) emails were received. Copies of these emails and completed comment cards are collected in Appendix B.





Integrated Expertise. Locally Delivered.



2.1 Nakamun Park

Attendee Feedback

- Break second paragraph in 1-1 into two as it talks about other development in the community. OK.
- Projected growth looks unreasonable, highlight notwithstanding content in 1-3. OK.

Email from Jody Zenko (August 19, 2019):

We have a cabin at 5083 4th Street, Nakamun Village.  
 I have a few comments to make regarding the Municipal Development Plan review.  
 Nakamun Lake is a small lake  
 We have not had a problem with algae in the 5 years we have owned our properties  
 A lot of the properties in the Summer Village of Nakamun are not developed  
 Our roads are not poor, but in need of constant attention  
 There has been talk of developers wanting to open camp grounds on or close to Nakamun Lake.  
 Oasis has lowered the campsite to 40 sites but do not mention that all their lots are double lots.  
 A campsite development would increase road use, noise and of course lake and boat launch use.  
 Once a new campsite is approved expansion of such will be requested.  
 Nakamun Lake is a small, clean lake with a lot of undeveloped lots within the Village.  
 Municipal direction requested on interest in addressing adjacent campgrounds in intermunicipal policies.

Email from Warren Rybak c/o Jody Zenko (August 21, 2019):

I have a permanent residence at 5104 4th Street, Nakamun Village and received a letter regarding the Municipal Development Plan review.  
 Nakamun Lake is a small lake and there as not been a problem with algae in a number of years.  
 There are a lot of the properties in the Summer Village of Nakamun are not yet developed  
 Our roads are in need of constant attention  
 There has been talk of developers wanting to open camp grounds on or close to Nakamun Lake.  
 Oasis has lowered the campsite to 40 sites but do not mention that all their lots are double lots.  
 A campsite development would increase road use, noise and of course lake and boat launch use.  
 Once a new campsite is approved expansion of such will be requested.  
 Same comment as above.





Integrated Expertise. Locally Delivered.



## 2.2 Sunrise Beach

### Attendee Feedback

- Concern over access/egress for residents south of victory road captured in several comment cards. Suggest a policy on "exploring opportunities to extend Township Road 554 into a southern access point into Sunrise Beach" can be added to s.3-3, please advise.

## Comment Card

- Please add the future water fill station to the proposed map.

- we would like a second road added south of victory road for potential emergency fire evacuations

- we would also like a plan on how we can add more water to the lake as levels are dropping significantly

Thank-you  
Guy and Lenor Cairns  
6108 William Way

**Thank You For Your Input!**

- Comment #1 – A Water Fill Station is not usually included on an MDP map.
- Comment #2 – See suggestion in Attendee Feedback.
- Comment #3 – s.4.1.3. could be amended to address water level in Sandy Lake. Or a new intermunicipal policy could be created, please advise.

## Comment Card

- like environmental reserves, but appreciate need for alternative muni revenue – should be low impact – high water take + prone to

**Thank You For Your Input!**

Comment Received.





Integrated Expertise. Locally Delivered.



# Comment Card



- Like environmental reserves as much as possible but not opposed to some low impact commercial
- any commercial/industrial dev. should consider impact of paving on flooding / stormwater; road wear and tear (roads wear out quickly: can't handle heavy heavy equipment → consider cost to taxpayer.
- not opposed to access road at least south of Victory Road
- suggest that to support more permanent residences, encourage seasonal dwellings be replaced by year-round

**Thank You For Your Input!**

- Comment #1 – Comment Received.
- Comment #2 – Comment Received.
- Comment #3 – See suggestion in Attendee Feedback.
- Comment #4 – Comment Received.

# Comment Card



I live on 6504 Shedd Dr.  
 Would like to see a outlet road  
 that we could get out in case of fire.  
 R. Noyes

**Thank You For Your Input!**

See suggestion in Attendee Feedback.







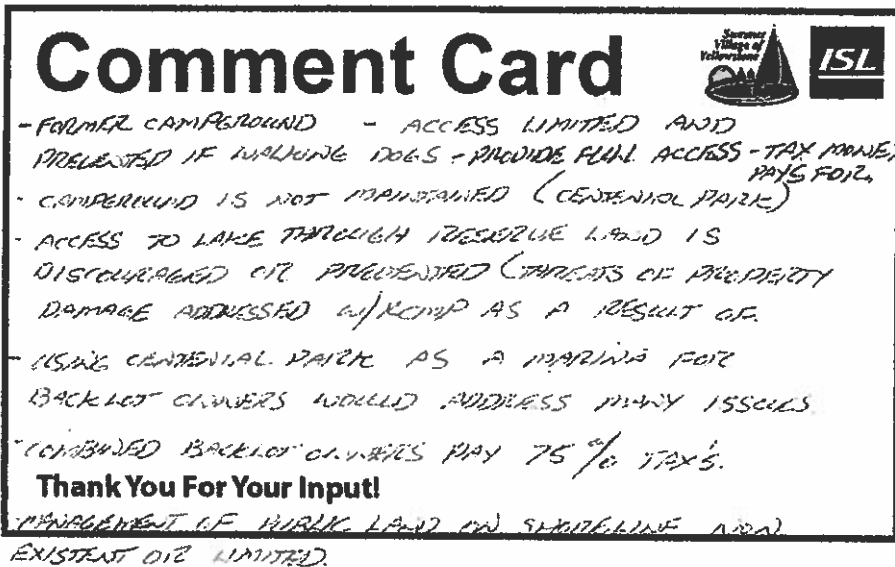
Integrated Expertise. Locally Delivered.



### 2.3 Yellowstone

#### Attendee Feedback

- Several attendees voiced concern over resident access to Centennial Park (also captured in the Comment Cards). Concerns over use of park, formerly a campground, questioned if it was a bird sanctuary. Current policy, 3.2.3, speaks to maintaining Centennial Park but the MDP is silent on use and access. Suggest that this is addressed in MDP policy even if at a high-level, please advise.





- Comment #1 – Comment Received – Centennial Park Comment.
- Comment #2 – Comment Received – Centennial Park Comment.
- Comment #3 – Comment Received.
- Comment #4 – Potential use for Centennial Park; however, as park lands are leased, is a marina allowed per the lease agreement?
- Comment #5 – Comment Received.
- Comment #6 – Comment Received.





Integrated Expertise. Locally Delivered.





**Comment Card**  

- > PARK LEASE SHOULD BE OPEN TO RESIDENTS
- > CREATE A COMMUNITY ASSOCIATION TO HELP PAY/HAVE ACCESS TO RENEWED CAMPGROUND FOR MEMBERS/FAMILY
- > WHY DOES VILLAGE PAY TO MAINTAIN LEASED GREENSPACE IF IT'S SUPPOSED TO BE A BIRD RESERVE.
- > SOME RESIDENTS ARE DUMPING SEWAGE INTO THE LAKE/AND OR THE "SALSA ALLIES"
- > NEED MORE INFORMATION MADE PUBLIC AND MEETINGS AND OPEN HOUSES
- > WHY REPAIR THE ROADS BEFORE THE WATER LINE IS DECIDED UPON.

**Thank You For Your Input!**

- Comment #1 – Comment Received – Centennial Park Comment.
- Comment #2 – Comment Received – Centennial Park Comment.
- Comment #3 – Comment Received.
- Comment #4 – Comment Received.
- Comment #5 – Comment Received.

**Comment Card**  

- > THE LEASED GREENSPACE IS BEING MAINTAINED BY THE VILLAGE, BUT NOT OPEN TO RESIDENTS
- > WHAT BYLAWS ARE LOOKING AT BEING CHANGED?

**Thank You For Your Input!**



- Comment #1 – Comment Received – Centennial Park Comment.
- Comment #2 – Comment Received.





Integrated Expertise. Locally Delivered.



**Comment Card**  

would love to be hooked up to water!!



main concern is that the municipal reserve behind the properties on 2nd Street will be subdivided for housing. So far I see this is not happening. YAY!!

It would be nice to have a little bridge to cross the now deeper ditch to get to the Awings.

**Thank You For Your Input!**

- Comment #1 - Comment Received - Pertains to s.4.1.5
- Comment #2 - Comment Received.
- Comment #3 - Comment Received.

2.4 Onoway

**Comment Card**  

Please keep field off of Trailer Court as is - marsh area + peat bog.

Hope "someone" thought to keep hoses etc. so if N. Saskatchewan River dries up, we still have a water supply!

We desperately need more signage on Highway 43 - so people know we are still here!!!

**Thank You For Your Input!**

- Comment #1 - In reviewing LUB the parcel is currently zoned RMHS.
- Comment #2 - Comment Received.
- Comment #3 - Comment Received - Covered in s.4.2.1.



## Wendy Wildman

---

**From:** JSG PSD Engagement <JSG.PSDEngagement@gov.ab.ca>  
**Sent:** September 6, 2019 4:27 PM  
**Cc:** Jessica Thomson (SOLGEN); Rachel Melnychuk; Lisa Gagnier  
**Subject:** Police Costing Model Webinar - Webinar Link and Updated Meeting Materials  
**Attachments:** 2019.09.06\_Police Funding PPT Final.pdf; Example Calculation Sheet.pdf; 2019.09.03\_PCM Backgrounder.pdf; Police Costing Model Further Definitions.pdf

**Importance:** High

Good afternoon,

Thank you for your participation in the webinar, as promised please find attached:

1. The updated version of the PowerPoint presentation that was displayed during the webinar
2. An example calculation sheet
3. Backgrounder document that was previously circulated
4. Further Definitions – based on feedback we received we bolstered the explanation of a few concepts

The link to the survey: <https://extranet.gov.ab.ca/opinio6//s?s=46524>

As a reminder, you have until October 15, 2019 to complete the survey.

The link to the recording of the webinar from September 6, 2019:

[https://zoom.us/recording/share/Sb2M1ZPrSIRmwxWe7vfecMn83\\_b8FR3h0AiPnObqBPCwIumekTziMw](https://zoom.us/recording/share/Sb2M1ZPrSIRmwxWe7vfecMn83_b8FR3h0AiPnObqBPCwIumekTziMw)

For those who have asked specific questions around calculations for your municipality, we will endeavour to get back to you as soon as possible.

Thank you again.

This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. If you have received this email in error please notify the system manager. This message contains confidential information and is intended only for the individual named. If you are not the named addressee you should not disseminate, distribute or copy this e-mail.

# Police Cost Model Review

Engagement Webinar

September 6, 2019



*Alberta*

## Introductions



2

*Alberta*

36



# Introduction



3

Alberta

## Agenda

---

1. Discuss engagement process
2. Review background to engagement
3. Share police costing model
  - a) Base Cost Distribution
  - b) Modifiers
  - c) Examples
4. Provincial Comparisons
5. Next Steps
  - a) Written submissions

4

Alberta

# Process

5

Alberta

## Timelines



- Kick-off meeting focusing on the police costing model meeting
- Review alternative models
- Form template for in-depth responses

- Review Bill 158
- Meeting focusing on police enforcement of cannabis legalization
- Form template for in-depth responses

Sharing of findings from the analysis of meetings and form submissions.

6

Alberta

## Outcome of Engagement

---

### Part 1: Police Costing

- Development of a future police costing model which will consider the input gathered from the most relevant stakeholders.
- For the government to develop proposed legislative amendments for the *Police Act* that will reflect the considerations of municipalities in a new police funding model.

### Part 2: Cannabis Enforcement

- Compilation of information that can direct the future of the MCTP or alternative funding support for the enforcement of cannabis legalization.

7



## Principles of Engagement

---

- **Transparency** - Intent and processes will be clear and transparent. Stakeholders will understand the consultation process and how their input will affect policy decisions and drafting of legislation.
- **Communication** - Accurate, consistent and timely communication and information sharing with stakeholders in order to avoid confusion or raise false expectations.
- **Follow up** – Reporting back and sharing the results of consultation and how the input was used to inform the legislation.
- **Evaluation** – Consultation sessions with stakeholders will be evaluated against these principles for the purposes of continuous improvement.

8





# Invited Stakeholders

9

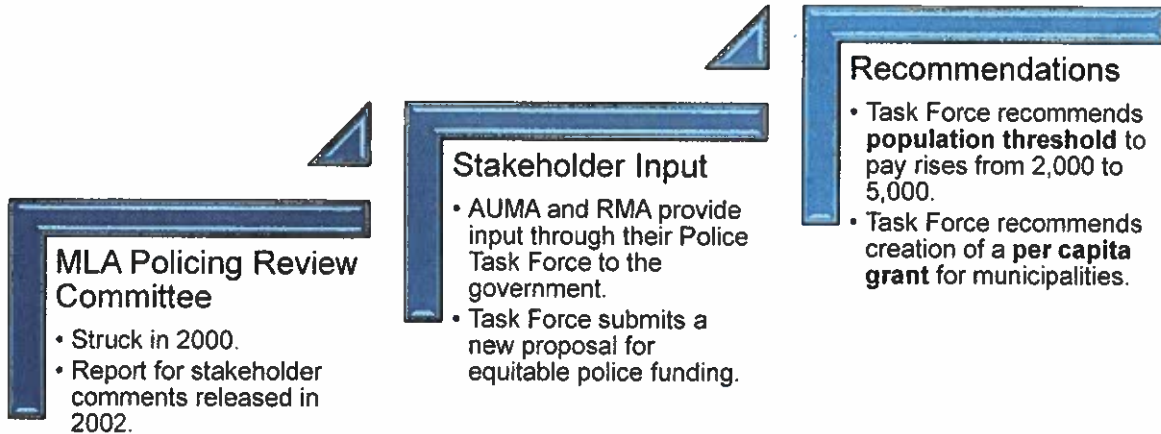
*Alberta*

# Background

10

*Alberta*

## Background



11

Alberta

## Background



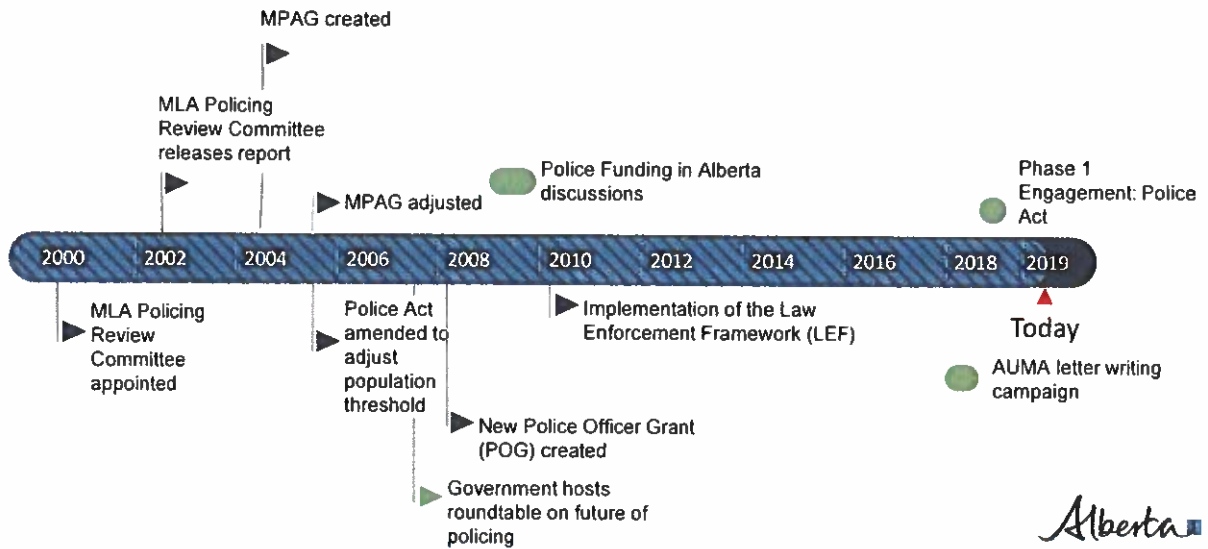
- Population threshold was raised in 2005 to over 5,000.
- Ministry of Solicitor General recommends a \$16 per capita grant.

- Grant created in 2004 and adjusted in 2005.
- Towns and cities with populations between 5,000 and 20,000 would now receive a \$200,000 base payment and an \$8 per capita grant.
- Municipalities between 20,000 and 100,000 would receive a \$100,000 base payment and a \$14 per capita grant.
- Cities over 100,000 would continue to receive the \$16 per capita grant.

12

Alberta

## Background



13

## Background

- The **Police Act** requires municipalities with populations over 5,000 to provide police services in their communities.
- Under the **Provincial Police Service Agreement (PPSA)**, policing is provided at no direct cost to all municipalities (municipal districts regardless of population, and to towns, villages and summer villages with populations of 5,000 or less) as per the **Police Act**.

14



# Proposed Cost Model

15



## Currently

- 291 municipalities do not directly pay for policing through their municipal taxes.
- This is approximately 20% of the Alberta population.

16

## Proposal

- These communities would begin paying a percentage of their frontline policing costs.
- In 2018/19, the cost of frontline policing was \$232.5 million

Frontline policing is considered to include: general duty, traffic, and general investigative section and accounts for 62% of all police positions.



# Base Cost Distribution

17

Alberta

## Base Cost Distribution

Equalized Assessment



$$\frac{\text{Muni EA}}{\text{Total EA (291 munis)}} \times \text{Cost} \times 70\% = \text{Weighted EA}$$

Population



$$\frac{\text{Muni Pop}}{\text{Total Pop (291 munis)}} \times \text{Cost} \times 30\% = \text{Weighted Pop}$$

18

Alberta

# The Modifiers

19



## Shadow Population

- Subsidy received if recognized and reported to Municipal Affairs



20

## Calculation – 2 Steps

1. Shadow pop / muni pop = value up to max 5% subsidy
2. % subsidy x cost = Dollar Subsidy



## Crime Severity Index

- Subsidy received if above rural municipal average



21

## Calculation – 3 Steps

1. Muni CSI (3 yr. avg.) – Total CSI average (291 munis) = Muni CSI points above avg
2. Muni CSI points above avg x 0.05% (CSI subsidy per point) = % Subsidy
3. % subsidy x cost = Dollar Subsidy

## Examples

22

## Range of Cost Recovery Options

Police Costing Model (PCM) Options						
Weighting	30%	70%		0.05% per Municipal CSI point above average	5%	
Cost Recovery Options - Frontline Policing Costs	Population affected	Total Equalized Assessment	Total Share Policing Cost	CSI Subsidy given	Shadow Population Subsidy given	Municipal Costs
15%	765,780	\$293,162,459,917	\$34,900,000	\$1,015,167	\$203,263	\$33,681,570
30%	765,780	\$293,162,459,917	\$69,800,000	\$2,030,334	\$406,526	\$67,363,141
40%	765,780	\$293,162,459,917	\$93,000,000	\$2,705,172	\$541,646	\$89,753,182
50%	765,780	\$293,162,459,917	\$116,300,000	\$3,382,920	\$677,349	\$112,239,731
60%	765,780	\$293,162,459,917	\$139,500,000	\$4,057,758	\$812,469	\$134,629,772
70%	765,780	\$293,162,459,917	\$162,800,000	\$4,735,506	\$948,172	\$157,116,322

23



## 15% Cost Recovery

- Large specialized municipality:
  - Population: 36,072
  - Equalized Assessment: \$42,670,899,320
  - Share of policing costs: \$4,049,067
    - 0.74% of municipal property tax
  - Would receive both subsidies:
    - 3 year average CSI is 465.21 which is 349.96 points above municipal average of 115.25
      - Subsidy is \$708,512
    - Shadow population is 36,678 – receives maximum 5% subsidy
      - Subsidy is \$202,453
  - The total cost recovery would be \$4,049,067 – \$708,512 – \$202,453 = **\$3,138,101.**

24





## 15% Cost Recovery

---

- Mid-sized Municipal District:
  - Population: 7,869
  - Equalized Assessment: \$2,044,554,084
  - Share of policing costs: \$277,966
    - 1.54% of municipal property tax
  - Is not eligible for any subsidies
  - The total cost recovery would be **\$277,966**.

25



## 15% Cost Recovery

---

- Small Summer Village:
  - Population: 73
  - Equalized Assessment: \$16,108,372
  - Share of policing costs: \$2,340
    - 3.45% of municipal property tax
  - Would receive one subsidy:
    - 3 year average CSI is 174.55 which is 59.30 points above municipal average of 115.25
      - Subsidy is \$69
  - The total cost recovery would be  $\$2,340 - \$69 = \mathbf{\$2,271}$ .

26



## 70% Cost Recovery

- Large specialized municipality:
  - Population: 36,072
  - Equalized Assessment: \$42,670,899,320
  - Share of policing costs: \$18,887,911
    - 3.45% of municipal property tax
  - Would receive both subsidies:
    - 3 year average CSI is 465.21 which is 349.96 points above municipal average of 115.25
      - Subsidy is \$3,305,036
    - Shadow population is 36,678 – receives maximum 5% subsidy
      - Subsidy is \$944,396
  - The total cost recovery would be \$18,887,911 – \$3,305,036 – \$944,396 = **\$14,638,479.**

27



## 70% Cost Recovery

- Medium-sized Municipal District:
  - Population: 7,869
  - Equalized Assessment: \$2,044,554,084
  - Share of policing costs: \$1,296,642
    - 7.19% of municipal property tax
  - Is not eligible for any subsidies
  - The total cost recovery would be **\$1,296,642.**

28



49

## 70% Cost Recovery

---

- Small Summer Village:
  - Population: 73
  - Equalized Assessment: \$16,108,372
  - Share of policing costs: \$10,918
    - 16.09% of municipal property tax
  - Would receive one subsidy:
    - 3 year average CSI is 174.55 which is 59.30 points above municipal average of 115.25
      - Subsidy is \$324
  - The total cost recovery would be \$10,918 – \$324 = **\$10,549.**

29



## If money were reinvested, we have heard...

---

- Service delivery improvements
  - Local input into RCMP priorities
- Public safety platform priorities
- Address rural crime

30



# Provincial Comparisons

31

Alberta

## Provincial Comparisons

BC

- Municipalities with populations over 5,000 pay for policing through their municipal tax.
- Municipalities with under 5,000 persons have tax rates set to recover a portion of the costs.

SK

- Costs of policing distributed by formula in legislation among all municipalities. This includes rural municipalities with under 5,000 population.

32

Alberta

# Guiding Questions

33



## Guiding Questions



### Pros and Cons

1. What are the benefits of the model presented?
2. What are the pitfalls to the model presented?



### Cost Recovery

1. What are your thoughts on the province recovering a percentage of frontline policing costs from those currently not paying?



### Impacts

1. What do you anticipate as challenges for implementing the model?
2. What impact to addressing rural crime would you anticipate this costing model having?

34



Questions?



*Alberta*

# Example Calculation Sheet – Police Cost Model

Scenario: If province were to distribute 15% of the costs of frontline policing = \$34.9M

## **BASE MODEL**

$\frac{\text{Muni population}}{\text{Total population}} \times \$34.9\text{M} \times 30\% = \text{Weighted population cost}$

$\frac{\text{Muni equalized assessment}}{\text{Total equalized assessment}} \times \$34.9\text{M} \times 70\% = \text{Weighted equalized assessment cost}$

**Weighted population cost + Weighted equalized assessment cost = TOTAL SHARE POLICING COST**

## **MODIFIERS**

Crime Severity Index (CSI)

$\text{Muni CSI 3 year average} - \text{Total CSI average} = \text{Muni CSI points above average}$

$\text{Muni CSI points above average} \times 0.05\% \text{ (subsidy per muni CSI point } > \text{ average)} = \text{CSI \% subsidy}$

$\text{CSI \% subsidy} \times \text{TOTAL SHARE POLICING COST} = \text{CSI DOLLAR SUBSIDY}$

Shadow Population

$\frac{\text{Muni shadow population}}{\text{Muni population}} = \text{Shadow pop \% subsidy (max 5\%)}$

$\text{Shadow pop \% subsidy} \times \text{TOTAL SHARE POLICING COST} = \text{SHADOW POP DOLLAR SUBSIDY}$

## **YEARLY COST TO MUNICIPALITY**

$= \text{TOTAL SHARE POLICING COST} - \text{CSI DOLLAR SUBSIDY} - \text{SHADOW POP DOLLAR SUBSIDY}$

### Municipality A: Large specialized municipality

Weighted population cost	\$493,188	= $\frac{36,072}{765,780} \times 34.9M \times 30\%$
Weighted equalized assessment cost	\$3,555,878	= $\frac{42,670,899,320}{293,162,459,917} \times 34.9M \times 70\%$
<b>TOTAL SHARE POLICING COST</b>	\$4,049,067	= 493,188 + 3,555,878
Muni CSI points above avg	349.96	= 465.21 (muni) – 115.25 (prov)
CSI % subsidy	17.5%	= 349.96 x 0.0005
CSI DOLLAR SUBSIDY	\$708,512*	= 17.5% x 4,049,067 (*rounding difference)
Shadow pop % subsidy	5%	= $\frac{36,678}{36,072} = 1.01$ (max 0.05)
SHADOW POP DOLLAR SUBSIDY	\$202,453	= 5% x 4,049,067
<b>YEARLY COST TO MUNICIPALITY</b>	<b>\$3,138,102</b>	= 4,049,067 - 708,512 - 202,453

### Municipality B: Mid-sized municipal district

Weighted population cost	\$107,588	= $\frac{7,869}{765,780} \times 34.9M \times 30\%$
Weighted equalized assessment cost	\$170,378	= $\frac{2,044,554,084}{293,162,459,917} \times 34.9M \times 70\%$
<b>TOTAL SHARE POLICING COST</b>	\$277,966	= 107,588 + 170,378
Muni CSI points above avg	0	= 76.35 (muni) – 115.25 (prov)
CSI % subsidy	0%	= 0 x 0.0005
CSI DOLLAR SUBSIDY	\$0	= 0% x 277,966
Shadow pop % subsidy	0%	= none reported
SHADOW POP DOLLAR SUBSIDY	\$0	= 0% x 277,966
<b>YEARLY COST TO MUNICIPALITY</b>	<b>\$277,966</b>	= 277,966 - 0 - 0

### Municipality C: Small summer village

Weighted population cost	\$988	= $\frac{73}{765,780} \times 34.9M \times 30\%$
Weighted equalized assessment cost	\$1,342	= $\frac{16,108,372}{293,162,459,917} \times 34.9M \times 70\%$
<b>TOTAL SHARE POLICING COST</b>	\$2,340	= 988 + 1,342
Muni CSI points above avg	59.30	= 174.55 (muni) – 115.25 (prov)
CSI % subsidy	3%	= 59.30 x 0.0005
CSI DOLLAR SUBSIDY	\$69*	= 3% x 2,340 (*rounding difference)
Shadow pop % subsidy	0%	= none reported
SHADOW POP DOLLAR SUBSIDY	\$0	= 0% x 2,340
<b>YEARLY COST TO MUNICIPALITY</b>	<b>\$2,271</b>	= 2,340 - 69 - 0



# Police Costing Model Engagement

---

Backgrounder

# Table of Contents

<b>Table of Contents</b> .....	<b>1</b>
<b>Introduction</b> .....	<b>2</b>
Guiding Questions for this review: .....	2
What is <i>not</i> being reviewed?.....	3
Ways to participate .....	3
<b>Policing Models</b> .....	<b>5</b>
Chart 1: Policing Models Flow Chart.....	5
<b>History of Cost Model Engagements</b> .....	<b>7</b>
Discussions and the Law Enforcement Framework.....	7
Police Funding and the 2018/2019 <i>Police Act</i> Review .....	7
<b>Current Funding for Police Services</b> .....	<b>10</b>
Municipal Policing Assistance Grant .....	10
Police Officer Grant .....	10
Distribution of fine revenues.....	10
The <i>Police Act</i> .....	11
<b>Proposed Costing Model</b> .....	<b>12</b>
Communities with Populations under 5,000.....	12
Cost Distribution .....	12
Cost Modifiers.....	12
Examples of the Cost Model .....	13
<b>Jurisdictional Scan</b> .....	<b>15</b>
<b>Glossary</b> .....	<b>1</b>

# Introduction

The police costing model has a large impact on the lives of Albertans. In communities and municipalities that help pay for their police services, their tax-payers pay for cost increases. Changes in the costing model guides local budget deliberations and may affect police services.

Over the past decade, stakeholders told Alberta Justice and Solicitor General that the police costing model needs revision. The current approach is 15 years old. It has been adjusted since 2004, but there have been no large-scale changes. But policing has evolved. The costing model needs to address those changes and keep pace with current and future needs. To modernize the cost model, the ministry wants to hear from you as elected and administrative municipal leaders, and from the groups that represent you: the Alberta Urban Municipalities Association and Rural Municipalities Association.

This engagement process will gather your input on how a new police costing model would fit for communities across Alberta. We are counting on you, our partners. You are the experts on the needs of your local communities. With your help, this will be a thorough and effective review, so the new model helps your communities and police services thrive together.

This backgrounder provides context around the police costing model. Please get in touch with the engagement team ([JSG.PSDEngagement@gov.ab.ca](mailto:JSG.PSDEngagement@gov.ab.ca)) if there are any errors, omissions, or aspects that are unclear.

## Guiding Questions for this review:

- What are your thoughts on the province recovering a percentage of frontline policing costs from those currently not paying?
- What aspects of the proposed costing model do you feel would reflect the needs of your community?
- What will not work in the proposed costing model?
- What ability do communities and municipalities have to be agile in their budgets for policing costs?
- What kind of timeline would be ideal for implementation of a new model?
- What impact will a new costing model have on communities?
- What do you anticipate as challenges for implementing the model?
- What impact to addressing rural crime would you anticipate this costing model having?
  - What other impacts might a new cost model have?

The engagement will focus on broad questions about funding for police services to identify the most important factors for communities in a model.

## What is *not* being reviewed?

This review will focus only on the development and implementation of a proposed new cost model. Other issues related to policing costs and the *Police Act* will not specifically be addressed. This includes:

- *Police Act* issues unrelated to policing costs;
- Municipal Policing Assistance Grants (MPAG);
- Police Officer Grants (POG);
- First Nations Policing; and
- Enhanced policing for Metis Settlements.

First Nations Policing and enhanced policing for Metis Settlements will not be affected by a new costing model.

## Ways to participate

The review team will host two kick-off meetings. The first one will focus on policing costs and will take place on September 5, 2019. AUMA and RMA will be invited to meet with the ministers of Justice and Solicitor General and Municipal Affairs to discuss the purpose of this engagement and the ways in which stakeholders can participate.

A webinar will share information on a police costing model with elected and administrative leaders from all municipalities on (date). Stakeholders will have until October 15, 2019 to provide written feedback on the police costing model via an online survey.

A second kick-off meeting will focus on costs incurred related to enforcing the legalization of cannabis. AUMA, RMA, and the Metis Settlements General Council will be invited to attend that meeting on September 24, 2019.

The first week of October, a second webinar will provide information on the input being gathered for this engagement to municipal and Metis Settlements leaders (elected and administrative). Municipal and Metis Settlement representatives will then have until November 1, 2019 to provide feedback via an online survey.

A separate backgrounder will be made available to those invited to participate in the cannabis enforcement portion of the engagement. This backgrounder **only** addresses information pertinent to the police costing model.

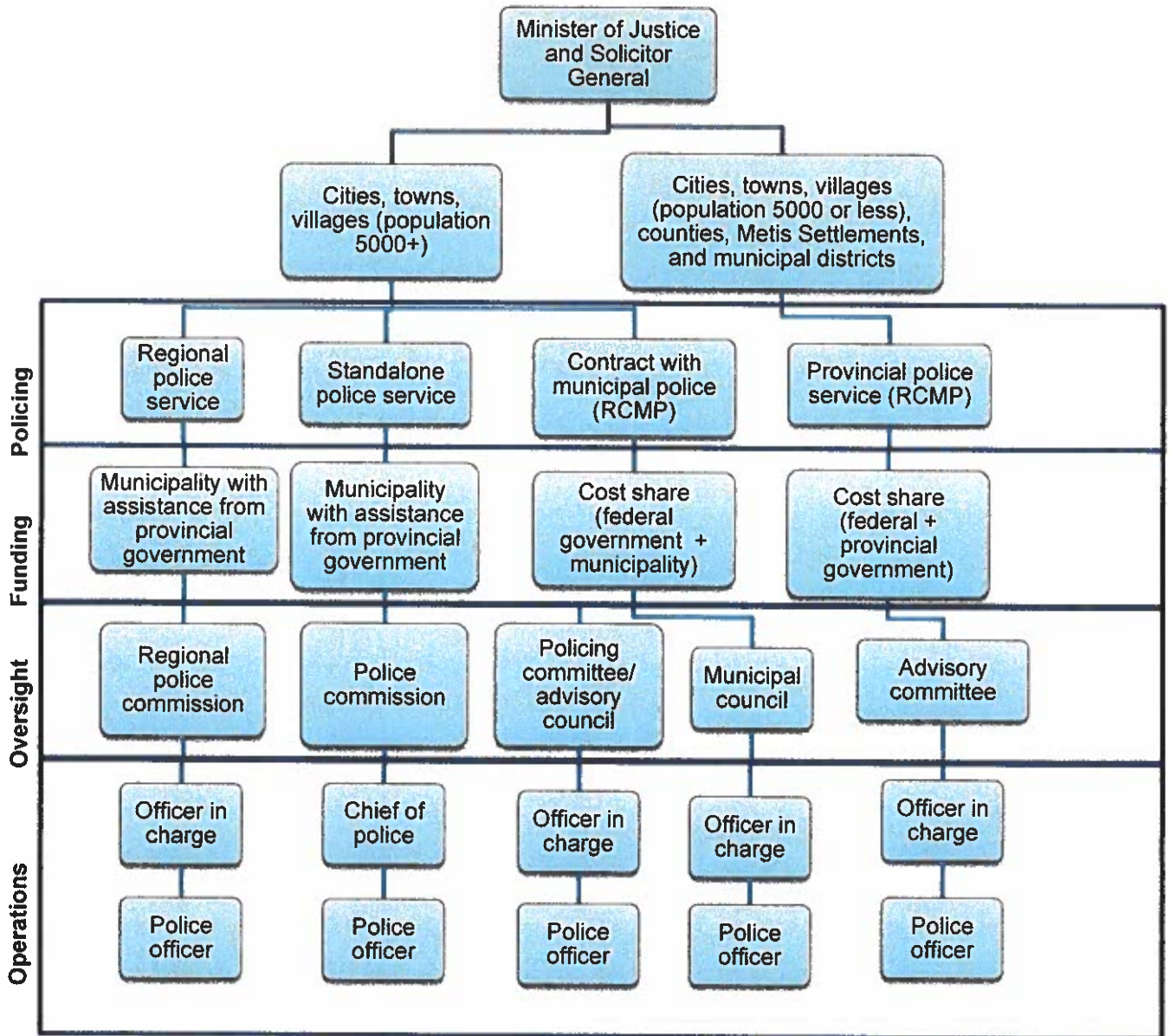
After all information is gathered, stakeholders will be invited to participate in a wrap-up session where the results will be shared. **The date of this wrap-up is still to be determined.**

The engagement team is happy to hear from you at any time. Contact us at **JSG.PSDEngagement@gov.ab.ca.**

# Policing Models

This chart provides an overview of policing in Alberta as outlined in the current *Police Act*.

**Chart 1: Policing Models Flow Chart**



**Provincial policing:** As per the Alberta *Police Act*, under the Provincial Police Service Agreement (PPSA), the province provides policing at no direct cost to all rural municipalities (towns with a population of 5,000 or fewer, Metis Settlements and all municipal districts/counties regardless of population). Alberta contracts the RCMP as its provincial police service.

**Municipal policing:** Urban municipalities with a population greater than 5,000 are responsible for their own policing. They can opt for one of the following options:

- Establish a stand-alone municipal police service.
- Pay the federal government, the Alberta government or another municipality to deliver police services, often under a policing agreement. Most municipalities contract their police services directly from the RCMP through a Municipal Police Service Agreement.
- Two or more municipalities enter into a contract to establish a regional police service.

**First Nations policing:** First Nations are policed by the RCMP provincial police service (PPS) unless another arrangement is made under the *Police Act* of Alberta. The First Nations Policing Program (FNPP) provides First Nations with two other such arrangements in Alberta:

1. Tripartite agreement (e.g. stand-alone police service like Blood Tribe Police)
2. Community tripartite agreement that provides enhanced policing in addition to the core policing provided by the PPS.

**Metis Settlements:** Indigenous Relations funding provides an enhanced level of policing service to each of the eight Metis Settlements, with one RCMP officer dedicated to each location.

# History of Cost Model Engagements

The following provides a brief overview of the previous discussions that have taken place with regards to the police costing model. It is important to address the historical process of reviewing the police costing structure, as it has contributed to the design of the proposed model.

## Discussions and the Law Enforcement Framework

- **2009:** Several engagements were held with AUMA, RMA, and other stakeholders. These discussions were referred to as “Police Funding in Alberta – Continuing the Discussion.” In response, a Policing Task Force was created that consulted with AUMA members through a workshop and survey at the annual AUMA convention. A subsequent survey to all AUMA members asked about policing funding options and special circumstances that affect police resources.
- **2010:** Engagements with the RMA and AUMA on the Law Enforcement Framework raised issues on the flexibility and equity of the costing model. The framework was released the same year and incorporated prior input, but did not include a costing model.
- **2012:** The RMA report “Funding Options for Law Enforcement Services in Alberta”, was received. It proposed six potential options for funding. The ministry completed a review of the report and principles for consideration. RMA’s preferred vision was to maintain the status quo, but identified a Base plus Modifier model as their second choice.
- **2013 to 2017:** The ministry communicated with AUMA and RMA to explore community views on factors to include in a new police-costing model. The ministry put out a request for proposals to develop an analytical tool that would show the effects of the factors being considered, and how each factor impacts municipal policing costs. Due to budget constraints, the request for proposals was cancelled and no contract was awarded.
- **2018:** Police costing was the topic of a letter writing campaign from AUMA members.

## Police Funding and the 2018/2019 *Police Act* Review

- The first phase of the *Police Act* review occurred between June 2018 and March 2019, to gather stakeholder perspectives on topics related to the *Police Act* and Police Service Regulation. Engagement occurred through roundtable discussions, a survey to police officers, a survey to administrative and elected officials from municipalities and Indigenous communities, in-person discussions with Indigenous communities, and written submissions. While the roundtable discussions focused on distinct topics, police funding was often mentioned. Stakeholders emphasized the necessity for a multi-factor police-funding model and policing grants that better reflect the needs of different-sized municipalities.



Written submissions also contained sections on police funding:

#### RCMP Submission

- RCMP K-Division highlighted the need for consistent commitments for funding and the benefits of multi-year funding agreements.

#### Rural Municipalities Association Submission

The RMA suggested that much more engagement was needed on funding police services. They wanted several factors to be considered in the development of a funding model:

- Ability to pay – focusing on equating fairness only with equal cost contributions is inappropriate as all municipalities have different needs, ability to pay, and service level expectations;
- Clarify costs of policing – recognize that saying some municipalities do not pay for policing is inaccurate. They contend that all pay, but in different ways.
- MPAG and POG should be considered in evaluating various costing models.
- Costs for policing should be linked to service levels; funding should be directed where it is needed; efficiency, effectiveness, and police-community collaboration should be encouraged; all police-related costs should be recognized; and funds should remain where they are collected.

#### Alberta Urban Municipalities Association Submission

The AUMA stated that the *Police Act* should specify a new, more equitable police costing model where all municipalities contribute directly to the costs of policing. The new model should consider both the demand for services in a municipality, as well as the municipality's ability to pay. Specifically, the AUMA believes that a costing model should be:

Equitable:

- All Albertans are entitled to receive police services.
- Police should treat all Albertans equitably.
- All Albertans should contribute to the costs of policing.
- Police governance and oversight should be equitable and universal.

Responsive:

- Police must be responsive to the needs of Albertans.
- Police must be responsive to changing legislative and social environments.

- Police should have the flexibility to adjust to regional differences.
- Policing must be appropriately resourced to fulfill its responsibilities.

AUMA's suggested principles for an equitable police costing model are:

- A fair, flexible, and equitable model should be developed that:
  - Ensures the level of provincial funding is sufficient to meet standard levels of service.
  - Requires services beyond the standard level to be funded by the jurisdiction wanting the additional services.
  - Recognizes the unique needs of each municipality.
  - Recognizes the ability of a municipality to pay for services.
- The model should encourage efficiencies by:
  - Using other mechanisms to address municipal capacity issues.
  - Encouraging regional policing models.
- The transition to a new model should:
  - Ensure an adequate impact assessment analysis is completed.
  - Ensure that effective education and engagement mechanisms are available to Alberta's municipalities.
  - Allow for an adequate notice period.
  - Revenues created from the new model should be reinvested in public safety.
  - Ensure any revenue collected from an "everyone pays" model is returned to the municipalities that generated the revenue for the protection of public safety.
  - Ensure fine revenues stay in the municipalities in which they are generated.
  - Paying directly for policing should enable municipalities to participate meaningfully in police oversight, e.g. setting local policing priorities.

# Current Funding for Police Services

## Municipal Policing Assistance Grant

The Municipal Policing Assistance Grant eases the financial burden on towns and cities responsible for their own policing. The funds are for:

- Police operating and administration costs, including manpower costs
- Kit and clothing, equipment, police vehicles, etc.
- Governance- and oversight-related initiatives by police commissions and policing committees. Funding is provided to municipalities based on the following payment formulas:

Population of municipality	Payment thresholds
5,001 to 16,666	\$200,000 base payment + \$8.00 per capita
16,667 to 50,000	\$100,000 base payment + \$14.00 per capita
Over 50,000	\$16.00 per capita

## Police Officer Grant

The Police Officer Grant applies to municipalities that were responsible for their own policing before 2008. Municipalities had added 300 police officers. Each eligible municipality receives \$100,000 per position, per year.

## Distribution of fine revenues

Traffic violations generate most provincial statute fine revenues. Fine revenues are returned to either the province or the municipality whose police service levied the fine.

Under the *Fuel Tax Act*, *Gaming and Liquor Act*, *Tobacco Tax Act* and *Weed Control Act*, revenue from a conviction for an offence that occurred in a city, town, village, municipal district or Metis Settlement or First Nation reserve goes to that community.

## **The *Police Act***

Funding provisions are mentioned in the following areas of the *Police Act*:

- Section 4(1) states that municipalities and communities with a population under 5,000 will receive general policing services provided by the provincial police services at no direct cost to the town, village, summer village, municipal district or Metis settlement.
- Section 4(5) states that municipalities and communities with a population over 5,000 will enter into an agreement or establish their own police services in their area.
- Section 5(4) states that when a town, village or summer village attains a population that is greater than 5000, that municipality shall assume responsibility for providing its policing services on April 1 in the 2nd year following the year of the population increase
- Section 6 states that the population for municipalities and communities will be determined in accordance with the *Municipal Government Act*.
- Section 29 (1) states that commissions with the chief of police are able to prepare an annual budget for police services.

# Proposed Costing Model

The following provides a brief overview of the proposed model. This section can be used for reference when completing the survey.

## Communities with Populations under 5,000

Currently 291 municipalities do not directly pay for policing through their municipal taxes. These communities account for one-fifth (20 per cent) of Alberta's population. Under the proposed costing model, these communities would begin paying a percentage of their frontline policing costs. Frontline policing refers to general duty, traffic, and general investigations, which are about 62 per cent of all policing positions. In 2018-2019, the cost of frontline policing was \$232.5 million.

## Cost Distribution

The proposed costing model distributes costs based on two factors: equalized assessment and population. Equalized assessment would look at the annually calculated assessment value for the municipality to determine the relative resources to pay. The assessment value will be weighted at 70 per cent to determine part of the base cost distribution – the costs to a municipality prior to applying the subsidies.

Using the most recent municipal or federal census data, as reported to the Ministry of Municipal Affairs, population would account for 30 per cent of the base cost distribution.

## Cost Modifiers

### *Shadow Population*

These often are workers who generally live and pay property taxes outside of a community or municipality and are not included in local census data on which per capita funding is based. But when in the community they use the same municipal resources and infrastructure as primary residents. A shadow population cost modifier would enable a subsidy for frontline policing. To receive a maximum five per cent subsidy, a shadow population would need to be recognized and officially reported to Municipal Affairs.

### *Crime Severity Index*

This measure analyzes changes in police-reported crime rates across the country, and is tracked and reported to Statistics Canada annually. The index allows the ability to track changes in the volume of police-reported crime each year, in the volume of particular offences, and their relative seriousness. More serious offences have a greater impact on the index, which allows comparisons across municipalities. The crime severity index rural municipal average would be calculated and used as a baseline measure. A community with a higher crime severity index than the baseline would be eligible for a subsidy of 0.05 per cent per index point.

## Examples of the Cost Model

Police Costing Model (PCM) Options						
Weighting	30%	70%	0.05% per Municipal CSI point above average	5%	Revenue Generated	
Cost Recovery Options - Frontline Policing Costs	Population affected	Total Equalized Assessment	Total Share Policing Cost	CSI Subsidy given	Shadow Population Subsidy given	
15%	765,780	\$293,162,459,917	\$34,900,000	\$1,015,167	\$203,263	\$33,681,570
30%	765,780	\$293,162,459,917	\$69,800,000	\$2,030,334	\$406,526	\$67,363,141
40%	765,780	\$293,162,459,917	\$93,000,000	\$2,705,172	\$541,646	\$89,753,182
50%	765,780	\$293,162,459,917	\$116,300,000	\$3,382,920	\$677,349	\$112,239,731
60%	765,780	\$293,162,459,917	\$139,500,000	\$4,057,758	\$812,469	\$134,629,772
70%	765,780	\$293,162,459,917	\$162,800,000	\$4,735,506	\$948,172	\$157,116,322

Source:

Alberta Municipal Affairs, Municipal Services Branch, 2018 Official Population List  
 Alberta Municipal Affairs, Municipal Financial and Statistical Data, 2018 Equalized Assessment  
 Statistics Canada, Canadian Centre for Justice Statistics, CSI Weighted 2015-17 file

If a 15 per cent cost recovery model is implemented:

- Municipality A would be responsible for \$4,049,067 of policing costs or 0.74 per cent of its municipal property tax (excluding education). This figure would be adjusted for subsidies for CSI (minus \$708,512) and shadow population (minus \$202,453). The total cost recovery would be \$3,138,101 as revenue to the province.
- Municipality B would be responsible for \$277,966 of policing costs or 1.54 per cent of its municipal property tax (excluding education). Municipality B would not qualify for any subsidies. The total cost recovery would be \$277,966 as revenue to the province.

If the cost recovery was maximized to 70 per cent:

- Municipality A would be responsible for \$18,887,911 of policing costs or 3.45 per cent of its municipal property tax (excluding education). This figure would be adjusted for subsidies for CSI (minus \$3,305,036) and shadow population (minus \$944,396). The total cost recovery would be \$14,638,479 as revenue to the province.
- Municipality B would be responsible for \$1,296,642 of policing costs or 7.19 per cent of its municipal property tax (excluding education). Municipality B would not qualify for any subsidies. The total cost recovery would be \$1,296,642 as revenue to the province.

## Jurisdictional Scan

The comparisons below highlight the police costing models in use by provinces that recover the cost of police services. The most current cross-Canada review found that British Columbia (BC), Saskatchewan (SK), Ontario, Quebec, New Brunswick, and Nova Scotia all required every municipality to pay a portion of its policing costs. It is important to note:

- In BC, there is a police tax: municipalities over 5,000 people pay for most of their police costs directly through their municipal taxes. In municipalities under 5,000 people, and in rural areas, the BC government sets tax rates to recover a portion of police costs. These tax rates are based on provincially set tax ratios.
- In SK, the costs of policing are distributed in accordance with a formula prescribed in the regulations among all municipalities and "specified municipalities" (rural and those under 500 population) that receive policing services from the RCMP. This includes municipalities with populations less than 5,000.



## British Columbia

Population cut off for provincial funding for police services 5,000

Provincial contribution share for municipalities below the above population threshold 70%

Provincial support for municipalities that do not receive dedicated funding for police services Receives all revenues from traffic fines

Amount of traffic fine revenue that municipalities receive See above

## Saskatchewan

Population cut off for provincial funding for police services 5,000

Provincial contribution share for municipalities below the above population threshold 70%

Cost recovery in Saskatchewan is based on population in the rural municipality. The amount invoiced to rural municipalities increases based on the percentage increase of overall policing costs each year.

Provincial support for municipalities that do not receive dedicated funding for police services None

Amount of traffic fine revenue that municipalities receive 75% only for municipalities in Saskatchewan with stand-alone independent police services. This does not apply to most cities policed by PPSA.

## Manitoba

### Population cut off for provincial funding for police services

3 categories:

- 750 – 1,499;
- 1,499 – 5,000; and
- Over 5,000

### Provincial contribution share for municipalities below the above population threshold

70%

The Province of Manitoba provides per capita grants to municipalities. These grants are not dedicated to policing, but the same population threshold applies to those that receive large grants and pay for policing.

### Provincial support for municipalities that do not receive dedicated funding for police services

Per capita grant (similar to the MPAG)

### Amount of traffic fine revenue that municipalities receive

30%

If the municipality (in Manitoba) pays for its own policing (stand-alone police service) it is allowed to keep a percentage of provincial fine revenue (estimated at 30%).

## Ontario

**Population cut off for provincial funding for police services**      **No population cut-off**

**Provincial contribution share for municipalities below the above population threshold**      **None. There is a sliding scale for rural and small communities: Low of 5% (\$150 < policing costs/household < \$750)**

**to a**

**High of 75% (policing costs/household > \$750).**

**Provincial support for municipalities that do not receive dedicated funding for police services**      **Receives all revenues from traffic fines.**

**Amount of traffic fine revenue that municipalities receive**      **See above.**

## Nova Scotia

**Population cut off for provincial funding for police services**      **None**

**Provincial contribution share for municipalities below the above population threshold**      **65%**

**Provincial support for municipalities that do not receive dedicated funding for police services**      **None.**

**Amount of traffic fine revenue that municipalities receive**      **Traffic fine revenue goes to the jurisdiction paying for the officer (either a municipality or the province). The province retains victim surcharges and court costs.**

## Quebec

### Population cut off for provincial funding for police services

50,000

Provincial legislation in Quebec defined the level of police services provided to municipalities according to population with benchmarks set at: less than 100,000 (level 1);  
100 000 to 199,999 (level 2);  
200,000 to 499,999 (level 3);  
500,000 to 999 999 (level 4);  
1 000 000 or more (level 5).

### Provincial contribution share for municipalities below the above population threshold

47% + refund

The province pays 47% of the amount of basic police service to communities who are policed by the provincial police service. If the contribution of a regional municipality exceeds 80% of its budget, the municipality can receive a refund for the amount over the 80% budget allocation.

### Provincial support for municipalities that do not receive dedicated funding for police services

None

### Amount of traffic fine revenue that municipalities receive

Revenue goes to provincial revenue fund

# Glossary

The **crime severity index** is a measure that is tracked and reported to Statistics Canada annually. It analyzes changes in police-reported crime rates across the country. The report allows changes to be tracked in the volume of police-reported crime each year, in the volume of particular offences, and in the relative seriousness of offences compared to other offences. More serious offences have a greater impact on the index, which allows comparisons of municipal crime levels.

**Legislation** is a law enacted by a governing body, including both proclaimed acts, amendments and regulations. It does not include agreements or memorandums of understanding. The *Police Act* has associated regulations, which include: the Police Service Regulation and the Exempted Areas Police Service Agreements Regulation.

A **modifier** is an element that can be taken into consideration to adjust the base price of a service. The amount of the modifier is based on the base price of the service.

The **Municipal Policing Assistance Grant (MPAG)** helps municipalities ensure adequate and effective policing and police oversight, implement provincial policing initiatives and enhance policing services. Municipalities with a population over 5,000 that provide their own municipal police services are eligible. The grant is issued each year and no application is required.

A **municipality** is a city, town, village, summer village, specialized municipality or municipal district and includes a Metis Settlement.

**Police commissions** provide oversight of policing to stand-alone police services, and govern municipal police services.

**Police officers** are responsible for enforcing federal, provincial, and municipal laws, protecting life and property, preventing crime, and keeping the peace. They have a broad range of duties and roles, of which law enforcement is a major part. Police officers investigate occurrences of crime, arrest offenders and bring them before the criminal justice system. They also provide a variety of community services including: crime prevention, educational programs, help locating missing persons, dealing with lost property, traffic control, victim assistance and collision investigation.

The **Police Officer Grant** provides annual funding to municipalities that added police officers between 2008 and 2011. It helps cover the cost of policing and promoting safe and secure communities. Each municipality receives \$100,000 per position, per year. Municipalities with a population over 5,000 that provide their own municipal police services are eligible.

A **shadow population** is made up of workers who live outside of a community or municipality. Because they are not included in the population count, they do not contribute to per capita funding calculations. Shadow populations may only be present seasonally (e.g., transient workers), when they use the resources and infrastructure of the community or municipality as if they were primary residents.

Currently 291 municipalities do not directly pay for policing through their municipal taxes. These communities account for one-fifth (20 per cent) of Alberta's population. Under the proposed costing model, these communities would begin paying a percentage of their frontline policing costs. Frontline policing refers to general duty, traffic, and general investigations, which are about 62 per cent of all policing positions. In 2018-2019, the cost of frontline policing was \$232.5 million.

#### Cost Distribution

The proposed costing model distributes costs based on two factors: equalized assessment and population. Equalized assessment would look at the annually calculated assessment value for the municipality to determine the relative resources to pay. The assessment value will be weighted at 70 per cent to determine part of the base cost distribution – the costs to a municipality prior to applying the subsidies.

Using the most recent municipal or federal census data, as reported to the Ministry of Municipal Affairs, population would account for 30 per cent of the base cost distribution.

#### Cost Modifiers

##### *Shadow Population*

These often are workers who generally live and pay property taxes outside of a community or municipality and are not included in local census data on which per capita funding is based. But when in the community they use the same municipal resources and infrastructure as primary residents. A shadow population cost modifier would enable a subsidy for frontline policing. To receive a maximum five per cent subsidy, a shadow population would need to be recognized and officially reported to Municipal Affairs.

##### *Crime Severity Index*

This measure analyzes changes in police-reported crime rates across the country, and is tracked and reported to Statistics Canada annually. The index allows the ability to track changes in the volume of police-reported crime each year, in the volume of particular offences, and their relative seriousness. More serious offences have a greater impact on the index, which allows comparisons across municipalities. *The crime severity index rural municipal average would be calculated and used as a baseline measure. A community with a higher crime severity index than the baseline would be eligible for a subsidy of 0.05 per cent per index point.*

RECEIVED  
AUG 30 2019



Yellowhead Regional Library

August 23, 2019

Dear Municipal Administrators and School Division Superintendents:

On March 4, 2019, the Yellowhead Regional Library (YRL) Board of Trustees approved a motion to increase the membership levies by two per cent effective January 1, 2020 and by one and one half per cent effective January 1, 2021.

**Municipalities**—\$4.39 per capita in 2020 and \$4.46 per capita in 2021.

**School Divisions**—\$14.23 per student in 2020 and \$14.44 per student in 2021.

Included for your file and records are the revised YRL Master Membership Agreement *Parties to the Agreement* and *System Levy* sections (Schedules A and C respectively). I have also included a 10-year chart of Alberta's regional library system membership levies for municipalities.

Thank you for your continued support of strong library service.

If you have any questions or would like more information, please email me ([chair@yrl.ab.ca](mailto:chair@yrl.ab.ca)) or contact YRL Director Karla Palichuk ([kpalichuk@yrl.ab.ca](mailto:kpalichuk@yrl.ab.ca) or 780-962-2003, extension 226).

Yours truly,

A handwritten signature in blue ink, appearing to read 'H. Smit', is written over a faint circular stamp.

Hendrik Smit, Chair  
Yellowhead Regional Library

Enclosures

Copy: YRL Board Trustees

79



## YRL Master Membership Agreement

---

### Schedule "A"

The following municipalities are Parties to this Agreement:

Brazeau County	Summer Village of Sunset Point
City of Beaumont	Summer Village of Val Quentin
City of Leduc	Summer Village of West Cove
City of Spruce Grove	Summer Village of Yellowstone
City of Wetaskiwin	Town of Barrhead
County of Barrhead No. 11	Town of Calmar
County of Wetaskiwin No. 10	Town of Devon
Lac Ste. Anne County	Town of Drayton Valley
Leduc County	Town of Edson
Municipality of Jasper	Town of Hinton
Parkland County	Town of Mayerthorpe
Summer Village of Birch Cove	Town of Millet
Summer Village of Castle Island	Town of Onoway
Summer Village of Crystal Springs	Town of Stony Plain
Summer Village of Grandview	Town of Swan Hills
Summer Village of Kapasiwin	Town of Thorsby
Summer Village of Lakeview	Town of Westlock
Summer Village of Ma-Me-O Beach	Town of Whitecourt
Summer Village of Nakamun Park	Village of Alberta Beach
Summer Village of Norris Beach	Village of Breton
Summer Village of Poplar Bay	Village of Clyde
Summer Village of Ross Haven	Village of Spring Lake
Summer Village of Seba Beach	Village of Wabamun
Summer Village of Silver Beach	Village of Warburg
Summer Village of Silver Sands	Westlock County
Summer Village of South View	Woodlands County
Summer Village of Sunrise Beach	Yellowhead County

The following School Divisions are Parties to this Agreement:

Northern Gateway Regional Division No. 10  
Pembina Hills Regional Division No. 7  
Wetaskiwin Regional Division No. 11

## YRL Master Membership Agreement

---

### Schedule "C"

#### **System Levy:**

The Yellowhead Regional Library system levy shall be as follows:

For municipalities:	\$4.30 per capita in 2010 to 2019 inclusive \$4.39 per capita in 2020 \$4.46 per capita in 2021
For school divisions:	\$13.95 per student in 2010 to 2019 inclusive \$14.23 per student in 2020 \$14.44 per student in 2021

Thereafter, unless this Agreement is amended, the last applicable levy referred to above will continue to apply plus any increases agreed to by the YRL Board which increase, on a percentage basis, may not exceed the cost of the increased percentage of the cost of living index applicable to the Province of Alberta, as calculated by Statistics Canada, in any given year.

For greater certainty, but not so as to restrict the generality of the foregoing:

- (a) In the event that a cost of living index increase is not applied in any given year, any subsequent cost of living index increase will be limited to the most recent annual increase (i.e. no accumulation of annual increases); and
- (b) YRL may seek such other increases as they deem appropriate, but subject to any requirements of this Agreement (s.18 amendments), or the Act (membership approval).

#### **General:**

Each municipal and school division Member, respectively, shall pay the amounts required by the above to the YRL Board, unless such amounts are subject to increase in accordance with the amending procedure provided for in this Agreement, in which case, the increased amounts shall be paid.

Parties shall make two equal instalments on January 1st and July 1st of each year.

#### **Goods and Services Tax:**

GST is payable by the municipal or intermunicipal library board or the school division on the allotment amount only.

## Alberta's Regional Library Systems Membership Levies

August 2019

	2009	2014	2019	2020	2021
Chinook Arch Regional Library System, Lethbridge	\$5.09	\$6.99	\$8.01	\$8.01	\$8.01
Marigold Library System, Strathmore	\$4.50	\$5.25	\$6.06	TBC	TBC
Northern Lights Library System, Elk Point	\$4.08	\$4.87	\$8.14	TBC	TBC
Parkland Regional Library, Lacombe	\$4.03	\$7.50	\$8.25	TBC	TBC
Peace Library System, Grande Prairie	\$3.15	\$5.50	\$6.37	TBC	TBC
Shortgrass Library System, Medicine Hat	\$4.27	\$4.80	\$5.12	TBC	TBC
<b>Yellowhead Regional Library</b>	<b>\$4.30</b>	<b>\$4.30</b>	<b>\$4.30</b>	<b>\$4.39</b>	<b>\$4.46</b>



ALBERTA  
MUNICIPAL AFFAIRS

*Office of the Minister  
MLA, Edmonton - South West*

RECEIVED  
AUG 23 2019

AR98072

August 15, 2019

His Worship Glen Usselman  
Mayor  
Summer Village of Sunrise Beach  
PO Box 1197  
Onoway AB T0E 1V0

Dear Mayor Usselman,

As per the email sent on August 14, I am pleased to confirm \$597 million in Municipal Sustainability Initiative (MSI) funding and \$473 million in federal Gas Tax Fund (GTF) funding is now available for municipalities and Metis Settlements. GTF funding includes the one-time payment of \$229.5 million announced by Canada in March 2019. I am confident this additional funding will enable you to build stronger communities and better meet your infrastructure priorities.

For the Summer Village of Sunrise Beach:

- The **interim 2019 MSI capital allocation is \$71,960**. This includes \$60,899 in MSI capital funding and \$11,061 in Basic Municipal Transportation Grant funding.
- The **interim 2019 MSI operating allocation is \$10,427**.
- The **2019 GTF allocation is \$25,255**. This includes \$12,399 as a result of the one time funding top-up and \$12,856 in 2019-20 GTF funding.

MSI and GTF funding amounts for all municipalities and Metis Settlements are also posted on the Government of Alberta website at [alberta.ca/municipalities-funding.aspx](http://alberta.ca/municipalities-funding.aspx).

I look forward to the continued partnership between Alberta's municipalities and Metis Settlements, our government, and Government of Canada.

Yours very truly,

Kaycee Madu  
Minister

cc: Wendy Wildman, Chief Administrative Officer, Summer Village of Sunrise Beach



202, 9440 49 Street, Edmonton, AB T6B 2M9 | NSW.AB.CA

September 12, 2019

Mayor Glen Usselman  
S.V. of Sunrise Beach  
PO Box 1197  
Onoway AB T0E 1V0

**RE: Municipal Contribution to NSWA**

Dear Mayor Usselman,

I am pleased to provide a copy of the North Saskatchewan Watershed Alliance (NSWA) 2018-19 Annual Report, which summarizes the projects and collaborative partnerships that NSWA has conducted in your watershed during the past year. This important work was accomplished thanks to the generous support of over 40 municipalities in our shared watershed. We would again appreciate positive consideration by your Council for a \$0.50 per capita contribution to NSWA for 2020.

In addition to financial contributions from individual municipalities, our non-profit alliance depends on an annual operating grant from the Government of Alberta and contributions from EPCOR. More information about the NSWA, our bylaws, finances and projects can be found online at [www.nswa.ab.ca](http://www.nswa.ab.ca).

**How your financial contribution benefits your community**

In 2005, Alberta Environment appointed NSWA as the Watershed Planning and Advisory Council for the North Saskatchewan River (NSR) basin under *Water for Life: Alberta's Strategy for Sustainability*. NSWA has made significant progress under this mandate, and in 2012 released an Integrated Watershed Management Plan (IWMP) for the North Saskatchewan River basin. This major undertaking provides advice and direction to protect the long-term supply and quality of water resources for future generations. IWMP implementation is now underway through strategic watershed partnerships with local municipalities and stewardship groups.

NSWA partners with individual municipalities and three sub-watershed alliances to assess local watershed conditions and issues, coordinate inter-municipal projects, and develop harmonized land policies to support long-term sustainability of watershed resources. NSWA also provides technical expertise, grant application support, consultant coordination and facilitation services for meetings and workshops.

NSWA, in collaboration with its regional partners, successfully applied for over \$2.0 million worth of provincial and federal grants to support municipalities and local stewardship groups. See the attached table for some examples of current watershed projects that NSWA is facilitating with local municipalities.

NSWA is helping to address many local watershed management issues including:

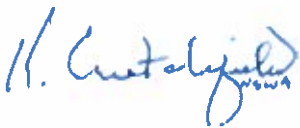
- Riparian and wetland habitat conservation and restoration
- River and creek hydrology studies
- Natural areas and groundwater recharge areas protection
- Fisheries habitat and aquatic health assessments, including invasive species issues
- Long term impacts of land use changes on watershed health
- Best management practices and planning policies related to riparian, wetland and natural area protection, stormwater management and flood protection and water conservation.

NSWA is also involved in many major intergovernmental projects such as the North Saskatchewan Regional Land Use Framework, Edmonton Metro Region Growth Plan, Industrial Heartland Water Management Framework and EPCOR's Drinking Water Protection Plan. This involvement, plus its close working relationship with many Alberta government agencies, allows NSWA to connect municipalities such as yours with the best resources to address watershed issues.

NSWA would be pleased to discuss any watershed issues of concern to your municipality and to provide a briefing if requested by your Council or Administration. If an elected municipal representative would like to serve on the NSWA Board of Directors, there will be an opportunity at the 2020 NSWA Annual General Meeting for the election of new board directors.

Please feel free to contact NSWA's Executive Director, Ms. Leah Kongsrude at 587-525-6827 or [leah.kongsrude@nswa.ab.ca](mailto:leah.kongsrude@nswa.ab.ca) in this regard. Ms. Kongsrude has over 30 years' environmental experience including ten years in municipal government and appreciates the challenges and opportunities that municipalities face with local watershed management issues.

Thank you for your consideration. We have taken the liberty of enclosing an invoice.



Mr. Ken Crutchfield, President  
North Saskatchewan Watershed Alliance Society

Cc: Chief Administrative Officer

Attachments: Examples of current NSWA Coordinated Watershed Studies  
Invoice for 2020 Contribution to NSWA

Examples of current NSWA Coordinated Sub-Watershed Projects

SUB-WATERSHED	MAJOR WATERBODIES	MUNICIPALITIES	PROJECTS
<p><b>Headwaters</b></p>	<p>North Saskatchewan River Cline River Clearwater River Ram River Brazeau River Modeste Creek Strawberry Creek Wabamun Lake</p>	<p>Clearwater County Brazeau County Parkland County Leduc County Wetaskiwin County Town of Drayton Valley Town of Rocky Mountain House Town of Devon Town of Thorsby Village of Wabamun</p>	<ul style="list-style-type: none"> <li>• \$140,000 Alberta Water Resiliency and Restoration Program grant was used to map the health of riparian areas along the Modeste and Strawberry Creeks. This data will be used to conserve or restore high priority riparian areas that will provide greater flood/drought resistance, improve water quality and enhance wildlife habitat. The GIS data will be made accessible through an online web portal with information friendly format for the public and a detailed technical format for municipal planners. The Riparian Report for Modeste and Strawberry subwatersheds are available on the NSWA website</li> <li>• The Wabamun Lake Watershed Management Plan is being finalized with involvement of local municipalities and lake stewardship groups</li> </ul>
<p><b>Sturgeon River</b></p>	<p>Sturgeon River Isle Lake Lac St. Anne Birch Lake Matchayaw Lake Sandy Lake Kilini Creek Riviere Qu'Barre Atim Creek Carrot Creek</p>	<p>Lac St. Anne County Parkland County Sturgeon County City of Edmonton City of St. Albert City of Spruce Grove Town of Stony Plain Town of Onoway Town of Morinville Town of Gibbons Summer Villages of Lac Ste. Anne County East</p>	<ul style="list-style-type: none"> <li>• \$300,000 Alberta Community Partnership grant was used to summarize information on surface water and groundwater hydrology, wetland and natural areas within the entire watershed. This grant also provides funds to assess and recommend consistent environmental and watershed protection planning tools for municipalities that align with federal, provincial regulations and reflect best management practices in Alberta. The grant will also be used to complete an Integrated Watershed Management Plan for the Sturgeon River Watershed (Fall 2019)</li> <li>• \$147,000 Federal Environmental Damages Fund grant – reports now finalized assessing water quality, fisheries habitat and aquatic health of the Sturgeon River and its tributaries. This information provides an up to date and comprehensive assessment of aquatic health of the watershed. Reports available on the NSWA website.</li> <li>• \$65,000 Alberta Water Resiliency and Restoration Program grant mapped the health of riparian areas along the Sturgeon River and its tributaries, as well as 17 lakes, for a total of over 1700 km of shoreline. This data will be used to conserve or restore high priority riparian areas in order to provide greater flood/drought resistance,</li> </ul>

<b>Vermillion River</b>	<p>Vermillion River Waskwei Creek Cotton Creek Birch Creek Campbell Creek Deer Creek Stretton Creek</p>	<p>County of Vermillion River County of Minburn Beaver County County of Two Hills County of St. Paul Town of Vermillion Town of Vegreville Town of Two Hills Town of St. Paul Town of Elk Point Town of Bruderheim Village of Holden Village of Innisfree Village of Myrnam</p>	<p>improve water quality and wildlife habitat. Final reports available online at <a href="http://www.nswa.ab.ca">www.nswa.ab.ca</a></p> <ul style="list-style-type: none"> <li>A shared \$75,000 Water Resiliency and Restoration Program grant with Vermillion River Watershed Alliance to assess long term land use changes in the watershed and its effect on the hydrology of the basin. This study uses ALCES, a cumulative assessment simulation assessment tool, to show the impacts of land use decisions. This tool has also been used by the Edmonton Metro Regional Board to support its planning discussions and policy</li> </ul>
<b>Beaverhill</b>	<p>North Saskatchewan River Beaverhill Creek Astotin Creek Beaverhill Lake Cooking Lake Hastings Lake Antler Lake</p>	<p>Strathcona County Lamont County Beaver County City of Fort Saskatchewan Town of Bruderheim Town of Tofield Town of Ryley</p>	<ul style="list-style-type: none"> <li>A four-year, \$1.4 million Water Resiliency and Restoration Program grant to promote riparian and wetland restoration projects in the watershed. To date over 100 ha of wetlands and riparian areas have been enhanced or restored through this project.</li> <li>A shared \$75,000 Water Resiliency and Restoration Program grant with Sturgeon River Watershed Alliance was used to assess long term land use changes in the watershed and its effect on the hydrology of the basin. This study uses ALCES, a cumulative assessment simulation assessment tool, to show the impacts of land use decisions. This tool has also been used by the Edmonton Metro Regional Board to support its planning discussions and policy.</li> </ul>
<b>Beaverhill</b>			<ul style="list-style-type: none"> <li>A Land Stewardship grant was used to complete a lake management plan for Antler Lake.</li> </ul>





**NSWA**

NORTH SASKATCHEWAN  
WATERSHED ALLIANCE

ANNUAL  
REPORT  
2018-2019

# OUR APPRECIATION

We are grateful to the many supporters of the work of the North Saskatchewan Watershed Alliance (NSWA). We would not be able to work on watershed issues in the North Saskatchewan River watershed without the resources and time shared by our funders and contributors.

We are thankful for an operating grant from the Government of Alberta and the contributions from EPCOR and many municipalities in our watershed. Our partners also contributed over \$700,000 of in-kind support to NSWA in 2018-2019.



Counties	Cities and Towns	Villages and Summer Villages
Beaver County Brazeau County Clearwater County Lac Ste. Anne County Lamont County Leduc County Parkland County St. Paul County Smoky Lake County Strathcona County Sturgeon County Thorhild County Wetaskiwin County County of Minburn County of Two Hills County of Vermilion River	<p><b>Cities:</b>                      Edmonton                      Fort Saskatchewan                      St. Albert</p> <p><b>Towns:</b>                      Bruderheim                      Drayton Valley                      Elk Point                      Gibbons                      Oneway                      Rocky Mountain House                      St. Paul                      Smoky Lake                      Tofield                      Vegreville                      Vermilion</p>	<p><b>Villages:</b>                      Holden                      Innisfree                      Marwayne                      Myrnam                      Ryley                      Spring Lake                      Wabamun                      Warburg</p> <p><b>Summer Villages:</b>                      Castle                      Kapasiwin                      Point Alison                      Ross Haven                      Seba Beach                      Silver Sands                      South View                      Sunrise Beach                      Sunset Point                      West Cove                      Yellowstone</p>

## MESSAGE FROM THE EXECUTIVE DIRECTOR

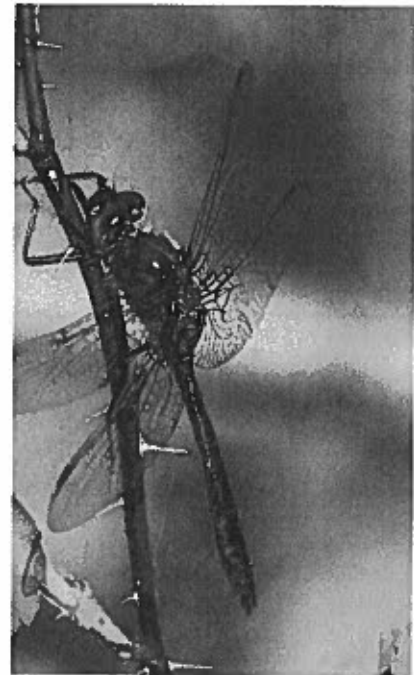
2018-2019 was a busy year for NSWA with many rewarding watershed projects, partnerships and events:

- Completion of twelve technical watershed projects funded by over \$1 million in provincial and federal grants
- Over 25 technical advisory and steering committee meetings with our subwatershed alliances
- Two new project grants received for \$630,000 to implement a watershed wide Riparian Health Action Plan
- Over 180 attendees at NSWA Education forums
- New NSWA website launched in October 2018

Our innovative and longstanding work was highlighted at the 2019 Alberta Emerald Awards with NSWA being finalists in the Non-Profit category for our *Riparian Health Action Plan* project and recognition for past NSWA Executive Director *Dave Trew* in the Lifetime Achievement category.

Our accomplishments would not be possible without the generous support and commitment of our partners. Thanks to everyone who has made this year an incredible success for watershed management and NSWA.

*Leah Kongsrude, Executive Director*



## NSWA STAFF



Back row, left to right: *Gord Thompson, Mara Erickson, Dave Trew, Billie Milholland, Elisa Brose*

Front row, left to right: *Leah Kongsrude, Grace Turner, Ellen Cust, Mary Ellen Shain*  
Missing: *Michelle Gordy*



## BOARD OF DIRECTORS

The NSWA is a multi-stakeholder watershed partnership incorporated as a non-profit society in 2000 and designated as a Water Planning and Advisory Council by the Government of Alberta in 2005. NSWA also became a registered charity in 2016. The work of NSWA is guided by an 18-member multi-stakeholder Board that provides strategic direction and advice to the organization to achieve its vision and mission. We appreciate our Board members ongoing dedication and support.

### BOARD MEMBERS PAST AND PRESENT

Back row, left to right: *John McNab, Bill Fox, John Thompson, Tony Lemay, Mark Gressler, Jason Wilkins, Stephen Craik, Laurie Danielson, Ken Crutchfield*

Front row, left to right: *Anne-Marie Bertagnolli, Dave Trew, Leah Kongsrude, Leah Hamonic, Candace Vanin*



### NSWA BOARD OF DIRECTORS 2018-2019

#### **Agriculture**

Bill Fox, *Alberta Beef Producers*

#### **Forestry**

Bob Winship, *Weyerhaeuser*

#### **Industry**

Dr. Laurie Danielson, *NCIA*

#### **Member-at Large**

John Thompson

#### **Federal Government**

*vacant*

#### **Municipal**

Al Corbett, *Alberta Drainage Council*

Jim Duncan, *Clearwater County*

Bart Guyon, *Brazeau County*

Jacque Hansen, *City of St. Albert*

John McNab, *Parkland County*

#### **NGO**

Ken Crutchfield, *Alberta Chapter Wildlife Society*

Leah Hamonic, *Antler Lake Stewardship Committee*

#### **Provincial Government**

Jamie Bruha, *Alberta Environment and Parks*

Tony LeMay, *Alberta Energy Regulator*

#### **Utility**

Dr. Stephen Craik, *EPCOR*

Aleta Corbett, *TransAlta*

#### **Advisory**

Todd Wyman, *City of Edmonton*

***Directors contributed over 1300 hours  
for an in-kind contribution of over \$140,000  
to the NSWA in 2018-2019***

# NSWA STRATEGIC PLAN 2019-2021

The NSWA Board updated its 3-Year Strategic Plan in 2019 and outlined four key goals to achieve the vision and mission of the North Saskatchewan Watershed Alliance. The goals also align with the mandate of Watershed Planning and Advisory Councils set out by Alberta Environment and Parks.

## STRATEGIC GOALS

**Goal 1:** *The NSWA supports Collaborative Watershed Planning*

**Goal 2:** *The NSWA provides Leadership in Watershed Management*

**Goal 3:** *The NSWA promotes Watershed Knowledge Sharing*

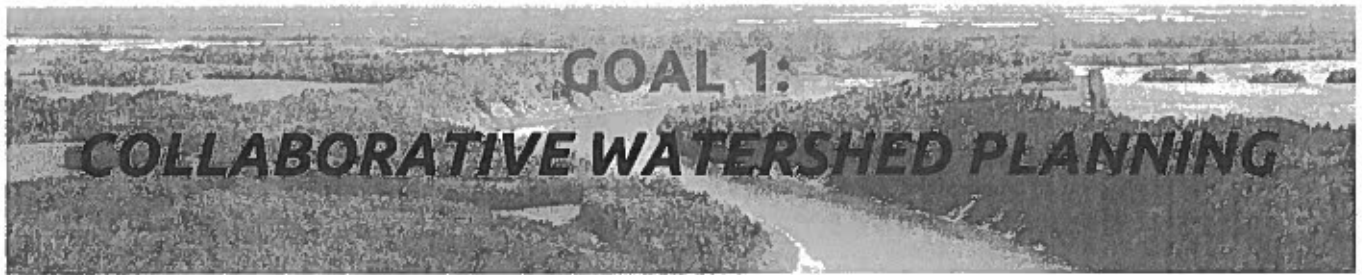
**Goal 4:** *The NSWA remains a Functional and Sustainable Organization*

The four goals are further defined by key objectives and actions which direct the work of the NSWA organization. Each objective will have defined performance measures to track the progress of the Plan.

The Strategic Plan will be reviewed annually by the NSWA Board to adjust for new opportunities and challenges and to assess the progress of the Plan.

To aid in this review the NSWA Board has established a new Strategic Planning and Priorities Standing Committee to provide detailed recommendations and insights on the long-term direction of the organization.





Collaborative partnerships are the core to successful watershed planning for the NSWA. Our strong relationships with government agencies, municipalities, industry, non-governmental organizations and watershed stewardship groups provide us with the ability to align our work with our key stakeholder's watershed issues and projects.

## COLLABORATIVE PARTNERSHIPS

Headwaters Alliance	Sturgeon River Watershed Alliance	Vermilion River Watershed Alliance	Lakes
<ul style="list-style-type: none"> <li>o Clearwater County</li> <li>o Brazeau County</li> <li>o Wetaskiwin County</li> <li>o Leduc County</li> <li>o Parkland County</li> <li>o Town of Drayton Valley</li> <li>o Town of Rocky Mountain House</li> <li>o Town of Devon</li> <li>o Town of Thorsby</li> <li>o Alberta Environment and Parks</li> </ul>	<ul style="list-style-type: none"> <li>o Parkland County</li> <li>o Sturgeon County</li> <li>o Lac Ste Anne County</li> <li>o City of Edmonton</li> <li>o City of St. Albert</li> <li>o City of Spruce Grove</li> <li>o Town of Gibbons</li> <li>o Town of Morinville</li> <li>o Town of Onoway</li> <li>o Town of Stony Plain</li> <li>o Village of Alberta Beach</li> <li>o Summer Villages of Lac Ste Anne County East</li> <li>o Big Lake Environmental Support Society</li> <li>o Alberta Conservation Association</li> <li>o Alberta Environment and Parks</li> </ul>	<ul style="list-style-type: none"> <li>o County of Vermilion River</li> <li>o County of Minburn</li> <li>o Beaver County</li> <li>o County of Two Hills</li> <li>o County of St. Paul</li> <li>o Holden Drainage District</li> <li>o Alberta Drainage Council</li> <li>o Vermilion River Operations Advisory Committee</li> <li>o Town of Vermilion</li> <li>o Town of Vegreville</li> <li>o Town of Two Hills</li> <li>o Agriculture and Agri-Food Canada</li> <li>o North American Waterfowl Management Plan</li> <li>o Alternative Land Use Services Canada</li> <li>o Alberta Environment and Parks</li> </ul>	<ul style="list-style-type: none"> <li>o Parkland County</li> <li>o Hubbles Lake Stewardship Society</li> <li>o Mayatan Lake Management Association</li> <li>o Lake Isle Lac Ste Anne Stewardship Association</li> <li>o Jackfish Lake Management Association</li> <li>o Wabamun Watershed Management Council</li> <li>o Antler Lake Stewardship Committee</li> <li>o Baptiste and Island Lakes Stewardship Society</li> <li>o Alberta Environment and Parks</li> </ul>

**SUBWATERSHED ALLIANCES:**

28 Municipalities

5 Government Agencies

3 Non-governmental Groups

**PROVIDED**

**1695**

**IN-KIND**

**HOURS**



The Headwaters Alliance met regularly to share information and to learn more about municipal issues that affect the health of the watershed. Now in its fourth year, the Headwaters Alliance continues to have excellent representation from five counties and three townships whose municipal boundaries cover the headwaters region.



### 2018-2019 HEADWATERS PRIORITIES

1. *Incorporation of the new riparian prioritization data into municipal operations*
2. *Development of a Headwaters Alliance strategic plan*
3. *Inclusion of watershed health goals within Intermunicipal Collaboration Plans*

**Over 6,000 kilometers of river, creek and lake shorelines were assessed for riparian intactness**

### RIPARIAN HEALTH ACTION PLAN

The Riparian Assessments for the Modeste and Strawberry subwatersheds measured intactness for over 6,000 kilometers of creek and lake shoreline. In 2019, the Headwaters Alliance is moving forward on Phase 2 and will continue the development of a riparian web portal for landowner engagement.

The Riparian Health Action Plan is one of NSWA's key projects, and follows the IWMP's recommendations for improving riparian health:

- Assess the condition of riparian areas in the watershed
- Develop policy recommendations for riparian conservation
- Support programs that incentivise landowners to care for riparian areas.

In May 2018, NSWA hosted a workshop for key organizations to introduce the new riparian assessment methods. Participants provided feedback on incorporating the riparian health information into their own stewardship program and project areas.



Mary Ellen Shain, Watershed Project Coordinator, gave over 17 presentations to municipal councils, restoration groups, industry and watershed stewardship groups to share the results of the riparian assessments.



The NSWA has been working with 12 municipalities in the Sturgeon River subwatershed to develop a watershed management plan that will address local watershed issues with local solutions.

The SRWA includes a Steering Committee of elected officials and a Technical Advisory Committee of municipal staff, non-governmental organizations and technical experts.

### STURGEON RIVER TECHNICAL REPORTS

Several key studies on the Sturgeon River Watershed were completed in 2018-2019:

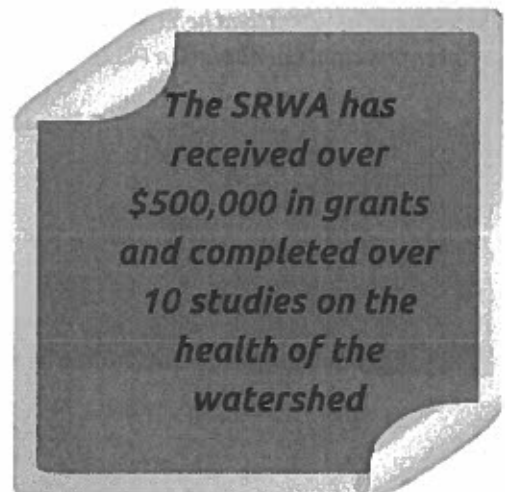
- *Sturgeon Watershed Riparian Assessment*
- *Gravel Operations in the Sturgeon Watershed*
- *Natural Areas Mapping for the Sturgeon River Watershed*
- *Summary of Groundwater Conditions in the Sturgeon River Basin*
- *Planning Tools for the Sturgeon River Watershed*
- *Sturgeon River Watershed Aquatic Ecosystem Assessment*



### WATERSHED MANAGEMENT PLAN

The NSWA is working to complete a watershed management plan for the Sturgeon River watershed in 2019. The watershed management plan will contain goals, strategies and actions for:

1. *Collaboration*
2. *Policies and Planning*
3. *Surface Water Quality*
4. *Water Supply*
5. *Groundwater*
6. *Aquatic Ecosystems*
7. *Lakes*
8. *Land Use*
9. *Knowledge-Building*
10. *Education and Stewardship*





## VERMILION RIVER WATERSHED ALLIANCE

The NSWA facilitated on-the-ground riparian and wetland restoration & enhancement projects in its third year of the WRRP-funded Vermilion River Watershed Restoration and Enhancement Project. With three dedicated staff to the project including a Lakeland College co-op student, 16 projects were completed in the summer of 2018.

To date, the NSWA is proud to be in partnership with over 30 landowners in the region, resulting in implementation of 13 riparian and 20 wetland projects in the Vermilion River Watershed.



**22 Wetland Projects =**  
*150 hectares enhanced*

**13 Riparian Projects =**  
*16 kilometers restored*

### HYDROLOGIC RESPONSE OF THE VERMILION RIVER TO CONSERVATION AND RESTORATION SCENARIOS

Response of Vermilion River stream flow to simulated conservation and restoration scenarios was explored through a project completed by ALCES Landscape and Land-Use Ltd.

By incorporating a hydrologic model into the ALCES land use simulator, one can view areas of the watershed where a restoration action (e.g., wetland restoration) has the most desired effect on a hydrologic parameter (e.g. reducing peak stream flow).

Results will be made available within an online viewing interface to help users prioritize land use actions. Similar work was completed for the Sturgeon River Watershed.

### LAKELAND COLLEGE PARTNERSHIP

In 2018, Grace Turner, a Lakeland College Co-op student served as a Watershed Planning Intern for the Vermilion River Watershed.

In addition to helping with riparian health assessments and project management, she completed her final capstone paper titled "*Grazing management in riparian areas,*" and used VRWA projects as part of the case study.

Ms. Turner presented her capstone paper at Lakeland College's first annual Conference on Environmental Management in February 2018, at which NSWA's Mara Erickson was a plenary speaker.

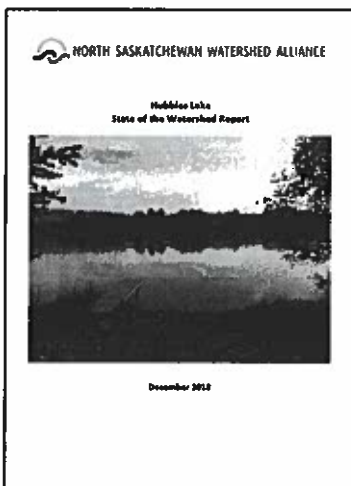


## LAKE STEWARDSHIP GROUPS

The important partnerships the NSWA has with watershed stewardship groups under the Water for Life Strategy is highlighted by our many lake projects.

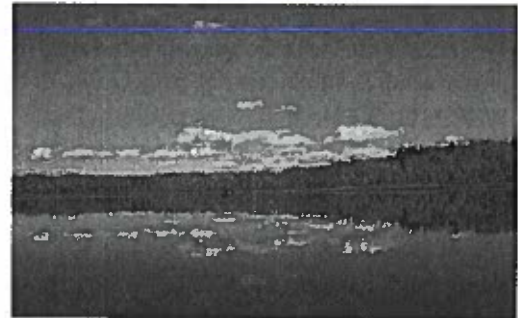
### LAKE MANAGEMENT STUDIES

The NSWA completed State of the Watershed Reports for Hubbles and Baptiste Lakes in 2019. NSWA provided presentations and information sessions to the Hubbles Lake and BAILS Stewardship Societies to highlight the results in these reports. NSWA is also working with the Antler Lake Stewardship Society to complete its State of the Watershed Report.



The NSWA is facilitating work with the Wabamun Lake Watershed Management Committee which includes representatives from:

- *Alberta Environment and Parks*
- *Municipalities*
- *Industry*
- *Stewardship Groups*



The Mayatan Lake Watershed Management Plan was published in 2016 and an implementation committee has been set up to carry out the recommendations in the Plan.

The committee has met to discuss possible projects and continued collaboration with NSWA, Parkland County and Alberta Environment and Parks.

### LAKE STEWARDSHIP RESOURCES

NSWA works with Alberta Environment and Parks, Alberta Lake Management Society and the Land Stewardship Centre to share lake stewardship information and support.





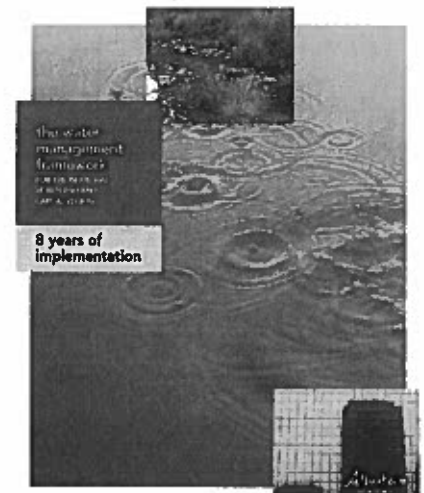
The NSWA reviews and prioritizes watershed management projects to maximize partnership opportunities and use of resources. In addition to the three subwatershed Alliances, this includes providing advice on Government of Alberta policy, framework and guidelines projects.

### Industrial Heartland /Capital Region Water Quality Management Framework

NSWA participates in Alberta Environment and Parks Implementation Advisory Committee for the Water Quality Management Framework for the Industrial Heartland and Capital Region.

The Water Management Framework for the Industrial Heartland and Capital Region presents a collaborative, cumulative effects management approach to protect the reach of the North Saskatchewan River, from Devon to Pagan, which is directly impacted by municipal and industrial effluent discharge.

The Framework was endorsed in 2007 and will be incorporated into the provincial North Saskatchewan Regional Plan.



### Blackmud/Whitemud Creeks Drainage Study



The NSWA facilitated a municipal group studying surface water management issues in the Blackmud and Whitemud Creek watersheds including:

- City of Edmonton
- City of Leduc
- Town of Beaumont
- County of Leduc
- Strathcona County

The group received a \$350,000 Alberta Community Partnerships grant to study the impact of urban development and increased stormwater drainage on the receiving Creeks.

The report recommended that flow from all new developments be controlled to a maximum release rate of 3.0 litres/second/hectare to reduce erosion and sedimentation of the creeks and resulting impacts on water quality and creek valley habitats.

Stormwater release rates can be reduced by retaining important wetland and riparian areas, constructing naturalized stormwater retention facilities and encouraging development that promotes stormwater infiltration such as the use of rain barrels and rain gardens, bioswales and green roofs.

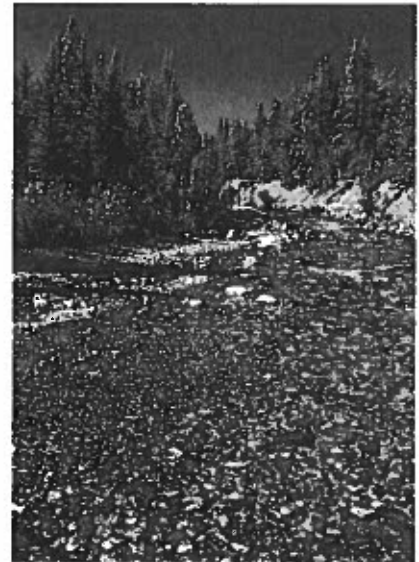
## North Saskatchewan River WaterSHED Monitoring Program

NSWA is a member of the Steering Committee for this new comprehensive four year water quality monitoring program funded by EPCOR and supported by Alberta Environment and Parks. This enhanced monitoring program will include water quality and flow data collection for the North Saskatchewan River and its major tributaries.

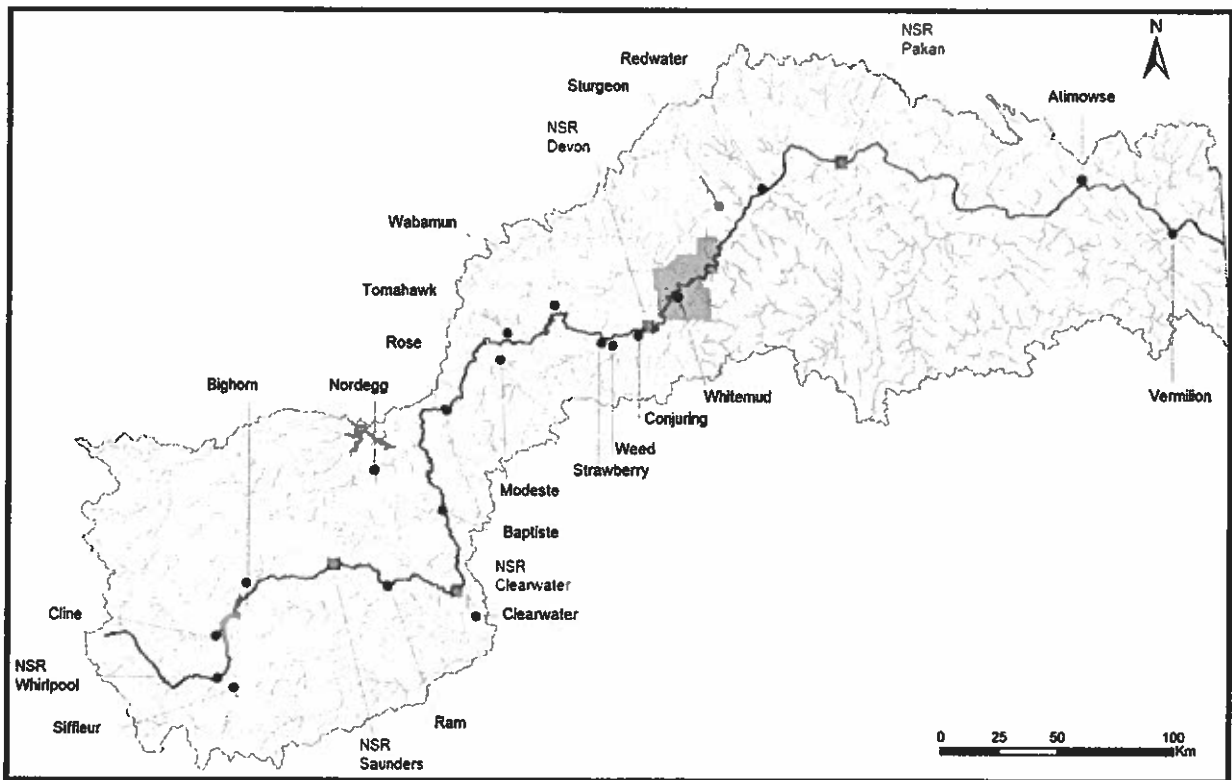
The program will run from 2018 to 2021 and will support the implementation of several provincial and municipal planning initiatives including the:

- Provincial *North Saskatchewan Regional Plan*
- North Saskatchewan Watershed Alliance's *Integrated Watershed Management Plan*
- Water Management Framework for the Industrial Heartland and Capital Region
- EPCOR's *Source Water Protection Plan*
- City of Edmonton's *River for Life Strategy*

*8 new water quality monitoring stations will be installed and 10 existing stations enhanced across the watershed*



### WaterSHED Monitoring Stations



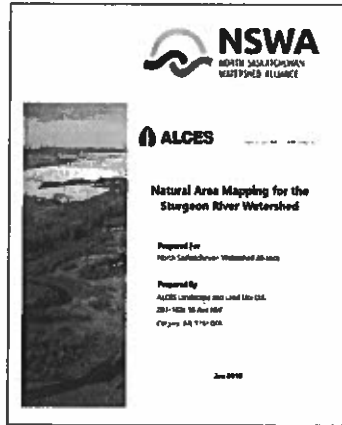
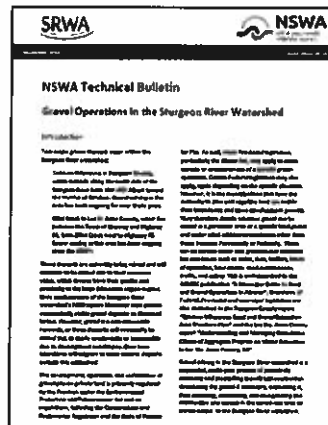
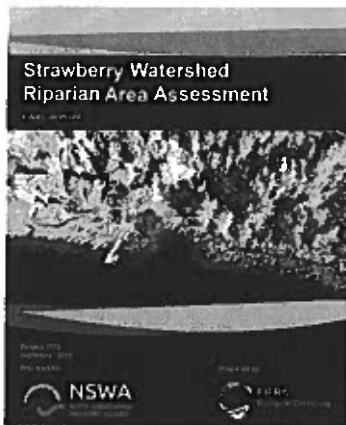
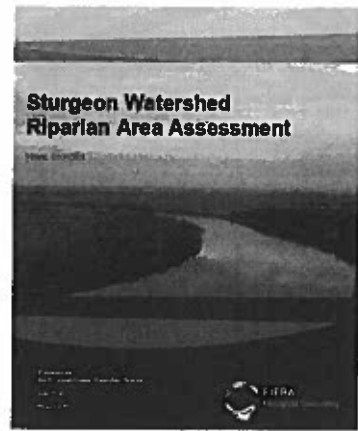
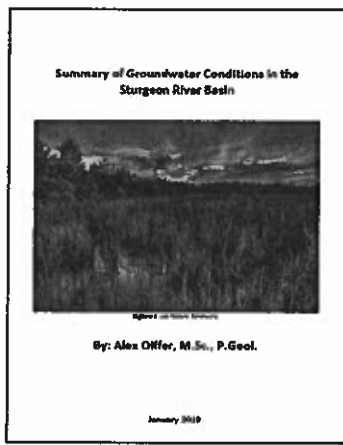
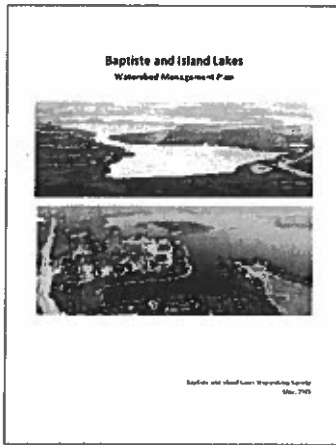


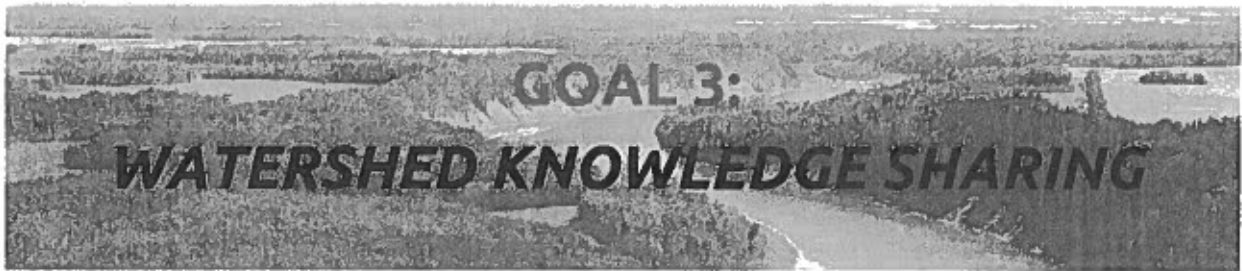
# NEW PUBLICATIONS

The NSWA has completed over 50 studies, reports and technical bulletins on the North Saskatchewan watershed since 2002. Eleven new reports were completed in 2018-2019 and you can find them all on the new NSWA website. There is now a dedicated RESOURCES web page that includes search functions by type of report, topic and subwatershed.

- *Hubbles Lake State of the Watershed Report (2019)*
- *Baptiste and Island Lakes Watershed Management Plan (2019)*
- *Planning Tools for the Sturgeon River Watershed (2019)*
- *Natural Areas Mapping for the Sturgeon River Watershed (2019)*
- *Aquatic Ecosystem Assessment for the Sturgeon River Watershed (2019)*
- *Watercourse Assessment for the Sturgeon River Watershed (2019)*
- *Summary of Groundwater Conditions in the Sturgeon River Basin (2019)*
- *Strawberry Watershed Riparian Assessment (2018)*
- *Gravel Operations in the Sturgeon River Watershed (2018)*
- *Sturgeon Watershed Riparian Assessment (2018)*
- *Modeste Watershed Riparian Assessment (2018)*

**Over 50 watershed reports are available on the NSWA website**





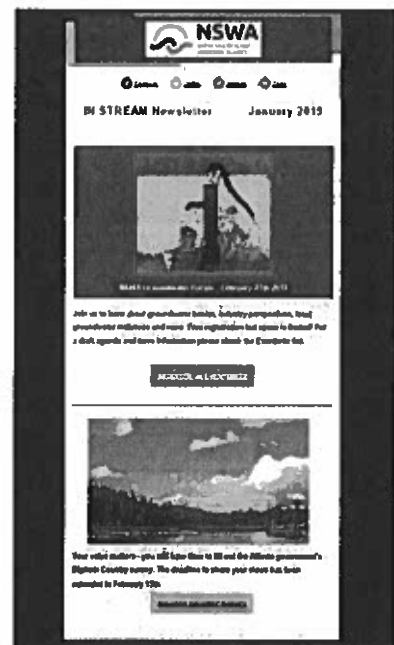
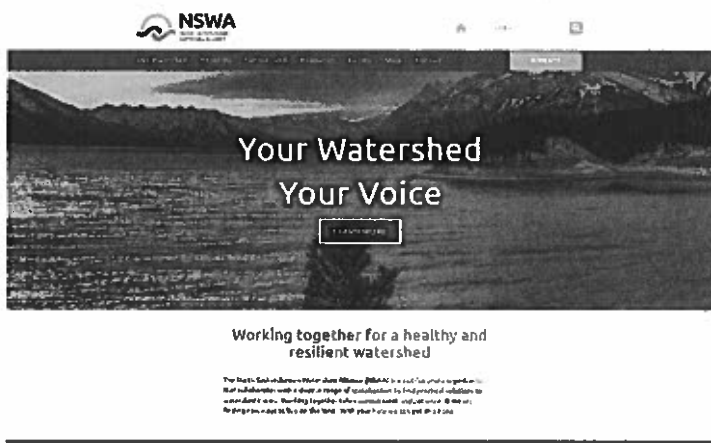
The NSWA is a key resource for watershed information on the North Saskatchewan River watershed and focuses its communications efforts on strategic issues with its key stakeholders. We align and compliment the communications efforts of Alberta Environment and Parks, Water Planning and Advisory Councils and other watershed organizations to reinforce watershed knowledge and stewardship messages.

### NEW NSWA WEBSITE - [WWW.NSWA.AB.CA](http://WWW.NSWA.AB.CA)

The new website was launched at the NSWA October Educational Forum and has shown a continuing increase in new users since then. The new website currently attracts over 1400 sessions per month.

The website has an interactive map for finding where you live in the watershed, a new RESOURCES page to easily find past studies and reports and a powerful search engine.

The new website also has more information on our 12 subwatersheds and highlights the work of the three Alliances: *Headwaters, Sturgeon River and Vermilion River.*



### NEWSLETTERS

Our monthly newsletters keep our members informed of watershed news and upcoming events. NSWA has over 700 subscribers to our newsletter.

### SOCIAL MEDIA



Twitter: 2460 followers  
 Facebook: 810 followers  
 Linked In: 360 connections

## EDUCATIONAL FORUMS

NSWA Educational Forums are an excellent venue for building collaborative partnerships, exchanging experiences in watershed management planning and sharing watershed knowledge. In 2018-2019 NSWA held three educational forums:

- *Riparian Health Action Plan with watershed specialists* (May 2018)
- *Riparian Health: From Policy to Planting* (October 2018)
- *Groundwater: Our Hidden Water Resource* (February 2019)

NSWA continues to receive very positive feedback from the Forum surveys and will continue to use input from the surveys to select watershed topics for future forums.



## WATERSHED EVENTS

NSWA participates in community events where we share who we are and the importance of watershed management to stakeholders in the North Saskatchewan watershed. Some of the events NSWA participated in the last year included:

- EPCOR's Riverfest
- Clean and Green Riverfest in St. Albert
- Pond Parties in Strathcona County
- Duffield School Fieldtrip at Mayatan Lake
- Night on the North Saskatchewan Pecha Kucha Event
- World Water Day YEG at NAIT
- Edmonton Boat and Sportsmen's Show



Duffield School - Mayatan Lake 2018



World Water Day 2019



Sportsmen's Show 2019



## GOAL 4: FUNCTIONAL AND SUSTAINABLE ORGANIZATION

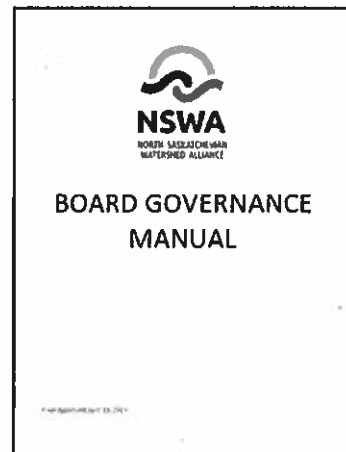
The NSWA is a registered non-profit society guided by an 18-member multi-stakeholder board and currently has five full time staff. We rely on funding from Alberta Environment and Parks, EPCOR and municipal contributions to fund our core operations. Watershed management specific project work is funded through separate federal and provincial grants, and municipal and watershed stewardship group contributions.

### BOARD GOVERNANCE

The NSWA Board reviewed its key governance functions in 2018-2019. The role of committees was reassessed and new terms of reference were developed for five board standing committees:

- Executive
- Communications and Engagement
- Finance
- Governance
- Strategic Planning and Priorities

The Board also completed a major update of their *Board Governance Manual* which includes over 50 framework, governance and operational policies.



### OPERATIONAL FUNDING

The NSWA receives core funding from:

- An operating grant from the Government of Alberta
- A contribution from EPCOR Water Services Canada
- Municipal contributions equivalent to \$0.50 per capita

**Over \$700,000 of  
in-kind support was provided  
by NSWA partners in 2018 2019**

NSWA Operations Revenue 2018 2019



NSWA Operations Expenses 2018 2019

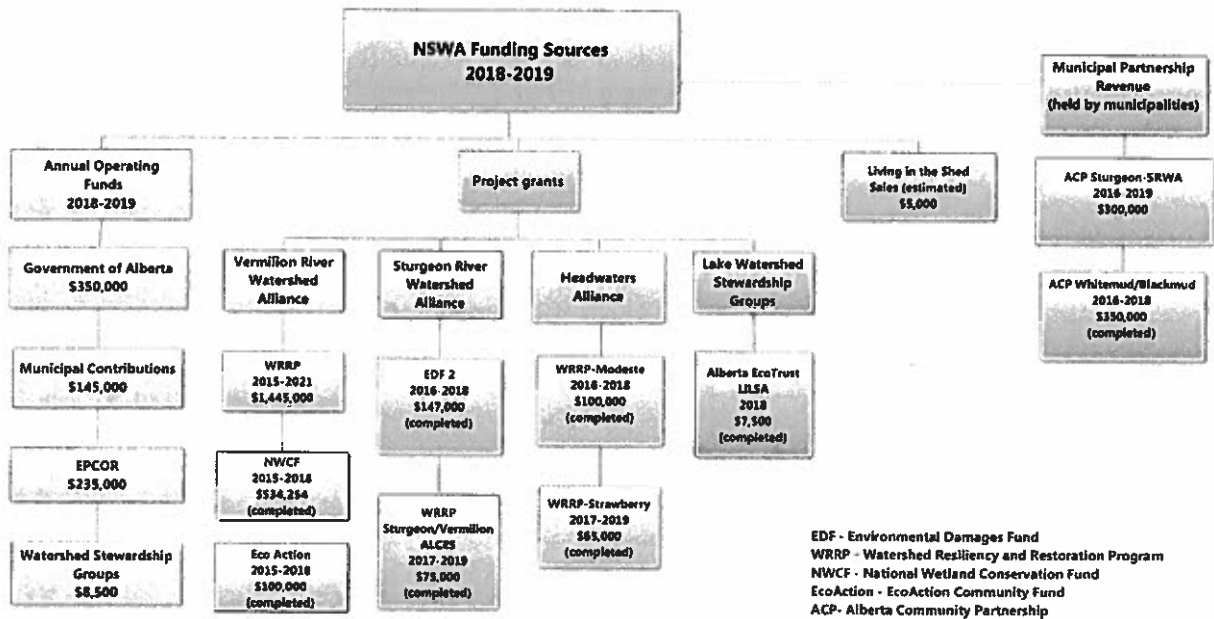




## FUNDING SOURCES

The NSWA applies for grants from Federal and Provincial government programs for watershed project specific work such as technical studies and on-the-ground restoration projects. Over \$2.5 million worth of grants have been awarded to the NSWA in the last five years.

You can find a full copy of the NSWA 2018-2019 Audited Financial Statement on our website [www.nswa.ab.ca](http://www.nswa.ab.ca)



### PHOTO CREDITS:

Cover Page, pages 6, 11, 14, 16: Airscapes  
 Page 3: Dragonfly, Bill Trout, Images Alberta  
 Page 5: River bend, Bill Trout, Images Alberta  
 Page 8: Kayaker, Sieg Koslowski, Images Alberta  
 Page 8: Bridge, Karen Albert, Images Alberta  
 Page 8: Heron, Roger Kirchen, Images Alberta

Page 10: Mayatan Lake, Connie Schuster  
 Page 10: Wabamun Lake, Robert Burkholder, Images Alberta  
 Page 12: Ram River, Carol Rusinek, Images Alberta  
 Page 14: World Water Day, @deantumbay  
 Page 17: Lake Abraham, Bill Trout, Images Alberta  
 Back Page: NSWA photo



# NSWA

NORTH SASKATCHEWAN  
WATERSHED ALLIANCE

## OUR MISSION

*To protect and improve water quality, water quantity (instream flow) and the health of our watershed by:*

- *Seeking, developing and sharing knowledge;*
- *Facilitating partnerships and collaborative planning; and,*
- *Working in an adaptive management process.*

## OUR VISION

*People working together for a healthy and functioning North Saskatchewan River watershed – today and tomorrow.*

## Keep in Touch!

[water@nswa.ab.ca](mailto:water@nswa.ab.ca)

[www.nswa.ab.ca](http://www.nswa.ab.ca)

587 525 6820

FACEBOOK: [NorthSaskRiver](#)  
LINKED IN: [North Saskatchewan Watershed Alliance](#)  
TWITTER: [@NorthSaskRiver](#)  
INSTAGRAM: [@north\\_sask\\_river](#)

SRB

**Wendy Wildman**

---

**From:** Summer Village Office <administration@wildwillowenterprises.com>  
**Sent:** September 8, 2019 12:53 PM  
**To:** Wendy Wildman  
**Subject:** Fwd: Morrison Hershfield Introduction - Engineering Services  
**Attachments:** image001.jpg; Untitled attachment 00220.htm; MH Alberta Introduction Brochure.pdf; Untitled attachment 00223.htm; MH- Introduction Summer Village of Yellowstone.pdf; Untitled attachment 00226.htm

Here is Yellowstone's.

Heather Luhtala,  
Asst. CAO

Begin forwarded message:

**From:** Chad Newton <CNewton@morrisonhershfield.com>  
**Date:** September 6, 2019 at 4:03:41 PM MDT  
**To:** "[administration@wildwillowenterprises.com](mailto:administration@wildwillowenterprises.com)" <[administration@wildwillowenterprises.com](mailto:administration@wildwillowenterprises.com)>  
**Subject:** Morrison Hershfield Introduction - Engineering Services

Wendy Wildman,

The purpose of this letter is to introduce our company Morrison Hershfield to the Summer Village of Yellowstone. Morrison Hershfield is an employee-owned full-service consulting, engineering, and management firm. Founded in 1946, we deliver complete, cost-effective, clear and innovative solutions for both horizontal and vertical infrastructure. Solutions are offered to clients in the Infrastructure, Transportation, Environmental, Land Development, Buildings, Solid Waste and Water / Wastewater sectors.

Our professional engineers and PMI certified project managers in our Edmonton and Calgary offices are ready to help you succeed on any engineering or construction projects. If you want your project delivery experience to be backed by extraordinary talent and systems, make us your first call.

**The enclosed brochure highlights some of our projects where we demonstrated strong collaboration between our disciplines and our client to achieve the best project results possible.** Over 91% of our business comes from satisfied repeat-clients. It is the relationship our staff develops with our clients that lets us respond to changes during the project very quickly and ensures a project delivery on time and on budget.

One thing that is difficult to convey in written words is the sense of our culture and community. We understand that it is important that the Summer Village grows in a manner that reflects its current values and characteristics. **Whether you need water and sewer upgrades, road and sidewalk rehabilitation, support with infrastructure planning, waste management, environmental assessments, or any other engineering projects, you will benefit from the knowledge of our engineers and their experience gained during project work in other Alberta Municipalities.**

Our goal is to support the Summer Village of Yellowstone to meet its future strategic priorities, ensure we help plan for the future, build and develop a sustainable and prosperous community, and create a place you are proud to call home.

Please share the enclosed documentation with your Council and administration. In addition, don't hesitate to contact me if you have any questions or projects you would like to discuss.

Sincerely,  
Morrison Hershfield Limited

Chad Newton

**Chad Newton MBA, PMP, Principal**

PM Department Manager West, Senior Project Manager  
[cnewton@morrisonhershfield.com](mailto:cnewton@morrisonhershfield.com)

1107



MORRISON HERSHFIELD

September 6, 2019

**Summer Village of West Cove**  
721 Valking Rd.  
West Cove, AB T0E 0A2

SRB?

**Wendy Wildman** [svwestcove@outlook.com](mailto:svwestcove@outlook.com)

Re: Morrison Hershfield Introduction

The purpose of this letter is to introduce our company Morrison Hershfield to the Summer Village of West Cove. Morrison Hershfield is an employee-owned full-service consulting, engineering, and management firm. Founded in 1946, we deliver complete, cost-effective, clear and innovative solutions for both horizontal and vertical infrastructure. Solutions are offered to clients in the Infrastructure, Transportation, Environmental, Land Development, Buildings, Solid Waste and Water / Wastewater sectors.

Our professional engineers and PMI certified project managers in our Edmonton and Calgary offices are ready to help you succeed on any engineering or construction projects. If you want your project delivery experience to be backed by extraordinary talent and systems, make us your first call.

The enclosed brochure highlights some of our projects where we demonstrated strong collaboration between our disciplines and our client to achieve the best project results possible. Over 91% of our business comes from satisfied repeat-clients. It is the relationship our staff develops with our clients that lets us respond to changes during the project very quickly and ensures a project delivery on time and on budget.

One thing that is difficult to convey in written words is the sense of our culture and community. We understand that it is important that the Summer Village grows in a manner that reflects its current values and characteristics. **Whether you need water and sewer upgrades, road and sidewalk rehabilitation, support with infrastructure planning, waste management, environmental assessments, or any other engineering projects, you will benefit from the knowledge of our engineers and their experience gained during project work in other Alberta Municipalities.**

Our goal is to support the Summer Village of West Cove to meet its future strategic priorities, ensure we help plan for the future, build and develop a sustainable and prosperous community, and create a place you are proud to call home.

Please share the enclosed documentation with your Council and administration. In addition, don't hesitate to contact me if you have any questions or projects you would like to discuss.

Sincerely,  
Morrison Hershfield Limited

Chad Newton MBA, PMP  
Principal and Senior Project Manager

108



MORRISON HERSHFIELD

*People • Culture • Capabilities*

Your First Call for  
**ENGINEERING SOLUTIONS**  
That Make a Difference.





*“Working with Morrison Hershfield has been a pleasure. The insights and advice we received have resulted in a better outcome to our subdivision process than we would have had with any of the other company we contacted for guidance. I cannot recommend our project manager highly enough for his professional conduct and expert knowledge on our specific application. I would recommend Morrison Hershfield to anyone!”*

- Property Management Client  
February, 2019

# OPTIMIZE your municipal projects with multidisciplinary engineering services that save you time and money.

OUR CLIENTS BENEFIT from a well-organized nimble team that exceeds expectations during planning and produces designs for effective engineering solutions in the Alberta market.

Benefits you can expect from working with Morrison Hershfield:

- ▶ **RESPONSIVE** - Requests and deliverables are addressed on time in adherence to schedule and budget.
- ▶ **INNOVATIVE** - Solutions provided by our subject matter experts address your unique project challenges.
- ▶ **ONE STOP SHOP** - Integrated multidisciplinary teams work together to offer economical designs that reduce overall costs.
- ▶ **INVESTED** - Our employee owned business culture allows us to attract and retain the best talent who are invested in the success of our clients' projects.
- ▶ **SAFE & THOROUGH** - Designs address owners' functional and constructability requirements, while meeting public safety and regulatory requirements.
- ▶ **THE RIGHT FIT** - Just the right amount of engineering is applied to meet your project needs while minimizing costs where possible. Our goal is to deliver solutions correctly the first time, regardless of geography.
- ▶ **CUSTOMER SERVICE-FOCUSED** - Over 90% of our business comes from recurring clients. Our anonymous client satisfaction survey allows us to correct any concerns before the project is completed.



CUSTOMER SOLUTION  
PROVIDERS



PROBLEM  
SOLVERS

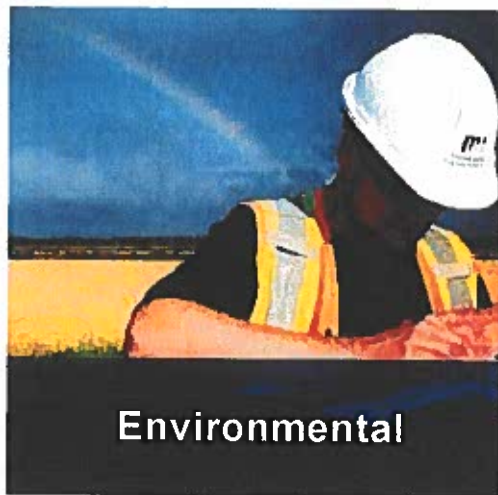
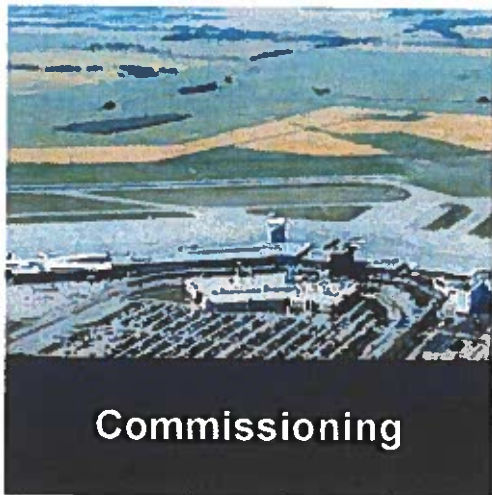
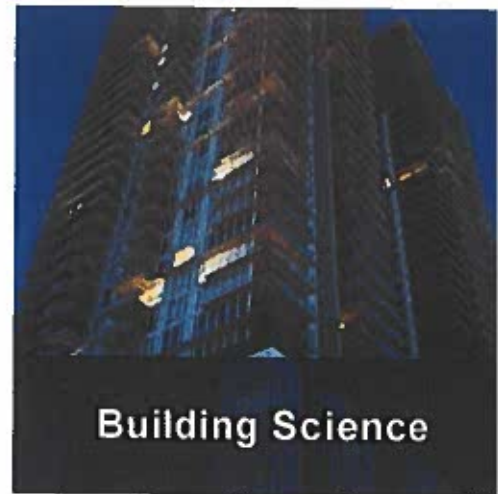
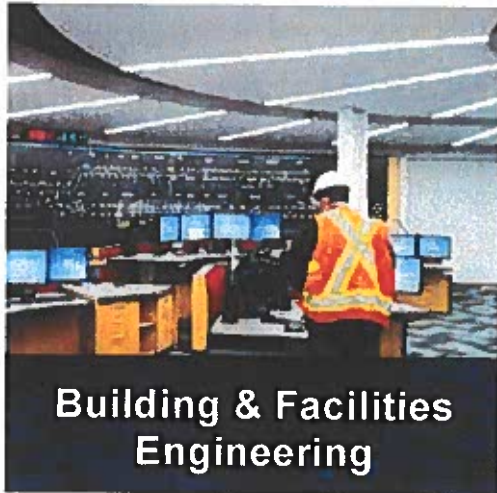
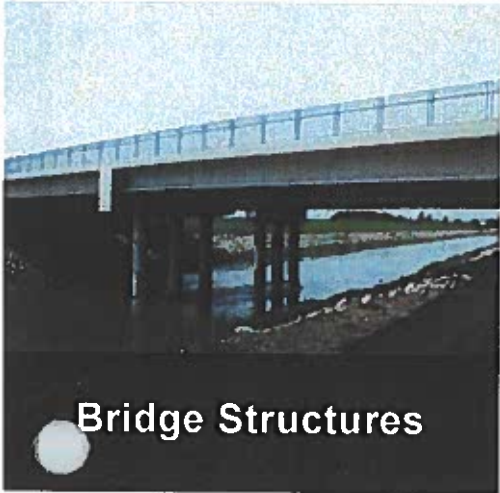


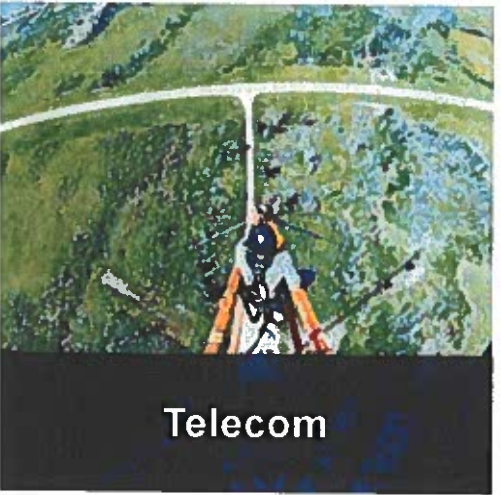
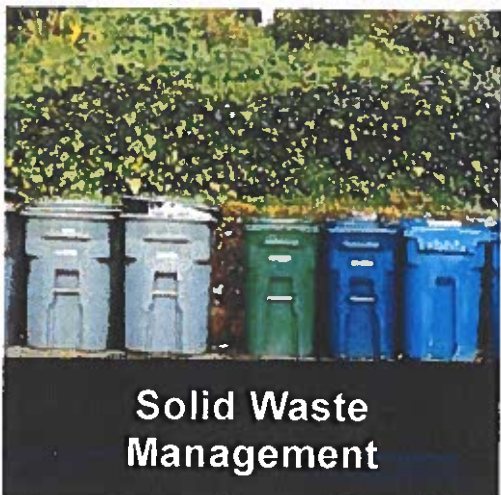
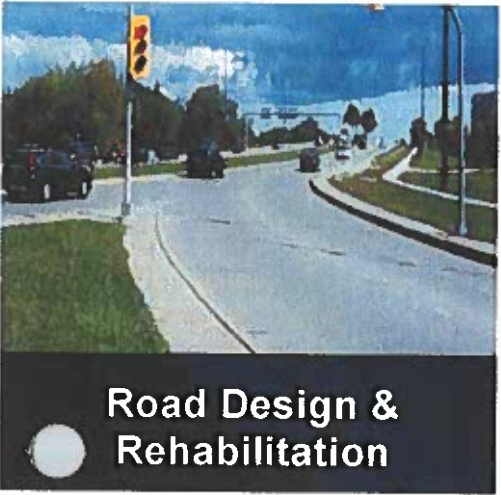
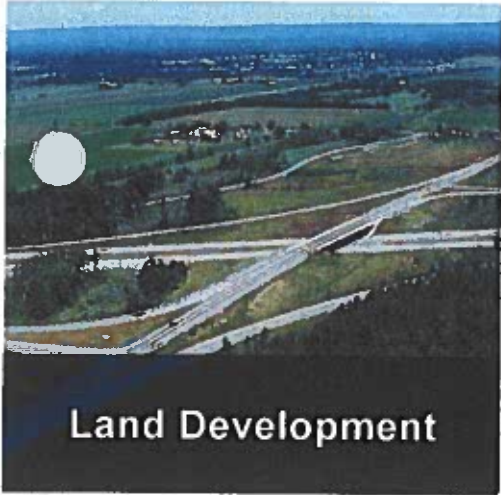
PARTNERS WITH  
OUR CLIENTS



# DEFINED by Innovation and Teamwork.

OUR CLIENTS EXPECT peace of mind and quality work. You can rely on Morrison Hershfield's unique combination of people, culture, capabilities and client knowledge to result in the quality solutions you are looking for. Some of the services we provide are:



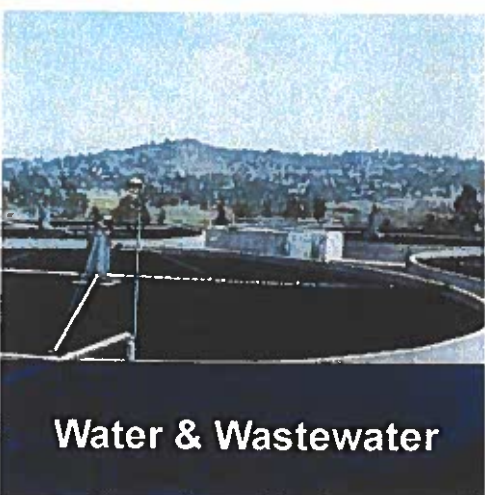


## ASSET TYPES

---

- Bridges
- Buildings
- Critical Facilities
- Roads & Highways
- Sports Facilities
- Telecom
- Transit
- Underground Infrastructure
- Water & Wastewater

We focus on delivering unique approaches to your project, delivered on time and on budget.



# ROAD PAVING AND NEIGHBOURHOOD IMPROVEMENTS

Sedgewick, AB

**ROAD &  
SURFACE WORKS**

**2.1 KM  
ROADWAY**

**BASE REPAIR  
& WATER  
MANAGEMENT**

**PRIME  
CONSULTANT**

The Road Paving and Neighborhood improvements were completed to supporting long-term viability of Sedgewick and revitalize to support growth and development. The project included all road design, geotechnical engineering, equipment, labour and materials to supply aggregate, adjust moisture content, mix and spread granular to meet required lift line, grades and repair base as required. In addition, the project included neighborhood improvements such as rolled face curbs, gutters, retaining walls, swales for water management and final paving.

# SOLID WASTE MANAGEMENT & LANDFILL OPTIMIZATION

Wetaskiwin, AB

SOLID WASTE  
MANAGEMENT

10 YEAR  
LANDFILL LIFESPAN  
INCREASE

12K  
POPULATION

25 YEAR  
STRATEGIC  
FRAMEWORK

The City of Wetaskiwin's integrated solid waste system includes weekly garbage collection, a recycling drop-off centre and a landfill with lined and unlined cells. Morrison Hershfield developed a solid waste management master plan and landfill development plan to establish a strategic direction for waste management. The approach looked at overall waste and recyclables collection, identified disposal options, established sensible diversion targets and provided suggestions for maximizing recycling and diversion with an airspace optimization scenario that would increase the landfill's lifespan for over 10 years and result in significant long-term cost savings.

# BIGSTONE CREE NATION LANDFILL & INDIGENOUS SERVICES CANADA

Wabasca, AB



**DESIGN &  
CONSTRUCTION**

**STAKEHOLDER  
CONSENSUS  
BUILDING**

**SIMPLIFIED  
LANDFILL  
APPROACH**

**AFFORDABLE  
OPERATIONS  
BUDGET**

Bigstone Cree Nation & Indigenous Services Canada contracted Morrison Hershfield to provide engineering services for the siting, design and construction of a new landfill. The scope of work also included engineering items not explicitly stated in the RFP, such as electrical design, hydrogeological investigation and the design of a new drop-off and recycling area to meet community needs. Morrison Hershfield prepared a simplified operations manual tailored to Bigstone Cree Nation's available resources.

# SANITARY SEWER EXTENSION AND REHABILITATION

Sedgewick, AB

**SANITARY  
INFRASTRUCTURE  
ENGINEERING**

**2.1 KM  
200 MM VTC  
SANITARY PIPE**

**25  
1200 MM  
MANHOLES**

**3-PHASE  
REPLACEMENT**

The existing deteriorating sanitary sewer system required replaced and was viewed a critical health and safety issue by the council of Sedgewick. The Sanitary Sewer project included the design of a new sanitary service which include the removal and disposal of existing sanitary services and the supply of all labour, materials, services and incidentals for the new service. The three phased sanitary services replacement included 2080m of sanitary pipe, manholes, deep utility crossing, service crossings and CCTV inspections as required.

# LAGOON ASSESSMENT & REPAIR

Sandy Beach, AB

WATER &  
WASTEWATER

3-STAGE  
EVAPORATIVE  
LAGOON

45+ M<sup>3</sup>  
CELL VOLUME

2.5M  
GALLONS/YEAR

The existing wastewater disposal system included a three-stage evaporative lagoon commissioned in 1993. The liquid level in the lagoon was higher than the allowable limit and was on the verge of draining into neighbouring waterways. Morrison Hershfield did the condition assessment of the lagoon, engaging Alberta Environment Protection (AEP) to obtain approval for emergency release, and completed the rehabilitation design of the lagoon to ensure it meets the needs of the Summer Village.

# SOLID WASTE COLLECTIONS SUPPORT

Wetaskiwin, AB



**SOLID WASTE  
MANAGEMENT**

**FINANCIAL  
MODELING**

**ANALYSIS OF  
NEW SERVICES**

**LEAN  
APPROACH**

The City of Wetaskiwin currently provides curbside garbage collection to its residents. Morrison Hershfield completed a full financial analysis of the City's solid waste system and determined how they could introduce recyclables and organics collection streams without increasing user fees. The City is currently exploring options to increase service based on Morrison Hershfield's analysis.





# STORMWATER MASTER PLAN

Hardisty, AB

**STORMWATER  
MANAGEMENT**

**81.5 HA  
SITE**

**0.7-1.0 L/S/HA  
CONTROL RATE  
OVER 24 HOURS**

**1:100 YEAR  
STORM DESIGN**

In order to support development in the south end of the town while maintaining the natural drainage patterns, the town required the development of a Stormwater Management (SWM) Plan. The existing storm drainage system was assessed for deficiencies and a SWM Plan was proposed to ensure no flooding occurred for future development. Morrison Hershfield provided a full report detailing the design criteria, existing conditions, suggested improvements and cost estimates. As a result, the town was able to explore opportunities for new developments in the area.



# EROSION PROTECTION AND SEDIMENT CONTROL

PORT MOODY, BC

EROSION CONTROL  
AND SEDIMENT  
PROTECTION

1.12 HA  
SITE

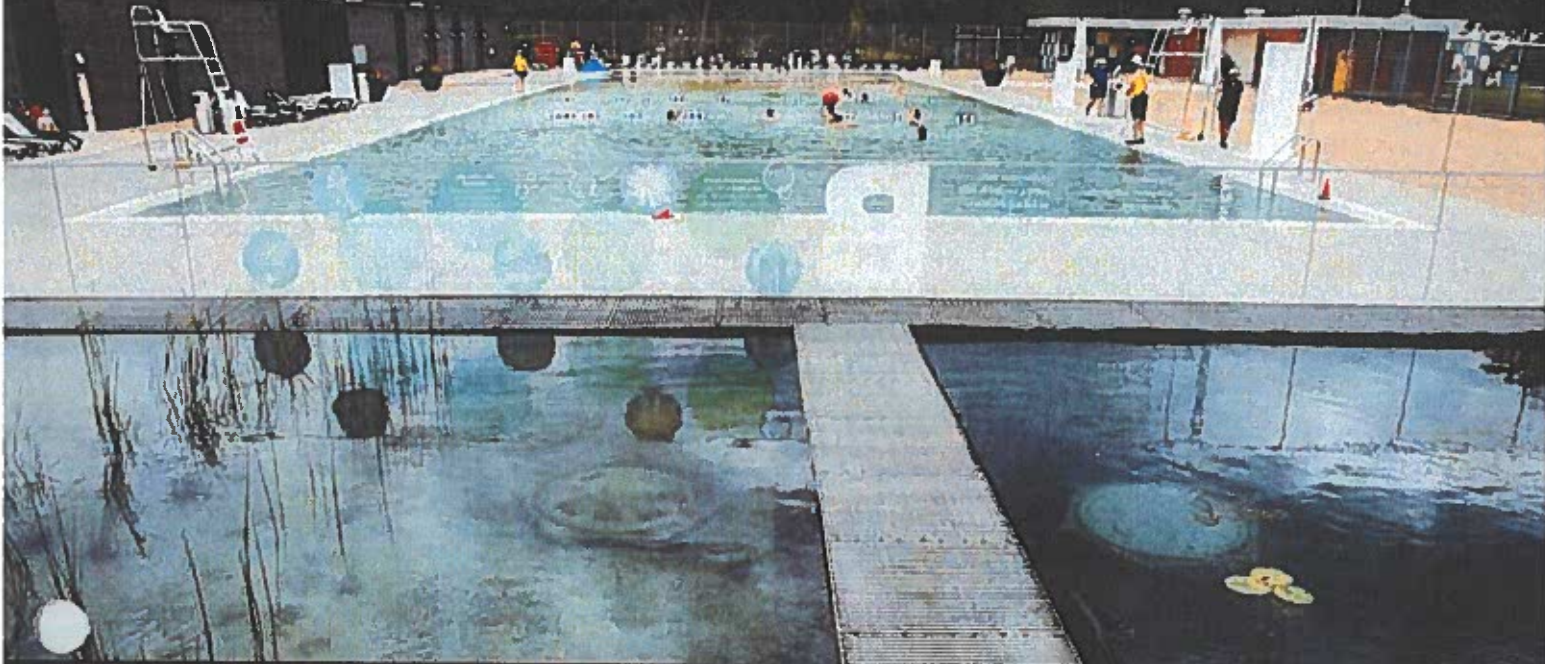
GRANT  
FUNDING  
SUPPORT

MINISTRY OF  
ENVIRONMENT  
APPROVAL

From the 1950's to 2002 the land was used for landfilling and as a result, is now heavily vegetated with a history of slope failures, erosion, sediment and slumping on the steeper slopes. Morrison Hershfield designed improvements that would protect the site and control sediment. The design included quarry rock to protect the creek, a turf reinforcement mat, replacement of existing culverts, an emergency spillway and an environmentally friendly erosion control product called a scour stop. In addition Morrison Hershfield tendered the work, provided on-going quality assurance throughout construction, and assisted the City with a successful grant application for funds to construct the improvements and the closure works.

# BORDEN PARK NATURAL SWIM EXPERIENCE

Edmonton, AB



**BUILDING  
& FACILITIES  
ENGINEERING**

**\$12M  
CONSTRUCTION  
VALUE**

**ELECTRICAL  
SERVICES**

**LEED  
CERTIFIED**

The Natural Swim Experience is an artificially created ecological system in which the properties of natural water are optimized for its bathers' health. Morrison Hershfield provided electrical engineering for the project which involved the decommissioning and removal of the existing swimming pool and complete renovations to the existing Heritage Protected Amenities Building to accommodate the new year-round pool. The project was completed in accordance with LEED certification to create a sustainable swim experience in one of Edmonton's most historic parks.





# HIGHWAY 16A HIGH TENSION CABLE BARRIERS

Edmonton, AB

ROAD DESIGN &  
REHABILITATION

31,040  
VEHICLES/DAY

\$1.2M  
CONSTRUCTION  
VALUE

10 KM  
HIGHWAY  
BARRIERS

A high tension cable barrier (HTCB) was installed on Highway 16A as a way to reduce cross-median collisions while allowing for ease of maintenance operations within the narrow median. Morrison Hershfield provided the design services to the 10 km section of highway. The new HTCB is aesthetically compatible and provides a higher level of safety for motorists.

# THICKWOOD MEDICAL CENTRE

Fort McMurray AB

THICKWOOD MEDICAL CENTRE

**BUILDING  
SCIENCE**

**\$1.6M  
CONSTRUCTION  
COST**

**30+ YEAR OLD  
BUILDING  
RENOVATION**

**PRIME  
CONSULTANT**

The medical centre required a complete building envelope redesign and replacement in order to address water and air leakage at windows, and modernize and improve the aesthetic. Morrison Hershfield was retained as the prime consultant to redesign the exterior envelope and remediate mold associated with the previous faulty envelope. The renovation was completed while the fully occupied health care facility remained operational.



# SITE INVESTIGATION SERVICES FOR NEW ORCHARDS SCHOOL

Ellerslie, AB

**GEOMATICS &  
LAND  
SURVEYING**

**4.6 HA  
PLOT**

**OPENING  
2020**

**TOPOGRAPHIC  
SURVEY**

Morrison Hershfield was retained on behalf of Edmonton Catholic Schools to perform a site investigation for a new school including a complete topographic survey of the school footprint and surrounding surface features. The survey was supplemented with air photos and contour plans as required, which were made available from the municipal authority and other data vaults such as AltaLIS. The in-house geomatics services were able to improve project efficiency for our client.

# POINT TROTTER INDUSTRIAL PARK

Calgary, AB

LAND  
DEVELOPMENT

**\$81M+**  
CONSTRUCTION  
VALUE

**200 LOT**  
DEVELOPMENT

**400**  
ACRES

As the prime engineering consultant for this 300-acre, 200 lot, two-phase land development, Morrison Hershfield designed all infrastructure including road network, earthworks, deep utilities and landscaping. Major design components included a legal survey, stormwater management, stripping and grading strategy and electrical distribution and transmission main relocation. Morrison Hershfield offered value-added solutions to the client by allowing quick design iterations at minimal cost.

# PEACE RIVER COOP WATERLINE

Peace River, AB



**WATER &  
WASTEWATER**

**200M<sup>3</sup>/DAY  
CO-OP WATERLINE**

**3-PHASE  
PROJECT**

**PRIME  
CONSULTANT**

Alberta Infrastructure wanted to explore more cost effective options to move to the water system from a water treatment plant on site to a co-op water line. Morrison Hershfield provided a feasibility study, detailed design and construction administration in this three-phase venture. The team provided project management, while delivering solutions that decommissioned the water treatment plant and connected it to the Shaftesbury Co-op Waterline, a much less costly alternative for the client with less liability.

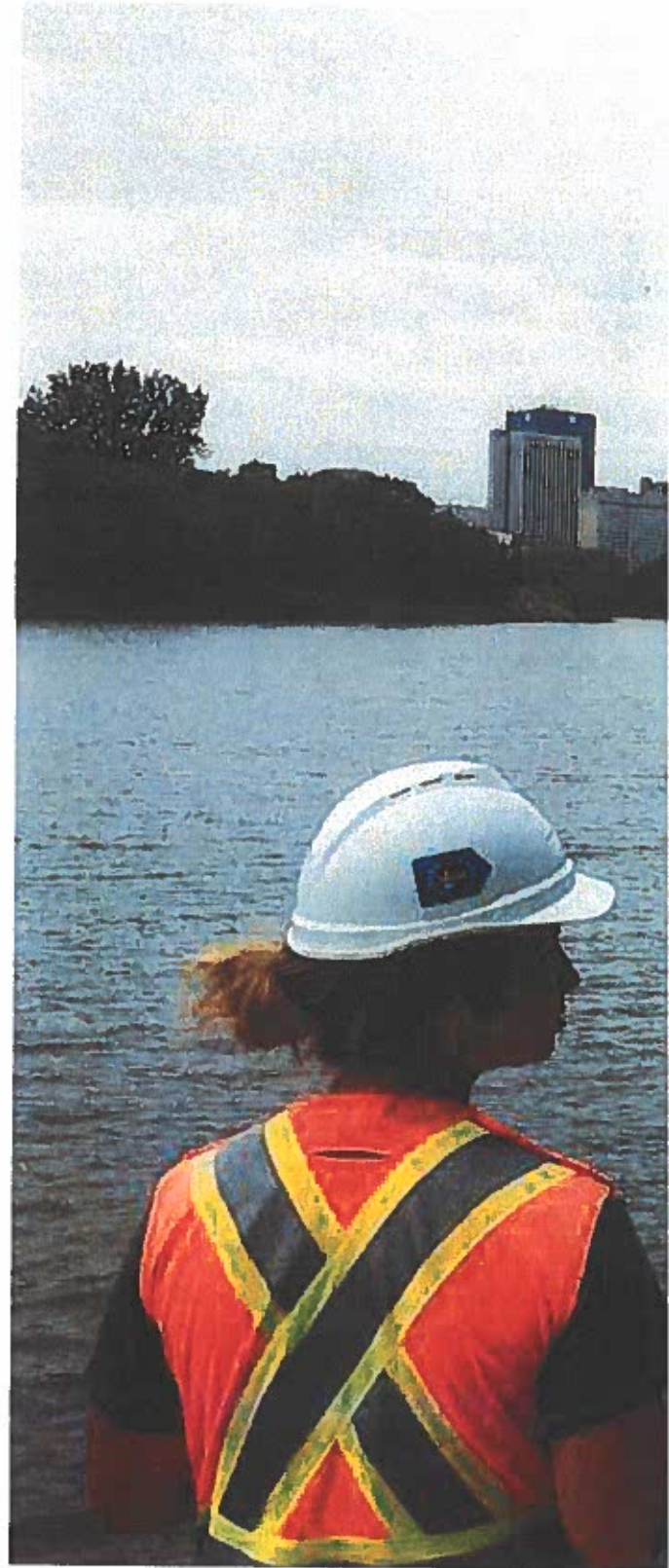


FOUNDED on technical  
excellence and ethics.

OUR RICH HISTORY of projects provides an exposure to emerging trends in process and design technologies spanning different industry sectors, keeping us ahead of the curve. We regularly adapt and integrate these technologies into solutions for our clients. **Our passion to build and design our projects right the first time is recognized throughout the industry and in our communities.**



▲ Platinum Elite status in ReNew Canada's list of top 100 Infrastructure Projects for Canada in 2019 with involvement in 29 of the 100 biggest public sector infrastructure projects under development in the country.





# 70+

Years in Business  
Serving Canada

---

# 1000+

Number of Full Time,  
In-house Employees

---

# 100%

Employee Ownership

---



# 90%

Annual Revenue from  
Repeat Clients

---

# 22

Offices Across  
North America and India

---

**WE ARE A MARKET LEADING** engineering firm delivering innovative, cost effective and technically sophisticated solutions for both horizontal and vertical infrastructures. We are anchored by highly responsive technical and solution experts, thought leaders and high performing employees across North America. Our highly focused approach to the clients and markets we serve ensures that we deliver the value our clients demand.

When our founders established this consulting practice in 1946, they set the highest standards of ethics, technical excellence and customer service. These high standards have become the hallmark of Morrison Hershfield. We continue to be guided by our values of integrity, accountability and mutual respect, and believe in continuous improvement, quality and teamwork.

**Contact:** Chad Newton MBA, PMP, Principal  
PM Department Manager West, Senior Project Manager  
cnewton@morrisonhershfield.com  
1-780-483-5200 x 1042229



MORRISON HERSHFIELD

*People • Culture • Capabilities*

[morrisonhershfield.com](http://morrisonhershfield.com)



August 20, 2019

**Re: Alberta Utilities Commission Decision Affecting Your EQUS Distribution Service at NE-34-55-1-5 / EQUS Acct: 3448.00**

In 2017, you were notified of an Application in which FortisAlberta Inc. (FortisAlberta) was requesting the Alberta Utilities Commission (AUC) to order the transfer of your service from EQUS to FortisAlberta due to annexation. This meant affected EQUS members like you would have to surrender their membership without your consent. That request was successful. What follows is information important to you to inform you about what to expect in the coming months as a result of this decision.

In Decision 22164-D01-2018, the AUC ruled that existing EQUS members in an affected municipality may continue to be served by EQUS unless and until the municipality passes a by-law forcing the EQUS members in the municipality to take electric distribution service from FortisAlberta. If no such by-law is passed, EQUS could have continued to serve you until you either chose to transfer to FortisAlberta; you changed your service; you sold or transferred your land; or until EQUS could no longer serve you for business or operational reasons. This decision has been upheld through successive appeals advanced by EQUS earlier this year.

Regrettably, your municipality has made the decision to pass a by-law requiring you to transfer your electric distribution service and to become a FortisAlberta customer on or before October 28, 2019, despite the alternative options above. This unilateral decision by your municipality took away your right of choice and results in the forced surrender of your membership in EQUS and all of your rights and benefits that membership affords you.

FortisAlberta is owned by a multinational utility company whose purpose is to make a profit for their shareholders. EQUS, as a not-for-profit co-operative, exists to provide the highest level of personalized service to you, our member, and keep our rates as low and stable as possible. We support the local economy and our employees live and operate in those communities we serve. Most importantly, as a member of EQUS, you have a voice in this organization and the decisions made.

While we strongly disagree with the decisions of both the AUC and your municipality, EQUS meets or exceeds all legislative and regulatory requirements throughout Alberta, and this is no exception. Accordingly, you should expect to hear from one of our staff in the coming days to arrange the transfer of your service to FortisAlberta. We will schedule a time with you to exchange your meter and will work to minimize disruption in service during this transition.

If you disagree with the decision made by your municipality to pass a by-law removing your choice, we encourage you, as a ratepayer, to contact your municipality and let your voice be heard.

Kind Regards,

Charlene Glazer  
Regulatory and Compliance Leader

cc Summer Village of Sunrise Beach

**Main Office**

Box 6199, 5803 42 Street  
Innisfail, Alberta T4G 1S8  
Toll-free: 1.888.211.4011

**North Area Office**

Box 1178, 4804 41 Street  
Onoway, Alberta T0E 1V0  
Toll-free: 1.888.627.4011

**Central Area Office**

Box 6199, 5803 42 Street  
Innisfail, Alberta T4G 1S8  
Toll-free: 1.877.527.4011

**South Area Office**

Box 1657, 3 Alberta Road  
Claresholm, Alberta T0L 0T0  
Toll-free: 1.888.565.5445

## Wendy Wildman

---

**From:** administration@wildwillowenterprises.com  
**Sent:** August 25, 2019 10:16 AM  
**To:** lsac@lsac.ca; Sunset Point; Mayerthorpe CAO; Nakamun Park; Rosshaven CAO; Wendy Wildman; d.evans@valquentin.ca; administration@wildwillowenterprises.com; d.evans@birchcove.ca; svsunrisebeach@wildwillowenterprises.com; Alberta Beach; Sandy Beach; West Cove Admin; Summer of  
**Subject:** Summer Village of Yellowstone Organization Meeting Update

Please be advised that at the August 16<sup>th</sup>, 2019 Organizational Meeting for the Summer Village of Yellowstone, Council organized as follows:

Brenda Shewaga, Mayor  
Don Bauer, Deputy Mayor  
Russ Purdy, Councillor

All other appointments remained unchanged.

Thank you,

**Heather Luhtala,**  
**Asst. CAO**  
**S.V. of South View**  
**S.V. of Silver Sands**  
**S.V. of Yellowstone**  
**Phone: 587-873-5765**  
**Fax: 780-967-0431**  
**Website:** [www.wildwillowenterprises.com](http://www.wildwillowenterprises.com)  
**Email:** [administration@wildwillowenterprises.com](mailto:administration@wildwillowenterprises.com)

# Certificate of Completion

This is to certify that

***Kyle Nelson***

has successfully completed

**I-200**

**Basic Incident Command**

9-10 September 2019, Onoway Alberta. Course # 2019-0252

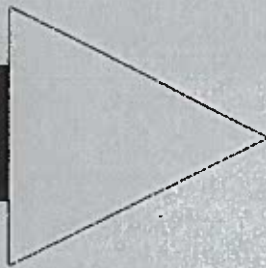
*Alberta* ■



*John Swist*

---

J. Swist / M. Pickford  
Instructors



# On Our Way

An Economic Roadmap for the  
Onoway/Lac Ste. Anne Partnership

Prepared by **Keystone Strategies**



# Executive Summary

## Background

The Onoway and Lac Ste. Anne County Partnership was initiated in 2016 between the Town of Onoway and Lac Ste. Anne County to take advantage of working together to enhance economic development opportunities in the region. In 2018, the Partnership formed a Steering Committee to create an economic development roadmap to help to support business development within the region.

## Economic Development Roadmap

The following Economic Development Roadmap is based on broad community input, including on-line surveys, one-on-one meetings with business leaders, presentations and input from business associations and community organizations and planning sessions with elected officials in the partnership communities. This input was then verified through an open house where participants confirmed (or amended) the research obtained through the public consultation process.

Taking all the information gathered from the surveys, business visits and meetings with Council and staff, four key themes emerged that would encompass most of the challenges that were identified.



**Relationships.** Council and administration were keen on improving regional cooperation. However, relationships can go farther than that. It is also important to develop good working relationships with business and industry within the region, as well as enhancing the relationships within municipal offices between the various departments to ensure economic development has a voice.



**Rules & Regulations.** Some felt that the rules and regulations were not applied equally and fairly, and some of the overarching planning documents could use input from an economic development perspective to enhance an open for business message.



**Promotion.** Many felt that the Onoway/Lac Ste. Anne Region was the "best kept secret" and many were not aware of the exciting business ventures that were underway already, and the potential for many more exciting announcements in the near future.



**Infrastructure.** Before any economic development can succeed, the region needs the appropriate infrastructure. The region is blessed with excellent highway infrastructure, but requires improved internet capabilities, and shovel ready land to accommodate any new development.

Based on the public engagement themes, there are twelve basic actions that we recommend the Partnership undertake in the next three years:

### Year One

1. Know and understand the local business community while making the most of your regional partnerships
2. Implement business-friendly policies and procedures.
3. Designate a single point of economic development contact
4. Support local business organizations
5. Create a business start-up kit
6. Promote entrepreneurship development and training opportunities

### Year Two

7. Create a business-oriented web site to market the advantages of the region
8. Create a regional business directory so that residents and other businesses can source goods and services locally
9. Identify shovel-ready development opportunities that provide a spectrum of land and development opportunities for a range of business sizes and types.
10. High-speed broadband is accessible to businesses that need it to succeed

### Year Three

11. Host a tour of the region to showcase the activity, amenities and possible growth opportunities to realtors, land developers and investors
12. Promote tourism opportunities to residents and visitors



# Table of Contents

## Introduction

Background .....	5
Mission & Values .....	6

## Economic Development

Principles of Economic Development .....	8
What is economic development? .....	9
Why is economic development important? .....	9
Who should be involved in economic development? .....	9
Where do we start? .....	10

## Methodology

Survey Results .....	13
Economic Development Agencies & Organizations: Partners .....	14
Document Review .....	15
What We Heard: Challenges .....	16
What We Heard: Opportunities .....	17
What We Heard: Advantages & Disadvantages .....	18
What We Heard: How to Improve .....	19
What We Heard: Council Visioning .....	20
What We Heard: Key Themes .....	21

## Recommendations

Economic Roadmap .....	23
Relationships .....	24
Rules & Regulations .....	26
Promotion .....	28
Infrastructure .....	33

## Appendix

Economic Development Performance Measures .....	36
Additional Survey Results .....	37
County Comparisons (2017) .....	38
Town Comparisons (2017) .....	39
Acknowledgments .....	40

# Introduction





## Background

**The Onoway and Lac Ste. Anne County Partnership was initiated in 2016 between the Town of Onoway and Lac Ste. Anne County to take advantage of working together to enhance economic development opportunities in the region.**

In 2018, the two communities developed a Steering Committee and began the process of building a regional partnership to support business development within the region. The partnership understands that this is a first step, and with direction from the Steering Committee, the partnership foresees adding other municipal partners from within the Lac Ste. Anne region at some point in the future.

This Steering Committee is a first step in organizing a regional organization and was specially designed as a small, nimble committee to move forward on a larger regional collaboration project. This Steering Committee is a pilot project to understand the opportunities and challenges of forming a new collaborative entity and will entertain additional partners when the time is right.

The Steering Committee understands that this is a living document which will be reviewed and revised throughout the next three years.

The Steering Committee understands that disputes may arise throughout this process and will apply its agreed upon values in resolving any disputes.



## Mission

To build a foundation for establishing a regional economic development organization.

## Values

### Trust

To be viable long-term, the Steering Committee will be built on trust, with all partners believing in the strength of working together for the common good.

Trust will be developed and maintained through open dialogue and communication.

The Steering Committee will develop specific goals and objectives, with measurements, and report on its activities to the respective Councils, stakeholders and residents. The Steering Committee will be realistic in its expectations and committed to the long-term. It will celebrate all wins, understanding local development benefits all of the partners.

The Steering Committee will work in the spirit of harmony by listening to and respecting those opinions which may be different than their own. All representatives, councillors, administrative staff and consultants will be treated with respect, courtesy and responsiveness.

### Transparency

The Steering Committee understands the need for transparency and fairness in all of its activities and recognizes the importance of keeping its members informed through transparent, regular reporting.

All partners are equal in the decision-making process.

### Communication

The Steering Committee values honesty and openness in its communication.

The Steering Committee will communicate regularly with stakeholders, including respective Councils, businesses and residents.

### Integrity

The Steering Committee realizes the need to be adaptable and determined to achieve maximum results and will develop and regularly evaluate its goals and policies.

Partners will consider all available information in making decisions, devote time and attention to the Steering Committee's decisions, and thereafter abide by and uphold the decisions of the Steering Committee.



**Economic Development**  
**Why? Who? What?**



## Principles of Economic Development

In its simplest form, economic development is the process a community undertakes to build relationships, streamline rules and regulations affecting businesses, promote the community as a destination, and provide the infrastructure companies need to succeed.

Economic development activities are undertaken by a community or region with the goal of improving the economy and bettering the quality of life for its residents. According to the Economic Development Association of Canada (EDAC), "Economic Development is a process that influences the growth and well-being of a community through such means as job creation, job retention, improved tax base and a reasonable life quality."

Economic development isn't achieved through a prescribed set of programs or policies that can be followed like a textbook, however. As described *The Essentials of Economic Development – Practices, Principles and Planning Version 2.0* published by EDAC, "Basically, there is no single policy, program, strategy or template for achieving economic success in a community or region because each has different strengths and weaknesses and will therefore have various challenges."

That is why it is important to focus on local economic development initiatives rather than follow guidelines or programs developed outside of the region or at the provincial or national level. To be most successful, economic development activities must be rooted in the communities they represent and supported by the residents they serve. In *Planning Local Economic Development: Theory and Practice*, Edward Blakely and Terry Bradshaw define this work as, "Local economic development refers to the process in which local governments or community-based (neighbourhood) organizations engage to stimulate or maintain business activity and/or employment. The principal goal of local economic development is to stimulate local employment opportunities in sectors that improve the community using existing human, natural and institutional resources."

This is why so much extra effort has been put into community consultation in the development of this Economic Development Roadmap, **it must genuinely reflect the needs and wants of the community it serves, and be built to take advantage of existing resources, to be successful.**



## What is economic development?

Core activities in any economic development program should include

- › Business attraction
- › Business retention
- › Business nurturing
- › Business advocacy
- › Community development
- › Communications and relationship building

In its basic form economic development is a collaborative process to create jobs and wealth to improve the quality of life. However, it must be noted that economic developers do not create jobs or wealth, they assist business and industry to create the investment and job creation in their communities.

Economic Development is an investment, not an expense. It is a long-term process, and patience must be shown, as results are not immediately visible. This strategy includes a number of measurements to measure activity and ensure actions are meeting intended results.



## Why is economic development important?

It is becoming extremely difficult for communities to remain sustainable, especially during tough economic times that have been experienced in Alberta the past few years. Many North American studies have estimated the costs for municipalities to provide services for residential properties are far greater than the tax revenues the municipality can collect from these residential assessments. On the other hand, the costs to provide municipal services to commercial and industrial properties is far less than the tax revenues generated from these properties. In other words, commercial and industrial development helps subsidize the amenities and services required by residents in the community. On the other hand, the residential developments provide a source of labour to the businesses. To be sustainable, it is important to achieve balanced growth, a good mix of residential and non-residential development.

Everyone has a role to play in economic development, from Councillors, Administrators, economic development staff, business organizations and agencies, federal and provincial departments, and most importantly, local community and business leaders.

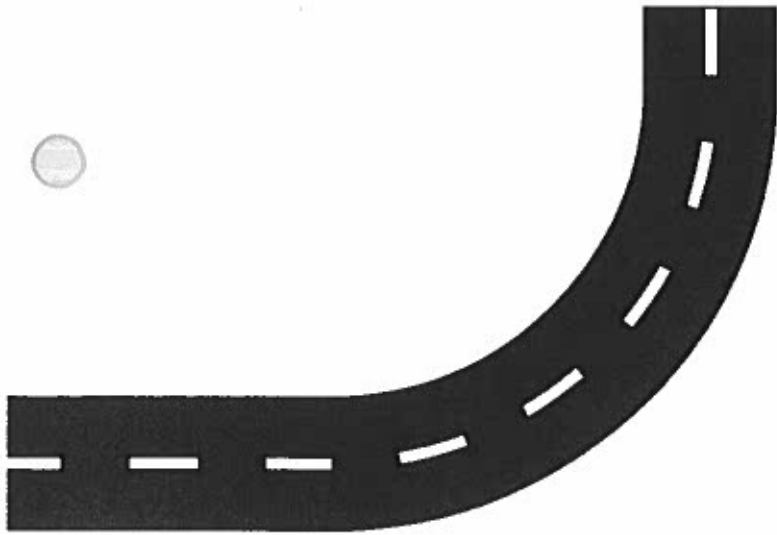


## Who should be involved in economic development?

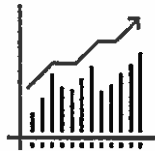
Elected officials set the policies and regulations that are supportive of growth – and provide the necessary budget allocations to support economic development activity

Municipal Staff are responsible for enacting policies and regulations to support “business friendly” perceptions in the community. Municipal departments (particularly Economic Development and Planning) are typically the first contact investors have with a community. A positive first impression goes a long way in securing business investment

Business groups and organizations (such as Business Networks, Chambers of Commerce, etc.) support new and existing business through mentoring, advocacy, business to business purchases and can serve as a source of leads for potential new business investment.



## Where do we start?



### Statistical Information

Potential investors and businesses need access to the most up to date information available, including population and demographics, available workforce, utility costs and providers, health and educational facilities, etc. It is critical that this information is current, accurate and easily accessible on the internet.



### Land and Buildings

It is important that you have somewhere for business to locate, either in existing buildings, or through "shovel ready" parcels that are properly zoned, have all the required utilities and highway access points. It is important for the region to have an inventory of all available land and buildings



### Business Friendly Processes and Policies

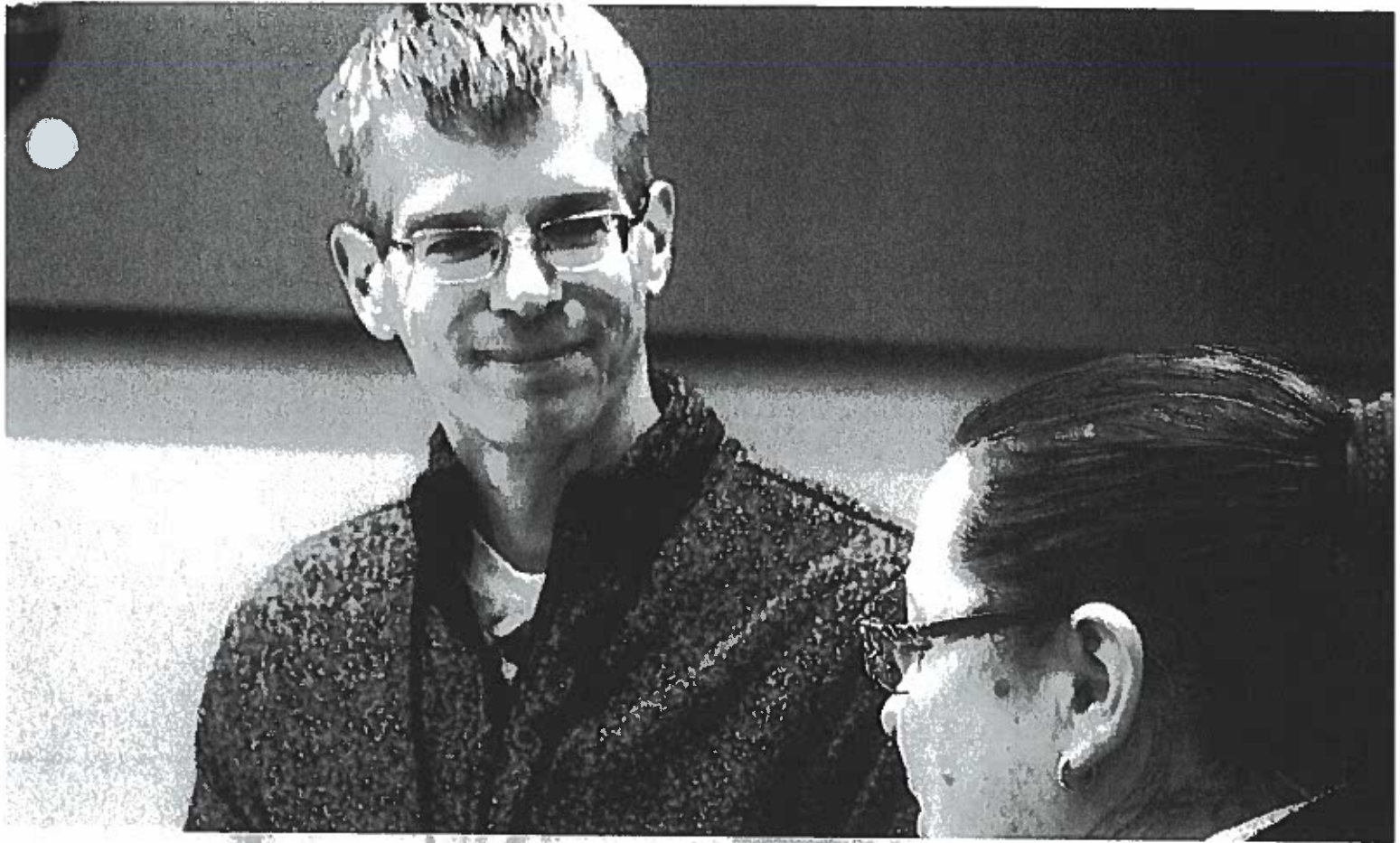
In the world of business, time is money, and investors need to know what the rules are for development, and that they are fairly and consistently applied.



### Community Support

It is important to ensure that the community as a whole is supportive of your economic development goals and aspirations. There needs to be a clear understanding what is acceptable and what is not going to be tolerated by residents.





# Methodology





## Methodology

**The Consultant Team was asked to deliver a comprehensive economic development roadmap including opportunities and challenges identified during stakeholder engagement, clearly defined goals, actions and measurements for the coming three years or more.**

The Partnership understood the value of input from local businesses and community leaders. The Economic Development Roadmap is based on broad community input, including on-line surveys, one-on-one meetings with business leaders, presentations and input from business associations and community organizations and planning sessions with elected officials in the partnership communities. This input was then verified through an open house where participants confirmed (or amended) the research obtained through the public consultation process.

As well, the consultant team undertook a thorough review of municipal documents such as the Municipal Development Plans, Land Use Bylaws, Business Licensing, Development Permit Applications etc. with a view to be perceived as "business friendly."

Phone interviews were conducted with real estate firms who displayed industrial properties for sale within the region to understand the opportunities and challenges with developing these properties.

The Consultant Team met with regional economic development agencies (GROWTH Alberta/WILD Alberta and Community Futures Yellowhead East) as well as neighbouring economic development professionals in Woodlands County to understand the services that are available to businesses within the Partnership region.

To further understand the opportunities and challenges in the region, the consultant team met with individual businesses on a one-on-one confidential interview. 12 individual businesses were visited during this process. As well, public presentations and surveys were made at various events throughout the region, including the Darwell Fair, Chamber of Commerce, Make the Connection Night, etc.

Members of the Partnership were encouraged to attend professional economic development conferences to gain a better understanding of the practice and principles of economic development, and to gain valuable networking opportunities. The Partnership was represented at the EDA Alberta Annual Conference, and at the Economic Developers Association of Canada Annual Conference.

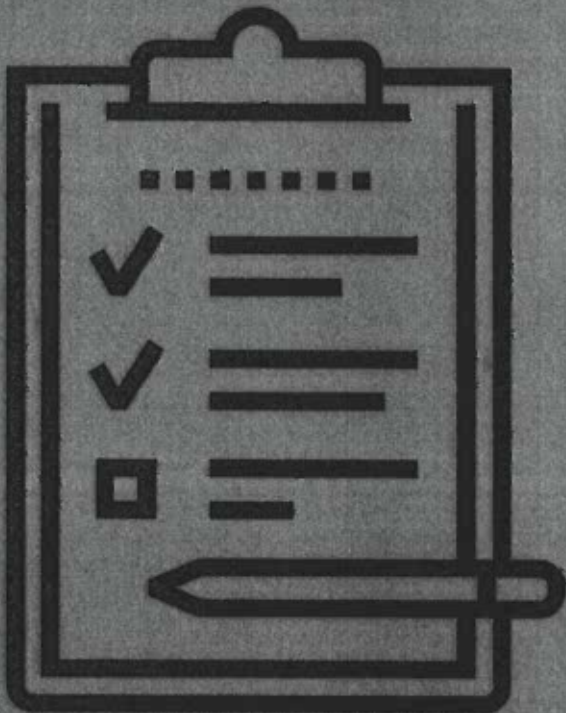
The Consultants also held workshops with County of Lac Ste. Anne County and Town of Onoway Councils and staff. As well, the Consultants did a follow-up interview with some members of the Economic Development Advisory Committee to determine its future role in regional economic development.

Following the research component, the Consultants held Open Houses in the Town of Onoway and within the County to confirm the findings and clarify any additional information

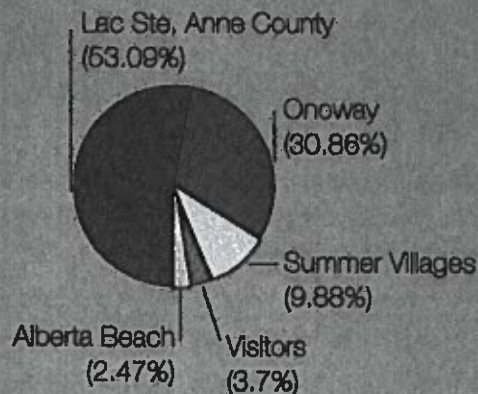
With over 40 years of combined professional economic development experience at the municipal and regional level, the consultant team applied their extensive on the ground knowledge and expertise to develop strategies that could be easily implemented.



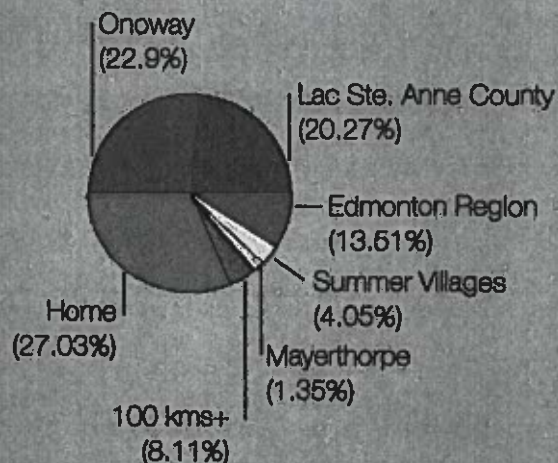
# 82 Surveys completed



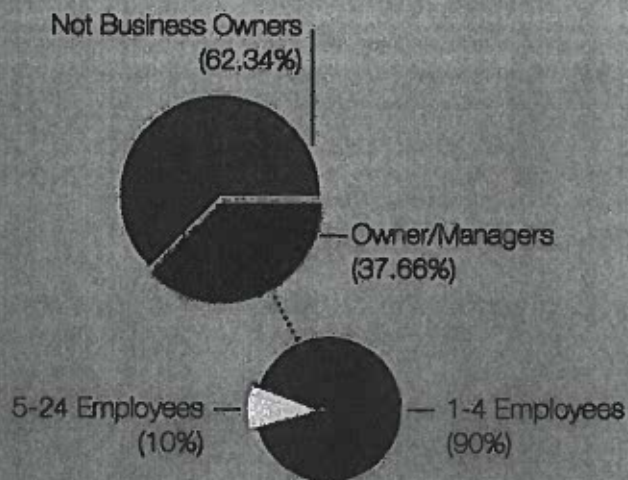
## Where they live



## Where they work



## Business Information



## Economic Development Agencies & Organizations Partners

A number of agencies and organizations provide assistance and support for small business across Alberta. Some of these groups overlap and provide services to the Partnership as part of a larger region.

### **Business Link**

Business Link is Alberta's entrepreneurial hub, a non-profit organization to help Alberta entrepreneurs start their own businesses.

Services provided include Advice and Research, Training and Webinars, Indigenous Services, Small Business events, Business tools and services.

### **Growth Alberta – Grizzly Regional Economic Alliance Society**

Growth Alberta is a resource-based catalyst for its membership and stakeholders, building capacity for success, enticing investment, fostering entrepreneurial innovation, and promoting collaborative and strategic partnerships to encourage regional growth and sustainability. Contributions to GROWTH Alberta are on a per capita basis.

### **Community Futures Yellowhead East**

90 Community Futures organizations across western Canada; providing support to businesses; and focusing on creating jobs outside of major urban centres.

### **EDA Alberta**

Economic Developers Alberta (EDA) is Alberta's leading economic development network. For almost 45 years, EDA has been committed to advancing the economic development profession by providing resources, professional development and networking opportunities. As a non-profit organization, the association is governed by a volunteer board of directors that represent the interests of our membership.

### **Economic Developers Association of Canada (EDAC)**

The mission of the Economic Developers Association of Canada is to enhance the professional competence of economic developers and ensure placement of highly professional and qualified practitioners in the field of economic development.

To assist in achieving this mission the Association has developed a guide for the purpose of assisting the practitioners understanding of the core competencies and their relationship in the process of economic development. The guide (The Essentials of Economic Development Practices, Principles and Planning ) will also assist practitioners in performing their duties within the profession and assisting in the preparation of the accreditation process.

### **Chamber of Commerce**

An active Chamber of Commerce exists within the Town of Onoway and another operates in Alberta Beach. Chambers of Commerce can be of great importance to small business, not only offering reduced costs for banking and insurance, but serves as an excellent opportunity for business networking, and celebrating local business successes.

### **Sangudo & District Community Development Council (SDCDC)**

SDCDC is a volunteer organization. It is comprised of dedicated individuals committed to improving the community of Sangudo.

## Document Review

**As part of any review, the consultants needed to look at various documents that guide the municipalities in their long-range planning, and documents that regulate development.**

As part of the process, the following documents were reviewed

- › Municipal Development Plans
- › Land Use Bylaws
- › Development Permit Applications/Processes
- › Business License (where applicable)
- › Previous studies pertaining to economic development (Workforce Capacity & Recruitment Study)

For the most part, the various documents reviewed had components that supported economic development, but also contained sections that were deemed to be viewed as unfriendly to business.

Both the County and the Town of Onoway have developed Land Use plans that support business growth, and address the need for regional cooperation, especially when it comes to adjoining lands.

The Planning documents also address some of the wishes and desires for the communities to grow and expand their tax base and do contain some recommendations in order to facilitate new growth and development.

The consultants will provide an overview and suggestions to the individual municipalities on potential updates for their mandatory plans. It is hoped these suggestions may enhance the community's perception of being open for business.

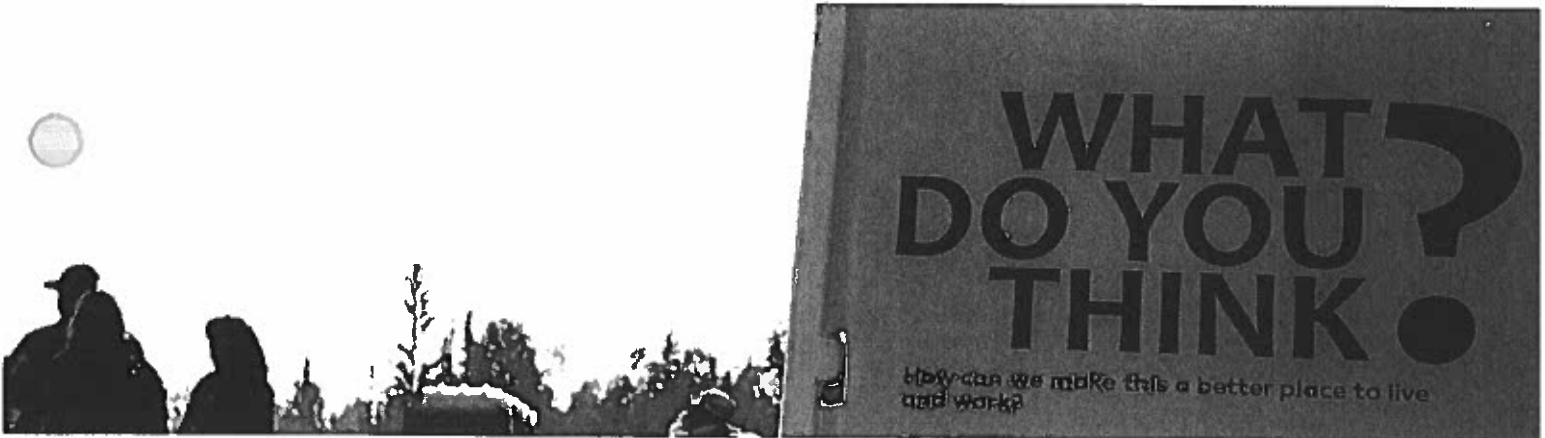
In summary, the Planning documents for the Town of Onoway are built around keeping the small-town feel, with balanced growth. They are encouraging a wide range of services and facilities to support the Town and surrounding rural areas; providing a wide range of housing options including seniors care; and endeavoring to provide an adequate supply of land for commercial and industrial uses.

The Town of Onoway planning documents address the need for improved internet access, an open-door policy with town staff and the need for organizations, such as the Chamber of Commerce to promote business networking and serve as a joint voice of business to Council.

The Lac Ste Anne County Planning documents speak to the strong reliance on agriculture, but also the lifestyle choices with the lakes and recreational areas. The County vision for the future is a sustainable community with a strong focus on agricultural lifestyle and a unique balance between environmental preservation, residential development, agriculture production and economic growth.

The County MDP and Land User Bylaw suggest Highway Commercial Development along highway corridors, and industrial development adjacent to the towns within the County boundaries

Both the County and the Town have included regional cooperation/collaboration as important pieces of long-term planning. Both Council's have placed a high importance on developing and maintain regional partnerships.



## What We Heard Challenges

**50%**  
of respondents  
said their biggest  
challenge  
was reaching  
customers.

**33%**  
of respondents  
indicated that high  
speed and the  
reliability of the  
internet service  
were challenges.

**46%**  
of respondents  
said their biggest  
challenge was the  
economy.

**21%**  
of responses  
cited municipal  
processes  
and red tape  
as a business  
challenge, as  
well as lack of  
support from the  
municipality.

- › **Competitive tax rates** were mentioned as a challenge during the one-on-one interviews
- › Some businesses indicated the need to develop relationships with Councils prior to commencing the business but fear a change in elected officials could harm their ability to grow their businesses.
- › Many businesses and residents identified **lack of promotion** as a challenge. Many residents, realtors or businesses **did not know what was happening in the region** and the economic development activity already taking place (e.g. Atlas Growers, Wayfinder Proppants, etc.)
- › Local business **could not find a good source of business contacts/ service providers** to keep as much work local as possible, local businesses need to promote themselves, especially through the internet.
- › There are some pockets of distrust/confrontation between municipalities in the region, however intermunicipal cooperation is improving.
- › Although small town atmosphere is promoted as a strength, some find the small town **"politics/cliques"** to be a challenge for new residents.
- › Many businesses raised **staffing** as a challenge, getting the right staff is becoming increasingly difficult (both student employment and attracting skilled and semi-skilled labour). Increased minimum wages was noted as a significant challenge, especially when employing students or first-time workers.
- › Residents and visitors identified it was **difficult to access business services** (restaurants, food supplies, etc.) **after 5 pm.**
- › Small business owners are "getting tired" and do not want to keep regular hours, so either close the business or move to a home-based business.
- › Although the region can provide most goods and services, **the proximity to major markets is a challenge**, as shoppers by-pass the local business and support the major chain stores. Also, the housing choices in the major centres are attractive, especially for the younger families
- › Some felt there was **not enough to do for youth and young families** (e.g. after school programs, recreation, etc).
- › "There are not enough people to support businesses and not enough business to draw people."
- › Some feel there is an **oversupply of housing**, but prices remain high.



## What We Heard Opportunities

- › Day care/child care
- › Motel/temporary accommodations for workers
- › Upscale mobile home subdivision – larger lots – affordable housing
- › Improved internet services
- › Hemp processing opportunities
- › Mobile food trucks for remote job sites
- › Contract opportunities for larger employers
- › Businesses serving visitors and residents after normal business hours (coffee shop, food service)
- › Hardware/farm supply store
- › Sport and recreation equipment store
- › Improvements to existing recreational facilities
- › Seniors housing/seniors lodge
- › Regional Fire training school;
- › More agricultural related events would mean more visitors to the region and more awareness of the County and what it has to offer
- › Diversify the agriculture industry and build large cooperative food processing centre
- › Distance education

# What We Heard

## Advantages and Disadvantages

### Biggest Advantage

- › Close to home, small town atmosphere

### Competitive Advantage

- › Lease/rent is lower than competitors

### Other Advantages

- › Business friendly permitting processes, good level of communication and support
- › Costs are reasonable and fair
- › Access to professional services, state of the art schools, medical clinic, etc.

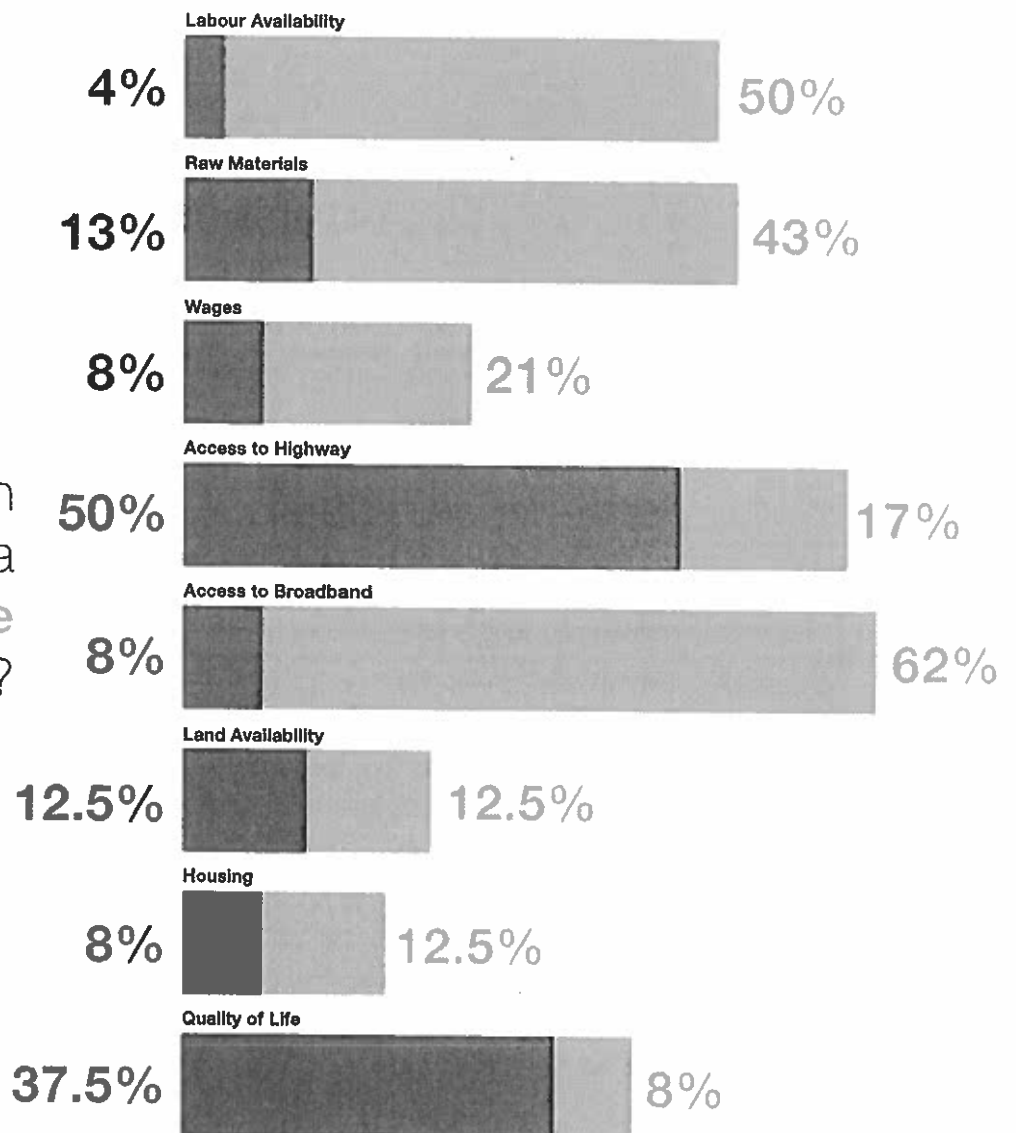
### Biggest Disadvantage

- › There is nothing for the members of the community to do to connect

### Competitive Disadvantage

- › Transportation/telephone and internet higher than competitors

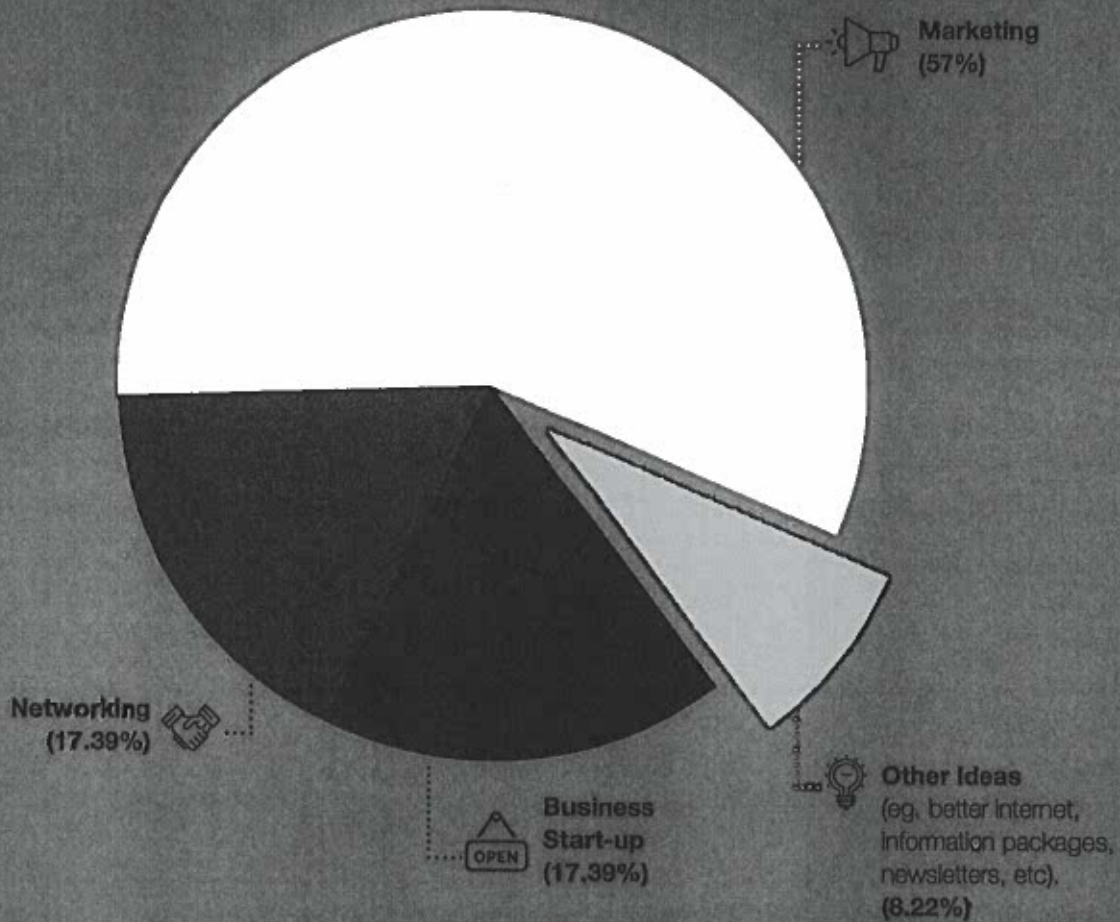
Is it an **advantage** or a **disadvantage** in this region?





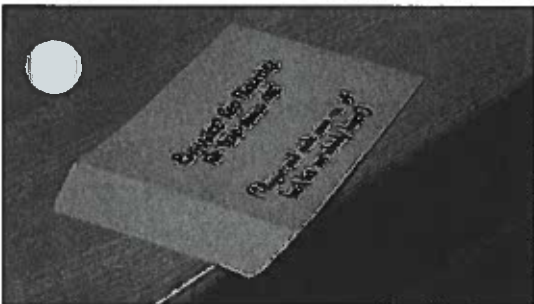
## What We Heard How to Improve

What **information is needed** to improve?



What is your **priority** for economic development?

1. Support Entrepreneurship
2. Attract New Businesses
3. Retain Existing Businesses



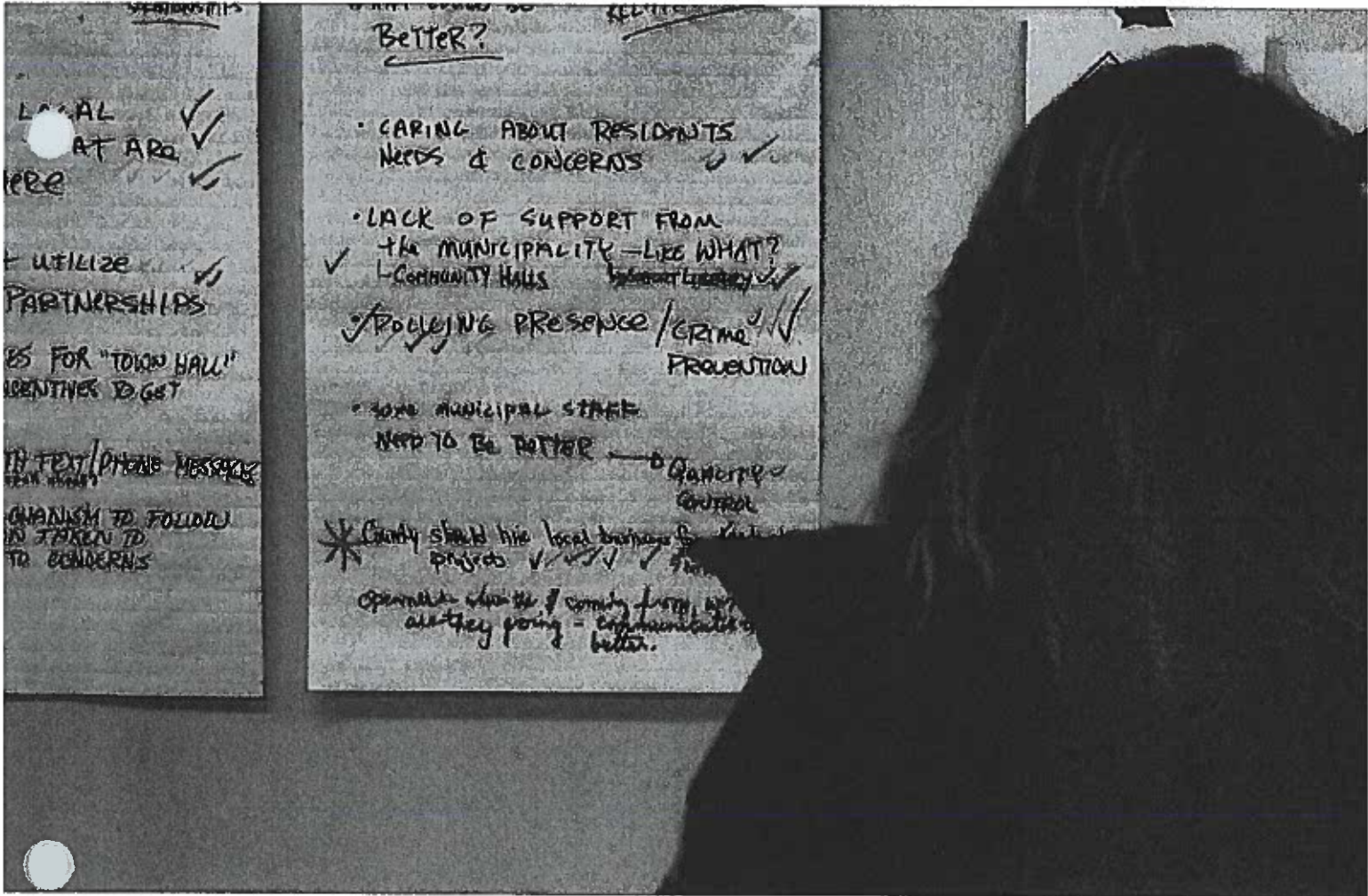
## What We Heard Council Visioning

Council's for both the Town and the County were also asked to develop their vision for economic growth over the next 3-5 years

Both Council's had very similar desires for the future, including:

- › Regional cooperation
- › Grow and diversify the economy
- › Support existing business and entrepreneurs
- › Developing/ expanding industrial areas

Other things the various Council members would like to see were **seniors housing, railway industrial park, and a regional fire training school.**



## What We Heard Key Themes

Taking all the information gathered from the surveys, business visits and meetings with Council and staff, four key themes emerged that would encompass most of the challenges that were identified.



1. **Relationships.** Council and administration were keen on improving regional cooperation. However, relationships can go farther than that. It is also important to develop good working relationships with business and industry within the region, as well as enhancing the relationships within municipal offices between the various departments to ensure economic development has a voice.



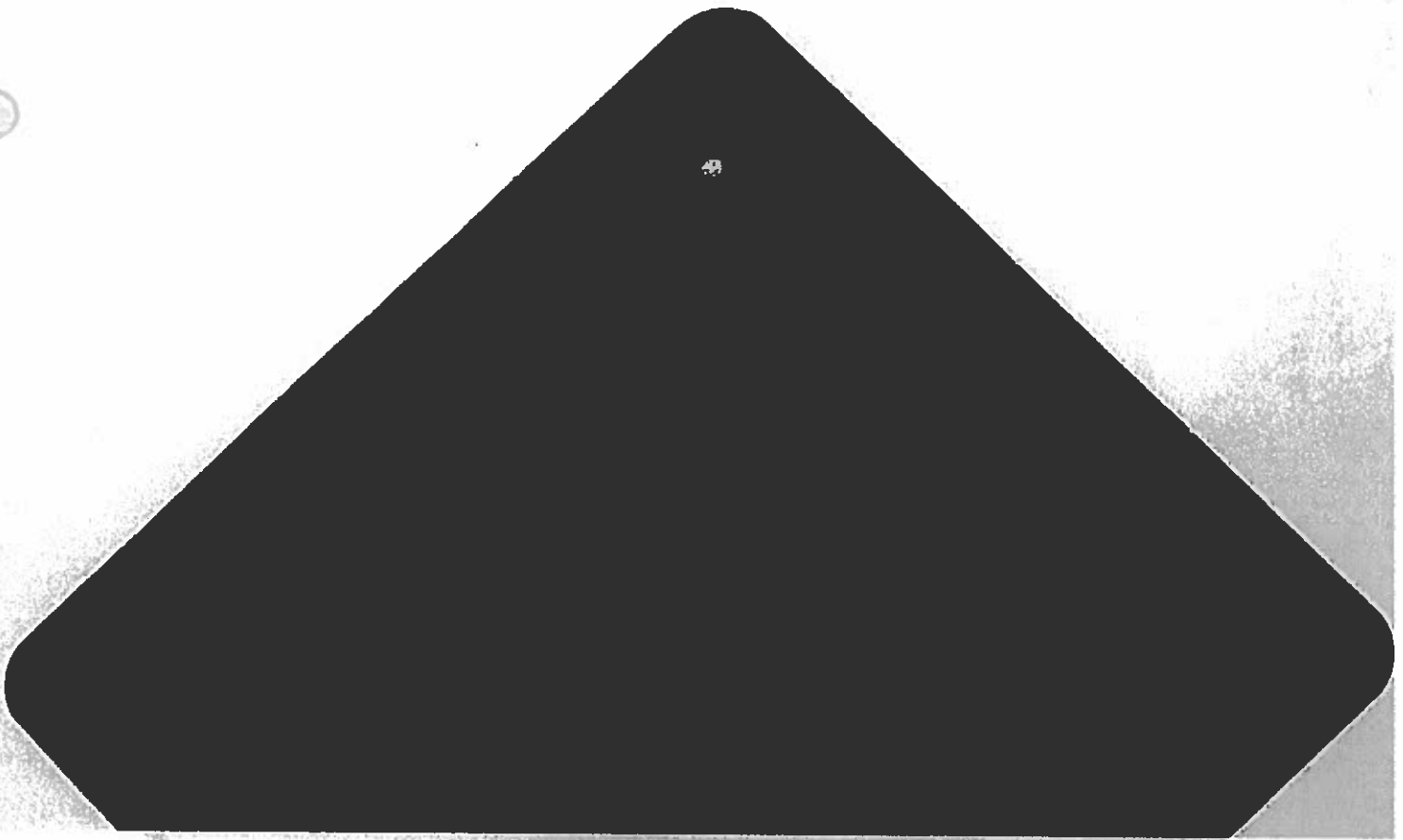
2. **Rules & Regulations.** Some felt that the rules and regulations were not applied equally and fairly, and some of the overarching planning documents could use input from an economic development perspective to enhance an open for business message.



3. **Promotion.** Many felt that the Onoway/Lac Ste. Anne Region was the "best kept secret" and many were not aware of the exciting business ventures that were underway already, and the potential for many more exciting announcements in the near future.



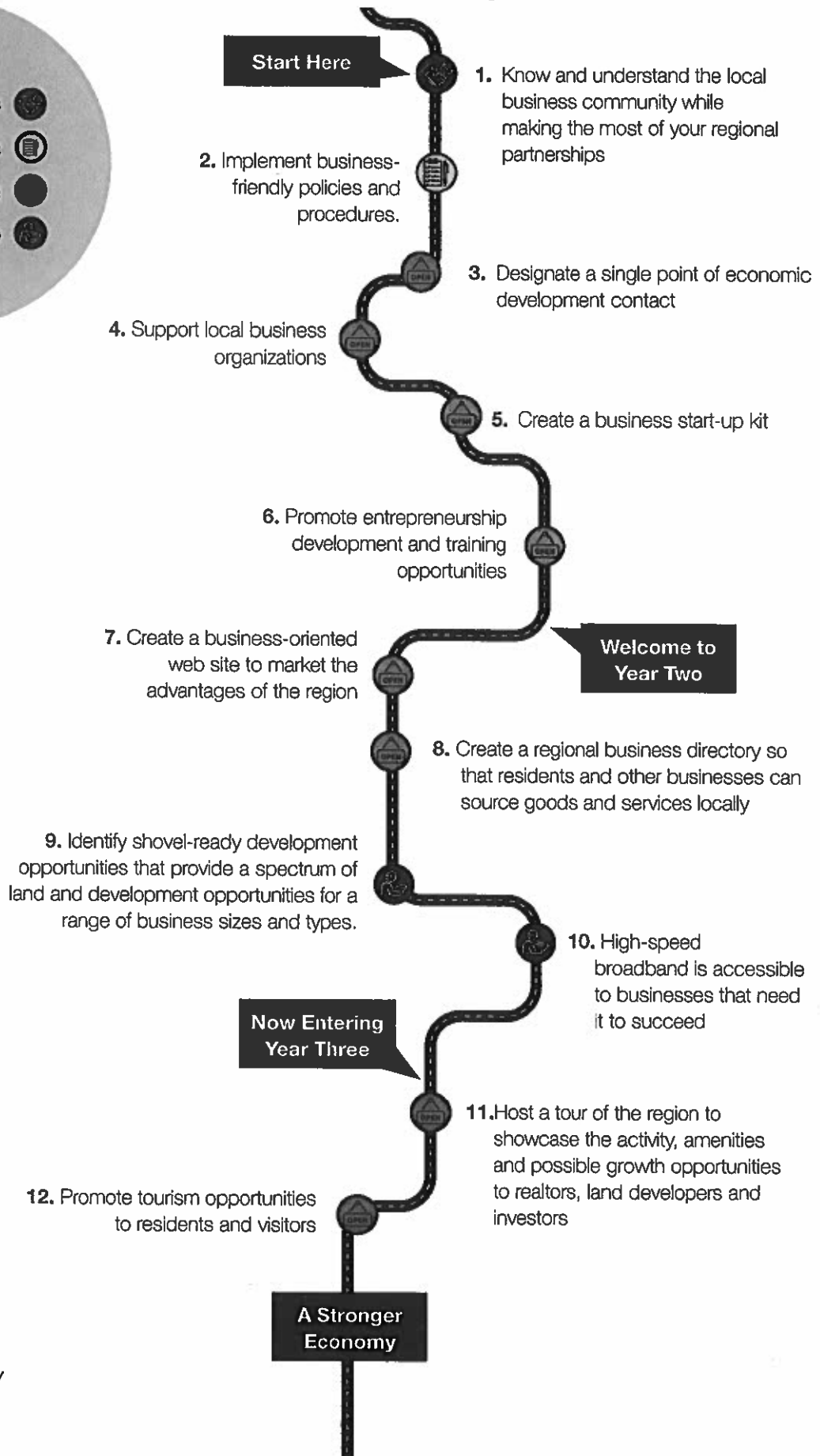
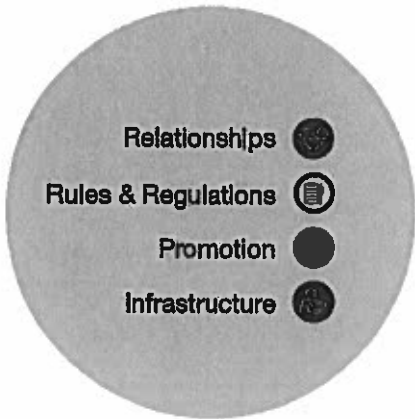
4. **Infrastructure.** Before any economic development can succeed, the region needs the appropriate infrastructure. The region is blessed with excellent highway infrastructure, but requires improved internet capabilities, and shovel ready land to accommodate any new development.



## Recommendations



# Economic Roadmap





**“I was thinking of moving my business until this new Council was elected.”**

## **Relationships**

Economic Development is a dating game. It is important for municipalities to know and understand their business community. Economic Development must also establish relationships with regional partners, and an understanding of the rolls and programs each can offer.

There are a number of government departments and agencies that offer support and programs for economic development and business investments. It is important for the region to understand who the partners are, what services they offer and how to best reach the businesses in need.

But most importantly, economic development must know and understand the existing business community. A common belief within economic development professionals is that 80% of your growth comes from within – businesses and people already residing in the region.

When working to attract new business, the municipality must also commit to fulfil any promises made during the "courtship" and also try to treat any existing businesses with the same level of respect. Keeping an existing client is often easier than attracting something new.





## Relationships Roadmap

### 1. Know and understand the local business community while making the most of your regional partnerships.

Support for small business in the region is vital to successful economic development. Statistics indicate that 80% of new growth in the business community will come from people already in the region. Business is a dating game, get to know your local businesses and the target industry organizations.

Review and understand the value of regional partnerships such as Growth Alberta and Community Futures Yellowhead East. Ensure that your voice is heard within these partnerships and ensure that the services being delivered meet your ongoing requirements.

#### Time Frame:

Short-term/Year One

#### Actions

- › Re-establish the Economic Development Advisory Committee, set clear goals and objectives for the committee, set regular, meaningful meetings and use the Committee as the sounding board for the pulse business in the region. Ensure a broad representation of various business interests and backgrounds. **There is a strong desire from business owners for Council and Administration to hear the committee recommendations with an open mind, and respond in a timely manner.**
- › Institute a formal **Business Retention and Expansion program (BR&E)** to meet with local businesses, understand the challenges and opportunities and to try resolve issues before they become insurmountable and the business leaves or closes. work with Business
- › Support providers such as **Community Futures, Alberta Women Entrepreneurs, Business Development Bank of Canada**, etc. to ensure their programs and services are available to businesses within the Partnership Region. Take full advantage of and promote programs for business such as the Community Futures Small Business Loans, Business Counselling Services, Business Training courses, etc.
- › **Review/revise and prioritize the numerous studies and reports completed in the last ten years.** If they are valuable to the Partnership, then begin an implementation plan, if they are out of date or not relevant, then recycle the reports and move on to more pressing matters

#### Measures

- › Annual confidential survey of business advisory committee members indicates they feel valued and heard
- › Informal feedback from business owners show they **feel council is listening**
- › At least **five businesses complete a formal BR&E survey** annually
- › BR&E data is stored anonymously and used a benchmarking tool



## Rules & Regulations

Many businesses will cite rules and regulations as a hindrance to conducting their business. Municipalities must have rules and regulations in place to ensure orderly development without conflicts between various land uses. However, municipalities must also understand the needs of business if they hope to attract investment. At minimum, rules and regulations should be clear, concise and fairly applied to all. Municipalities also should understand, that in the development game, time is money, and timely processes are considered as an incentive for business development.

Often, economic development is pitted against planning in municipalities. The consultants strongly recommend a good working relationship between economic development and planning, working as a team to accomplish the municipal goal of orderly development.

Developing brochures outlining the requirements and timelines will help business understand the entire process to get a project up and running.

Often, when relocating, business will review taxation levels. Although taxation can be a determining factor in site location, many other factors are taken into consideration, such as access to raw materials, labour force, transportation and utility costs. The Partnership needs to help business and residents better understand their taxation, and to understand what goes into municipal budgeting. In particular, residents and businesses need to understand that the best way to address taxation levels is to expand the tax base, not expand the taxes. An explanation of tax rates and comparable "operating costs" with other municipalities may help clarify the taxation levels.

# "What do I get for my business license fee?"





## Rules & Regulations Roadmap

### 1. Implement business-friendly policies and procedures.

It is important to have a business perspective when developing or revising statutory plans. Planning and Development, along with Economic Development, Administration and Council not only need to have input into Statutory Plans, they also need to understand the impact of the rules and regulations might have on the business community.

#### Time Frame:

- › Short-term/Year One

#### Actions

- › Develop **clear, concise economic development vision** within planning documents
- › Review/update Vision and Mission Statements in MDP, etc. to include a priority for economic development
- › Initiate joint Planning and Development meetings with economic development
- › Initiate **Concierge Service** where economic development staff can lead potential business interests through the various permitting processes
- › Provide clear education for potential businesses on **how to navigate the development process**, including what is required within an application, timelines for approvals, etc.
- › Implement the Canadian Federation of Independent Business (CFIB) Municipal Red tape Challenge (Red Tape Awareness Week, Jan 21-25, 2019).
- › Create **opportunities for citizen feedback on ideas for red tape reduction**; business advisory panel; ensure transparency; and one-in-one out rule to keep regulatory burden from growing
- › Involve Economic Development Advisory Committee members in the review of planning and development documents, applications, forms, etc.

#### Measures

- › Joint planning and development meetings are held with designated economic development staff semi-annually
- › Red Tape Challenge is completed in 2019 and processes reviewed annually
- › Economic development advisory committee indicates satisfaction with review of development approval process and indicates understanding of development approval guidelines and decision-making process



## Promotion

# “This is a fantastic little town, but who knows about it?”

Business and residents identified Promotion as a key activity to support and grow the businesses in the Onoway/ Lac Ste. Anne Partnership. Not only did they identify the need to promote the region as an excellent place to live, work and play, they also identified the need for the businesses in the region to promote themselves to other local and regional businesses.

In talking with the various realtors that were surveyed (both industrial and local residential realtors), they were often unaware of the activity and business growth taking place in the region. Knowing what is happening in the region would add considerable value when trying to market local properties.

New businesses starting up in the region were unaware of the many local contractors and small businesses that could be offering services to these start-up businesses. It was even suggested that many businesses (and Councils for that matter) were not aware of the many and varied businesses operating within this region.

For many prospective businesses looking at locating in a region, the internet is usually the first introduction to a region. If investors/site selectors are not able to find the information on a community/region in a quick web search, they will move on to another location. It is extremely important that the region has a robust, up to date web site with current statistical information of interest to investors. EDAC has developed a very comprehensive listing of information that should be contained on a municipal/regional economic development web site. Of prime importance, the data must be current and from a reliable source, easily defensible if questioned. In the work undertaken, the consultants noted that the municipal and regional web site information was outdated, hard to find or was inaccurate.

Start-up businesses identified the need to find support networks and access to information required to help get their business up and running. Business networking was raised as something that was highly desired in the business community. Although opportunities exist for business networking (i.e. Chamber of Commerce, etc.) some businesses felt they were not being heard or didn't feel they belonged in these organizations.





## Promotion Roadmap

### 1. Designate a single point of economic development contact.

A single point of contact can provide concierge service to business, offering a personalized, guided experience through the start up phase to after care, providing confidence and regularity to business owners and investors.

#### Time Frame:

- › Short-term/Year One

#### Action

- › Each municipality designates one contact to act as an economic development concierge

#### Measure

- › A single point of contact is designated

### 2. Support local business organizations.

The Onoway and Alberta Beach Chamber of Commerces and the Sangudo Economic Development Committee are three examples of local business organizations that should be supported. Working and regularly communicating with these organizations will help you to better understand the needs of your local business community.

#### Time Frame:

- › Short-term/Year One

#### Actions

- › Encourage regional cooperation amongst local Chambers of Commerce
- › Host, in conjunction with Community Futures, the Business Link or others, business networking events
- › Council meetings with Chamber of Commerce/business leaders at least twice a year

#### Measures

- › **One Chamber of Commerce event** in each municipality is sponsored each year
- › Council meets with Chamber President and delegates **twice annually** seeking feedback in areas concerning communication, business climate, opportunities and constraints
- › At least **two business information or networking events** are co-hosted by LSAP and a business partner like Chamber, Business Link, Community Futures or other each year



*Promotion Roadmap Continued*

### **3. Promote entrepreneurship development and training opportunities.**

Nothing happens in the world without entrepreneurs taking risks. 87% of all businesses in Canada have less than 20 employees and 130,000 new small businesses are being created each year. The Partnership can promote entrepreneurship development and training through many avenues.

**Time Frame:**

- › Short-term/Year One

**Actions**

- › Work with school boards to encourage entrepreneurship courses in high schools in the region, and perhaps follow the example of the Kiwanis Centre in Dawson Creek or the Junior Achievement school program
- › Work with Community Futures to develop and deliver small business training and support programs within the Partnership region
- › Investigate the potential use of vacant/under utilized buildings as a potential incubator for small business. There are a number of business incubators in the Capital Region, and information through the National Business Incubator Association (NBIA). Some incubators are referred to as Accelerators
- › Utilize the resources and expertise of Business Link to support small business start ups and expansions ([businesslink.ca](http://businesslink.ca))

**Measures**

- › Number of training sessions offered annually
- › Satisfaction of participants in training sessions
- › Amount of funding leveraged to provide training to business leaders
- › Feasibility study of business incubator completed
- › Number of Junior Achievement or in-school entrepreneurship classes offered annually

### **4. Create a business start-up kit**

Create an entrepreneurship package in digital and print form that contains everything a startup needs to get up and running including, local rules and regulations for business startup (licensing, zoning, development permits, etc.) The brochure should also include important resources for small business, such as Business Link, Community Futures, Business Development Bank, etc. and local business networking opportunities such as Chambers of Commerce, etc.

**Time Frame:**

- › Short-term/Year One

**Action**

- › Make available in digital and hard copy a business start up kit including information on forming a business, registering a name, business permitting and licensing requirements, support and assistance resources, economic development contact information etc.

**Measure**

- › Satisfaction amongst new business start-ups with start up kit



*Promotion Roadmap Continued*

**5. Create a business-oriented web site to market the advantages of the region.**

Most site location decisions are based on information gathered from on-line research. If your web site is hard to find, data is dated or inaccurate, you will not even be considered as the site location process gets narrowed down. Often, you will not even know your location was a potential site before it has already been eliminated from the shortlist.

**Time Frame:**

- › Mid-term/Year Two

**Actions**

- › Access and publish current and relevant information for site selectors on an enhanced web site
- › Include a regional business directory
- › Include business information/networking opportunities offered by various agencies throughout the region (Community Futures)

**Measures**

- › Web site analytics and traffic reports are provided to Councils quarterly
- › Economic development data updated at least annually
- › At least five networking or business information events are listed annually
- › Regional business directory listings are updated annually

**6. Create a regional business directory so that residents and other businesses can source goods and services locally.**

Many businesses and residents indicated it was hard to find local goods and services to meet their needs. It is extremely important to support local business through an on-line directory.

**Time Frame:**

- › Mid-term/Year Two

**Actions**

- › Institute a regional business license
- › Initiate business license program in the Town of Onoway
- › List all businesses (by category) in an on-line directory

**Measures**

- › Number of regional business licences issued year over year
- › Number of business licences issued in Town of Onoway
- › Business owner satisfaction with business licence process
- › Web traffic to online business directory



*Promotion Roadmap Continued*

**7. Host a tour of the region to showcase the activity, amenities and possible growth opportunities to realtors, land developers and investors.**

Local and regional realtors were unaware of the projects that are happening within the County/Town. Familiarization with these events will assist in marketing properties to businesses or developers looking to invest. It is also important that major real estate firms in the Capital region are familiar with what is available in this region.

**Time Frame:**

- › Long-term/Year Three

**Action**

- › Invite realtors (commercial/industrial/residential), development companies/investors and include municipal representatives to answer questions

**Measures**

- › Number of interested participants on tour
- › Number of follow up leads

**8. Promote tourism opportunities to residents and visitors.**

Tourism is an excellent economic generator and may attract future residents and businesses looking for the lifestyle. The Partnership region draws a large number of tourists annually, whether they are simply passing through on the major north-south tourism corridor (Highway 43) or visiting any of the resorts, campgrounds or summer villages throughout the region. It is important that businesses realize the contribution of these visitors, but also understand their needs and perhaps adjust their hours of service to accommodate the tourism industry. The region is well known for hosting tourism and cultural events and these events should be widely promoted.

**Time Frame:**

- › Long-term/Year Three

**Actions**

- › Promote tourism/lifestyle opportunities to potential residents and business trying to attract new employees
- › Promote tourism as a viable economic opportunity to existing businesses (longer hours, open weekends, etc.)
- › Promote cultural and tourism events already happening in the region (Darwell, Sangudo, etc.)
- › Explore opportunities for larger events at Deep Creek Campground

**Measures**

- › Increase in visitors year over year
- › Increase in visitor spending year over year
- › Satisfaction survey of visitors to region



**“We need better internet access.”**

## **Infrastructure**

For businesses to grow and succeed, they require basic infrastructure support such as available land, proper zoning, services such as water and waste water, access to transportation (highways/streets and roads) During the development of this report, the consultants reached out to commercial/industrial realtors who were promoting land for sale in the region. One of the most interesting projects was the Cottage Industrial project by TransAmerica Group promoting "live where you work". This unique development should be further explored and marketed for this region.

Other properties throughout the region that are currently being marketed include two sites along Highway 37 near Onoway (144 acres – development site; 21.87 acre industrial zoned), 3- 5-acre parcels along Highway 43 near Onoway and the Gasoline Ally North site near Mayerthorpe. The consultants are also aware of other potential development sites throughout the region, within proximity to Onoway and/or Alberta Beach with proposed development opportunities under consideration.





## Infrastructure Roadmap

### 1. Identify shovel-ready development opportunities that provide a spectrum of land and development opportunities for a range of business sizes and types.

The Partnership needs to develop a list of potential business opportunities, determine the best locations, sizes and servicing levels. Then the Partnership can work closely with land owners, realtors, developers and investors to actively market and promote the opportunities to the greater Edmonton regional business community. (we hear examples of companies leaving the Capital Region market because of costs. Colliers International Edmonton Industrial market Third Quarter 2018 shows that industrial properties in the Acheson region – net rental rates decreased by 13%. The region is experiencing a vacancy rate of 2.1%).

#### Time Frame:

- › Mid-term/Year Two

#### Action Items

- › Create an inventory of all available non-residential land for sale and post links to realtors on the web site
- › Work with realtors and land owners to identify opportunities and challenges to developing, servicing and zoning land for sale

#### Measures

- › An online inventory of available land and contact information is available to businesses, site selectors, and investment decision-makers
- › A range land and buildings exist to accommodate businesses at various stages of growth

### 2. High-speed broadband is accessible to businesses that need it to succeed.

Access and speed of local broadband was raised by many businesses, both in Onoway and the County as a deterrent to business operations. Although the County has invested in towers and relationships with Internet Service Providers, the issue remains. Although the Federal and Provincial Governments have made high speed internet a priority, more work needs to be done to encourage internet service providers to enter the marketplace within this region.

#### Time Frame:

- › Mid-term/Year Two

#### Action Items

- › Continue to work with telecommunications and ISP to expand and enhance broadband internet access throughout the region
- › Investigate the feasibility of establishing a cooperative or municipally-owned ISP to provide high speed internet to businesses and residents

#### Measures

- › Satisfaction rates with internet access and speed





# Appendix



167

## **Economic Development Performance Measures**

### **Short Term Performance Measures (Year One: Start-up Phase)**

- › Regular information sharing amongst stakeholders
- › Effectiveness of organization in removing barriers to successful economic development (shovel-ready land, infrastructure, funding, and other barriers)
- › Financial sustainability and accountability
- › Awareness of economic development activities and goals
- › Civic engagement (number of organizations engaged in achieving economic development plan)
- › Referrals to other sources (Business Link, Productivity Alberta, Chambers of Commerce, and others)
- › Success in implementing strategic plan
- › Employee satisfaction

### **Medium Term Performance Measures (Years Two and Three: Growing Phase)**

- › Value of new development permits
- › Number of new jobs created, and value of salaries or wages created
- › Value of foreign direct investment in the region
- › Number of active prospects considering the region
- › Targeted marketing campaigns undertaken
- › Number of referrals to the economic development agency
- › Number of calls made regarding investment attraction
- › Number of leads visited / contacted / targeted Number of new business created
- › Number of businesses visited and surveyed for retention and expansion purposes
- › Number of entrepreneurship programs offered
- › Cost-benefit analysis of activities undertaken (cost of project versus benefit to the region)
- › Financing provided to businesses expanding or starting up
- › Number of business licenses issued
- › Number of entrepreneurship programs offered (business planning, funding, marketing, and others)
- › Number of business retention or expansion programs offered (productivity, labour development, etc)
- › Availability and diversity of funding for start-ups (venture capital, loans, angels investments)
- › Satisfaction with entrepreneurship programming
- › Number of learning opportunities held
- › Satisfaction with services provided by economic development agency
- › Linkage of strategic plan with other development plans (MDPs, IDPs, Capital Regional plans, Land Use Framework plan, and others)
- › Expansion of services offered by the economic development agency

### **Long Term Performance Measures (Years Four to Ten: Mature Phase)**

- › Awareness of marketing initiatives amongst target markets (communications audit)
- › Diversity and availability of space for start-ups and business expansion
- › Number of inbound investment tours hosted
- › Number of outbound trade missions organized
- › Number of jobs created and their salaries and wages
- › Number of jobs retained
- › Economic impact of jobs created within the region (economic multipliers)
- › New business start-ups as percentage of all business
- › Value of foreign direct investment in the region
- › Diversification of funding (public, private, grant, and other revenues)
- › Awareness of marketing initiatives amongst target markets (communications audit)
- › Number of new businesses created
- › Sustainability of local companies
- › Economic impact of jobs created within the region (economic multipliers)

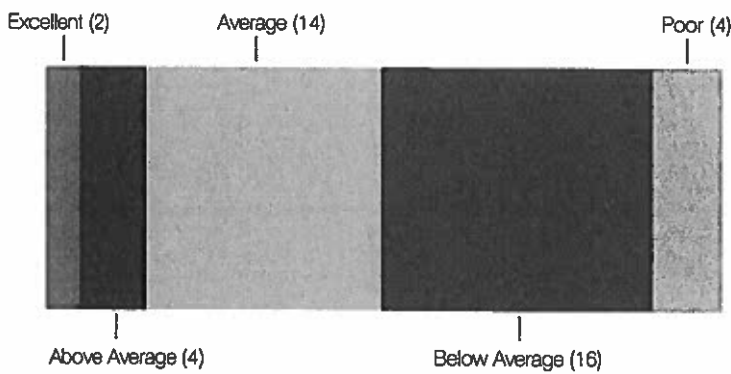
# OVERVIEW

During the Partnership meeting of October 10, 2015, the Steering Committee requested a further analysis of the Survey results to better understand the unique requirements for each of the partners. To be consistent, we have tried to segregate the results into the four themes that emerged from the Survey results (Promotion, Relationships, Infrastructure, Rules and Regulations).

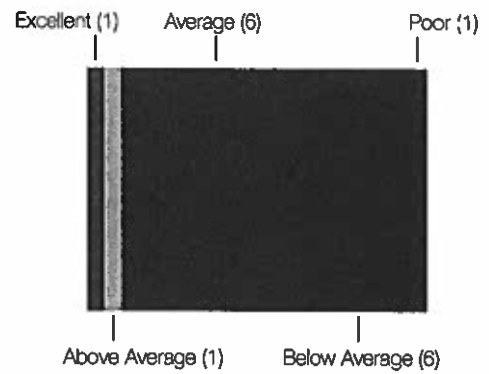
## RESULTS

In ranking the various communities as a place to **do business**:

### Lac Ste. Anne County

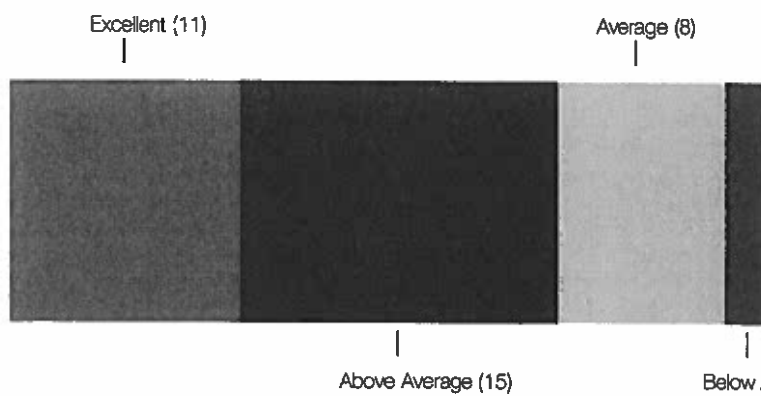


### Town of Onoway

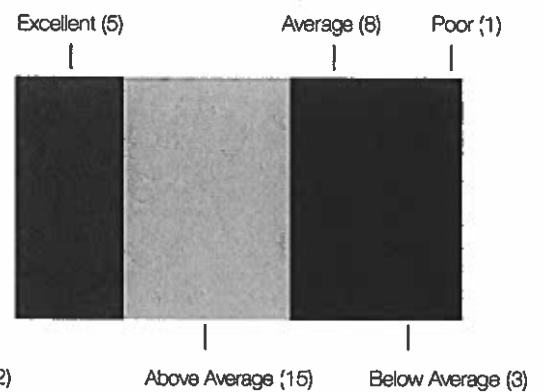


In ranking the various communities as a place to **live**:

### Lac Ste. Anne County



### Town of Onoway



# COUNTY COMPARISONS (2017)

## Woodlands County

Full Time Employees: 61  
 Population: 4,754  
 Area: 759,959.50 km<sup>2</sup>  
 Roads: 736 km  
 Dwellings: 2,264  
 Residential Mill Rate: 2.7727  
 Resident School Mill Rate: 2.4881  
 Non-Residential Mill Rate: 9.8726  
 Non-Resident School: 4.1486  
 Total Assessment: \$2,550,893,176  
 Residential % to Total: 28.33%

- Residential: \$ 722,754,877
- Farmland: \$ 15,356,580
- Non-Residential: \$ 226,038,699
- Linear: \$ 915,450,650
- Rail: \$2,105,180
- M&E: \$669,187,190

## County of Barrhead

Full Time Employees: 29  
 Population: 6,288  
 Area: 246,969 km<sup>2</sup>  
 Roads: 1,498 km  
 Dwellings: 2,522  
 Residential Mill Rate: 5.902  
 Resident School Mill Rate: 2.4884  
 Non-Residential Mill Rate: 17.1012  
 Non-Resident School: 4.001  
 Total Assessment: \$939,109,821  
 Residential % to Total: 69.21%

- Residential: \$649,967,311
- Farmland: \$59,468,060
- Non-Residential: \$38,503,740
- Linear: \$147,621,950
- Rail: 0
- M&E: \$43,548,760

## Lac Ste. Anne County

Full Time Employees: 65  
 Population: 10,899  
 Area: 304,500 km<sup>2</sup>  
 Roads: 2,072 km  
 Dwellings: 5,669  
 Residential Mill Rate: 4.689  
 Resident School Mill Rate: 2.576  
 Non-Residential Mill Rate: 18.691  
 Non-Resident School: 4.102  
 Total Assessment: \$1,925,466,610  
 Residential % to Total: 77.26%

- Residential: \$1,487,668,004
- Farmland: \$58,953,500
- Non-Residential: \$52,255,566
- Linear: \$253,548,240
- Rail: \$1,701,600
- M&E: 571,319,700

## Parkland County

Full Time Employees: 245  
 Population: 32,097  
 Area: 238,440 km<sup>2</sup>  
 Roads: 2,135 km  
 Dwellings: 14,034  
 Residential Mill Rate: 3.7943  
 Resident School Mill Rate: 2.4915  
 Non-Residential Mill Rate: 7.5866  
 Non-Resident School: 3.6157  
 Total Assessment: \$10,259,761,272  
 Residential % to Total: 59.24%

- Residential: \$6,078,679,593
- Farmland: \$42,685
- Non-Residential: \$2,048,067,899
- Linear: \$1,827,720,100
- Rail: \$17,849,410
- M&E: \$244,759,220

## Yellowhead County

Full Time Employees: 91  
 Population: 10,995  
 Area: 2,837,528 km<sup>2</sup>  
 Roads: 2,284 km  
 Dwellings: 5,467  
 Residential Mill Rate: 2.4585  
 Resident School Mill Rate: 2.532  
 Non-Residential Mill Rate: 6.3658  
 Non-Resident School: 3.7061  
 Total Assessment: \$9,673,454,197  
 Residential % to Total: 13.75%

- Residential: \$1,330,555,257
- Farmland: \$39,357,980
- Non-Residential: \$663,447,700
- Linear: \$4,779,707,160
- Rail: \$55,522,310
- M&E: \$2,804,863,790

Source Alberta Municipal Affairs

**Fox Creek**

Full Time Employees: 30  
 Population: 1,971  
 Area: 856 km<sup>2</sup>  
 Roads: 37 km  
 Water Main: 42 km  
 Waste Water: 18 km  
 Storm 15 km  
 Dwellings: 870  
 Residential Mill Rate: 7.289  
 Resident School Mill Rate: 2.6136  
 Non-Residential Mill Rate: 20.5547  
 Non-Resident School: 3.7498  
 Total Assessment: \$385,731,455  
 Residential % to Total: 56.02%  
 • Residential: \$216,084,419  
 • Farmland: \$0  
 • Non-Residential: \$162,313,656  
 • Linear: \$7,123,380  
 • Rail: \$0  
 • M&E: \$210,000

**Barrhead**

Full Time Employees: 32  
 Population: 4,579  
 Area: 772 km<sup>2</sup>  
 Roads: 62 km  
 Water Main: 41 km  
 Waste Water: 39 km  
 Storm 16 km  
 Dwellings: 1,980  
 Residential Mill Rate: 8.5599  
 Resident School Mill Rate: 2.5761  
 Non-Residential Mill Rate: 14.1729  
 Non-Resident School: 3.6055  
 Total Assessment: \$499,071,372  
 Residential % to Total: 77.61%  
 • Residential: \$387,341,107  
 • Farmland: \$118,300  
 • Non-Residential: \$102,772,105  
 • Linear: \$6,494,760  
 • Rail: \$0  
 • M&E: \$2,345,100

**Westlock**

Full Time Employees: 56  
 Population: 5,101  
 Area: 1371.5 km<sup>2</sup>  
 Roads: 71 km  
 Water Main: 51.9 km  
 Waste Water: 45.7 km  
 Storm 15 km  
 Dwellings: 2,290  
 Residential Mill Rate: 8.7622  
 Resident School Mill Rate: 2.5117  
 Non-Residential Mill Rate: 26.98  
 Non-Resident School: 2.8709  
 Total Assessment: \$583,356,651  
 Residential % to Total: 74.72%  
 • Residential: \$435,877,472  
 • Farmland: \$490,620  
 • Non-Residential: \$133,415,539  
 • Linear: \$7,348,230  
 • Rail: \$65,160  
 • M&E: \$6,159,630

**Onoway**

Full Time Employees: 6  
 Population: 1,029  
 Area: 311 km<sup>2</sup>  
 Roads: 17 km  
 Water Main: 6.98 km  
 Waste Water: 4.85 km  
 Storm 1.18 km  
 Dwellings: 435  
 Residential Mill Rate: 5.9028  
 Resident School Mill Rate: 2.4995  
 Non-Residential Mill Rate: 15.5416  
 Non-Resident School: 3.6981  
 Total Assessment: \$117,618,070  
 Residential % to Total: 69.22%  
 • Residential: \$81,416,411  
 • Farmland: \$77,440  
 • Non-Residential: \$32,848,439  
 • Linear: \$2,212,440  
 • Rail: \$41,100  
 • M&E: \$1,022,240

**Mayerthorpe**

Full Time Employees: 10  
 Population: 1,320  
 Area: 380 km<sup>2</sup>  
 Roads: 16 km  
 Water Main: 19.3 km  
 Waste Water: 15.5 km  
 Storm 4 km  
 Dwellings: 610  
 Residential Mill Rate: 9.5984  
 Resident School Mill Rate: 2.4155  
 Non-Residential Mill Rate: 18.7567  
 Non-Resident School: 3.469  
 Total Assessment: \$105,515,914  
 Residential % to Total: 75.99%  
 • Residential: \$80,187,863  
 • Farmland: \$0  
 • Non-Residential: \$22,882,631  
 • Linear: \$2,279,230  
 • Rail: \$34,500  
 • M&E: \$131,690

**Bon Accord**

Full Time Employees: 12  
 Population: 1,529  
 Area: 211 km<sup>2</sup>  
 Roads: 15.58 km  
 Water Main: 10.83 km  
 Waste Water: 10.22 km  
 Storm 2 km  
 Dwellings: 583  
 Residential Mill Rate: 9.5323  
 Resident School Mill Rate: 2.5814  
 Non-Residential Mill Rate: 18.0774  
 Non-Resident School: 3.6728  
 Total Assessment: \$150,975,587  
 Residential % to Total: 95.97%  
 • Residential: \$144,898,997  
 • Farmland: \$63,000  
 • Non-Residential: \$4,316,000  
 • Linear: \$1,651,080  
 • Rail: \$0  
 • M&E: \$46,510

**TOWN  
 COMPARISONS  
 (2017)**

Source Alberta Municipal Affairs



## Acknowledgments

The Onoway/Lac Ste. Anne Partnership would like to acknowledge and thank the many residents and businesses who willingly gave their time and expertise to provide insight and real-life examples of the challenges and opportunities facing the region. In economic development practice, it is well known that local businesses and residents know their region better than any “hired-guns”, or consultants.

Partnerships would not be successful without the leadership and guidance of the elected officials. The Partnership thanks and congratulates the Town of Onoway and Lac Ste. Anne County for the foresight and leadership in creating a regional partnership intended to make both communities more sustainable. Of course, Council's set the direction, but Administration is tasked with ensuring the desired outcomes are achieved. Management and staff from both partners were fully engaged and cooperative in all aspects of this study.

The Partnership also acknowledges the financial support from Alberta Municipal Affairs through the Alberta Community Partnership (ACP) Program. Funding through the ACP Program not only supported the creation of the economic development strategy but will also be used to implement recommendations from this plan and support ongoing best practices in economic development.

The Partnership is very excited to have produced an economic development roadmap that will not only set out broad goals but will also serve as a step-by-step guide to implement the actions and achieve the desired results. We acknowledge that this is but a step toward the future and understand much work remains to be done.

Economic development is hard to achieve at any level, but creating a new regional group is even harder to get off the ground. The Onoway/Lac Ste. Anne Partnership started with limited representation to try and build a solid foundation and structure for regional economic development collaboration. The Steering committee acknowledges, that once a solid foundation and structure has been developed, then they will move beyond a Steering Committee and graduate to a much broader region. We trust that neighbouring communities will afford the Steering Committee the time to establish the ground rules and enable a new regional partnership to hit the ground running. The whole purpose of the Steering Committee is to learn to walk before we run.

On behalf of the Onoway/Lac Ste. Anne Partnership

Nick Gelych, Chair  
Lac Ste Anne County

Councillor Lynne Tonita  
Town of Onoway

Councillor Lorne Olsvik,  
Lac Ste. Anne County

Councillor Wade Neilson  
Town of Onoway

Cindy Suter  
Lac Ste Anne County Economic Development  
Director and Staff Liaison for the Partnership



LAC STE. ANNE COUNTY





**On Our Way: An Economic Roadmap for the  
Onoway/Lac Ste. Anne Partnership**

The Onoway and Lac Ste. Anne County Partnership was formed to take advantage of working together to enhance regional economic development opportunities. This roadmap is based on extensive consultation with local businesses and is designed to help to support economic growth over the next three years.



Development Services  
for the

## Summer Village of Sunrise Beach

Box 2945, Stony Plain, AB., T7Z 1Y4, Phone (780) 718-5479 Fax (866) 363-3342  
Email: [pcm1@telusplanet.net](mailto:pcm1@telusplanet.net)

September 15, 2019

File: 19DP03-44

**Re: Development Permit Application No. 19DP03-44  
Plan 892 1503, Block 1, Lot 28 : 5128 Everett Road (the "Lands")  
R – Residential : Summer Village of Sunrise Beach**

### APPROVAL OF DEVELOPMENT PERMIT

You are hereby notified that your application for a development permit with regard to the following:

## **CONSTRUCTION OF AN ADDITION TO AN EXISTING ACCESSORY BUILDING (59.5 SQ. M.)**

Has been **APPROVED** subject to the following conditions:

- 1- All municipal taxes must be paid.
- 2- That the applicant shall display for no less than twenty-one (21) days after the permit is issued, in a conspicuous place on the site or on streets abutting the site, the enclosed notice.
- 3- Approval of any plans or installation standards for an on-parcel sewage collection system by an approved Plumbing Inspector.
- 4- The applicants provide a certified copy of plan of subdivision to determine all easements and restrictive covenants on the parcel.
- 5- The applicants shall obtain and comply with the requirements, where applicable, from the appropriate authority, permits relating to demolition, building, electricity, plumbing and drainage, and all other permits required in connection with the proposed development. Copies of all permits shall be submitted to the Summer Village of Sunrise Beach for review.
- 6- Arrangements, satisfactory to the Development Authority, must be in place to provide sanitary facilities for the contractors working on the site.

175





- 7- The applicants shall be financially responsible during construction for any damage by the applicant, his servants, his suppliers, agents or contractors, to any public or private property.
- 8- The applicants shall prevent excess soil or debris from being spilled on public streets and lanes; and shall not place soil or any other material on adjacent properties without permission in writing from adjacent property owners.
- 9- That all improvements shall be completed within twelve (12) months of the effective date of the permit.
- 10- Development shall conform to the following site requirements:**
  - **Rear Yard Setback shall be a minimum of 8.0 metres;**
  - **Front Yard Setback shall be a minimum of 7.0 metres; and**
  - **Side Yard Setback shall be a minimum of 1.5 metres or greater distance as required under the Alberta Safety Codes Act.**

Note: Please be reminded that where walls are located within 2.4 metres of the property line they shall be constructed as a fire separation of not less than 45 minutes. (Alberta Fire Code -Article 9.10.15.5).

Note: Development shall also conform to the Alberta Electrical and Communication Utility Code. A copy of TABLE 9 – Minimum Design Clearances From Wires and Conductors not Attached to Buildings, Signs and Similar Plants is attached to the permit for your information.

- 11-The site and improvements thereon shall be maintained in a clean and tidy condition during construction, free from rubbish and debris. Receptacles for the purpose of disposing of rubbish and debris shall be provided to prevent scatter of debris and rubbish.
- 12-No person shall keep or permit to be kept in any part of a yard any excavation, storage or piling of materials required during the construction stage unless all necessary safety measures are undertaken. The owner of such materials or excavation must assume full responsibility to ensure the situation does not prevail any longer than reasonably necessary to complete a particular stage of construction.



Development Services  
for the

## Summer Village of Sunrise Beach

Box 2945, Stony Plain, AB., T7Z 1Y4, Phone (780) 718-5479 Fax (866) 363-3342  
Email: [pcrn1@telusplanet.net](mailto:pcrn1@telusplanet.net)

---

Should you have any questions please contact this office at (780) 718-5479.

Date Application Deemed Complete **September 15, 2019**

Date of Decision **September 15, 2019**

---

Effective Date of Permit **October 14, 2019**

---

Signature of Development Officer

---

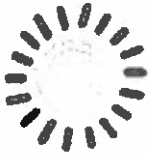
Tony Sonnleitner, Development Officer, Summer Village of Sunrise Beach

cc Wendy Wildman, Municipal Administrator, Summer Village of Sunrise Beach  
Superior Safety Codes  
Ian Ferguson, MASG

**Note:** An appeal of any of the conditions of approval may be made to the Subdivision and Development Appeal Board by serving written notice of appeal to the Clerk of the Subdivision and Development Appeal Board. Such an appeal shall be made in writing and shall be delivered either personally or by mail so as to reach the Clerk of the Subdivision and Development Appeal Board no later than twenty-one (21) days after the notice of decision. The appeal should be directed to this office at:

Town of Onoway  
Box 1197  
Onoway, AB T0E 1V0

and should include a statement of the grounds for the appeal and have attached an Appeal fee in the amount of \$150.00.



Development Services  
for the

## Summer Village of Sunrise Beach

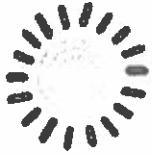
Box 2945, Stony Plain, AB., T7Z 1Y4, Phone (780) 718-5479 Fax (866) 363-3342  
Email: [pcm1@telusplanet.net](mailto:pcm1@telusplanet.net)

### **NOTE:**

1. *The issuance of a Development Permit in accordance with the notice of decision is subject to the condition that it does not become effective until twenty-nine (29) days after the date of the order, decisions or development permit is issued.*
2. *The Land Use Bylaw provides that any person claiming to be affected by a decision of the Development Officer may appeal to the Development Appeal Board by serving written notice of appeal to the Clerk of the Development Appeal Board within twenty-one (21) days after notice of the decision is given.*
3. *A permit issued in accordance with the notice of the decision is valid for a period of twelve (12) months from the date of issue. If at the expiry of this period, the development has not been commenced or carried out with reasonable diligence, this permit shall be null and void.*

### **IMPORTANT NOTES**

1. Any development proceeded with prior to the expiry of the appeal period is done solely at the risk of the Applicant even though an application for Development has been approved and a Development Permit has been issued. The period allowed for an appeal to be filed is twenty-one (21) days after a development permit is issued.
2. Any person claiming to be affected by a decision regarding an application for a development permit may appeal by serving written notice to the Secretary of the Development Appeal Board within twenty-one (21) days after a development permit or notice of decision was issued.
3. This Development Permit is valid for a period of 12 months from the date it was issued, or the date of an approval order being granted by the Development Appeal Board. If at the expiry of this period, the development has not been commenced or carried out with reasonable diligence, the permit becomes invalid unless an extension has been granted by the Development Officer.
4. The applicant is reminded that compliance with this Permit requires compliance with all conditions affixed thereto.
  - a. This is not a Building Permit and, where required by any regulation, a Building Permit, and all other permits in connection with this development, shall also be obtained from:



Development Services  
for the

## Summer Village of Sunrise Beach

Box 2945, Stony Plain, AB., T7Z 1Y4, Phone (780) 718-5479 Fax (866) 363-3342  
Email: [pcm1@telusplanet.net](mailto:pcm1@telusplanet.net)

---

### Superior Safety Codes Inc.

#### Edmonton Office

14613 - 134 Avenue

Edmonton, Alberta T5L 4S9

E-mail: [info@superiorsafetycodes.com](mailto:info@superiorsafetycodes.com)

Phone: 780 489 4777

Fax: 780 489 4711

Toll Free Ph: 1 866 999 4777

Toll Free Fax: 1 866 900 4711

6. A development permit is an authorization for development under the Land Use Bylaw, but is not an approval under any other regulations that may be applicable.
- (a) Water and sewage systems are under the jurisdiction of Superior Safety Codes (780) 489-4777 or 1-866-999-4777.
  - (b) Development in proximity to gaslines, other pipelines, powerlines, or telephone lines require approvals from: The Gas Protection Branch - Alberta Labour, Alberta Energy Resources Conservation Board, Alberta Utilities and Telecommunications.
  - (c) All plans submitted for the construction or alteration of a commercial or industrial building as specified under the Alberta Architects Act, shall be authorized by a registered architect or a professional engineer.



## Public Notice

DEVELOPMENT APPLICATION NUMBER: 19DP03-44

### APPROVAL OF DEVELOPMENT PERMIT

An application for a development permit for this property, Plan 892 1503, Block 1, Lot 28 : 5128 Everett Road, with regard to the following:

## CONSTRUCTION OF AN ADDITION TO AN EXISTING ACCESSORY BUILDING (59.5 SQ. M.)

has been **CONDITIONALLY APPROVED** by the Development Officer.

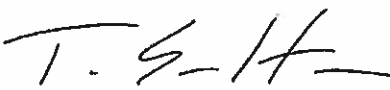
Any person who objects to the proposed use of the parcel may deliver to the Clerk of the Subdivision and Development Appeal Board a written statement of their objection to such use indicating the following:

1. His/ her full name and mailing address, for the delivery of any notices to be given with respect of the objection; and
2. The reasons for his/her objection to the proposed use.

The statement must be received by the Clerk of the Subdivision and Development Appeal Board by no later than 4:30 pm on October 6, 2019.

Statements of concern with regard to this development permit should be addressed to:  
**Summer Village of Sunrise Beach**  
**Box 1197**  
**Onoway, Alberta, T0E 1V0**  
**Attention: Clerk of the Subdivision and Development Appeal Board**

Should you have any questions please contact the Development Officer at (780) 718-5479

<b>Date Application Deemed Complete</b>	<b>September 15, 2019</b>
<b>Date of Decision</b>	<b>September 15, 2019</b>
<b>Effective Date of Permit</b>	<b>October 14, 2019</b>
<b>Signature of Development Officer</b>	

**Note:** This permit does not come into effect until twenty-nine (29) days after the date of issuance.

**Note:** Any development undertaken prior to the expiry of the appeal period is done solely at the risk of the applicant. The period allowed for an appeal to be filed is twenty-one (21) days after a development permit has been issued.

**Note:** This permit is valid for a period of twelve (12) months from the date of issue. If at the expiry date of this period the development has not been commenced and carried out with reasonable diligence, this permit shall be null and void.

**THIS IS NOT A BUILDING PERMIT**

## DEVELOPMENT PERMIT APPLICATION



**Summer Village of Sunrise Beach**  
 Development Services  
 Box 2945, Stony Plain, Alberta T7Z 1Y4  
 Phone: 1-780-718-5479  
 Fax: 1-866-363-3342  
 Email: pcm1@telusplanet.net

Application Number: 19DP03-44  
 Application Received Date: SEP 15, 2019  
 Application Deemed Complete: SEP 15, 2019

<b>PROJECT LOCATION - REQUIRED</b>		
Suite:	Street Address: <u>5128</u>	Street Name: <u>Everett Rd.</u>
Legal Description: Unit / Lot / Block / Plan or Quarter / Section / Township / Range / Meridian <u>20 11 - 8921503 1 1</u>		
<b>TYPE OF USE - REQUIRED</b>		
<input checked="" type="checkbox"/> New Construction	<input checked="" type="checkbox"/> Addition	<input type="checkbox"/> Fence <span style="float: right;"><input type="checkbox"/> Other</span>
<input checked="" type="checkbox"/> Garage	<input type="checkbox"/> Well / Cistern / Septic System	<input type="checkbox"/> Temporary Business
<input type="checkbox"/> Accessory Building / Shed	<input type="checkbox"/> Change of Occupancy or Use	<input type="checkbox"/> Variance
<input type="checkbox"/> Accessory Structure / Deck	<input type="checkbox"/> Secondary Suite	<input type="checkbox"/> Sign
<b>PROJECT DESCRIPTION - REQUIRED</b>		<b>COST OF PROJECT - REQUIRED \$</b>
<u>Build garage attached to sun room as per drawing.</u>		
<b>NEW CONSTRUCTION - REQUIRED</b>		
<input checked="" type="checkbox"/> Residential	<input type="checkbox"/> Multi-family Dwelling	<input type="checkbox"/> Commercial <input type="checkbox"/> Industrial <input type="checkbox"/> Institutional
<input checked="" type="checkbox"/> Single Detached <input type="checkbox"/> Semi Detached	Number of units: _____	Total Area: _____ m <sup>2</sup>
<b>GARAGES/ACCESSORY BUILDINGS/ADDITIONS/ STRUCTURES /DECKS / FENCES - REQUIRED</b>		
Total Area (m <sup>2</sup> ): <u>640 sq ft</u>	Height (if applicable): <u>9'</u>	<input checked="" type="checkbox"/> Residential <input type="checkbox"/> Commercial <input type="checkbox"/> Industrial <input type="checkbox"/> Institutional
<b>CHANGE OF OCCUPANCY OR USE - COMPLETE ONLY IF APPLYING FOR CHANGE OF USE OR OCCUPANCY OR FAMILY DAY HOME</b>		
Total Area (m <sup>2</sup> ):		
<b>FAMILY DAY HOME - COMPLETE ONLY IF APPLYING FOR A FAMILY DAY HOME</b>		
Are room alterations involved: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO    If yes - Number of Rooms: <u>1</u> List Rooms: <u>Garage</u>		
Describe alterations: <u>2 x 6 x 9 ft high const, cottage roof, asphalt shingles</u>		
Provide a detailed description of materials, equipment and/or vehicles including utility trailer(s) that will be used and where they will be stored: <u>car and quads</u>		
Number of resident employees: (employees that reside in the home): <u>2</u>	Number of children (including children under the age of 5 who are otherwise permanent residents of the dwelling):	
Hours of Operation:	Number of daily business visits to the property:	
Number of household vehicles: <u>3</u>	Number of onsite parking stalls: <u>4</u>	

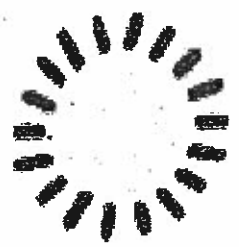
P01 Social Corp 273

78.75 per  
Cap

# RIGHT OF ENTRY AUTHORIZATION

MUNICIPAL GOVERNMENT ACT, R.S.A. 2000, Chapter M-26

## Summer Village of Sunrise Beach



Development Services  
Box 2945, Stony Plain, Alberta T7Z 1Y4  
Phone: 1-780-718-5479 Fax: 1-866-363-3342  
Email: pcm1@telusplanet.net

Owner(s) consent to the Right of Entry by an authorized person of the Summer Village of Sunrise Beach for the purpose of a land site inspection relative to a proposed development permit application or Land Use Bylaw amendment.

Section 542 of the Municipal Government Act, R.S.A. 2000, Chapter M-26 stipulates that:

542(1) If this or any other enactment or a bylaw authorizes or requires anything to be inspected, remedied, enforced or done by a municipality, a designated officer of the municipality may, after giving reasonable notice to the owner or occupier of land or the structure to be entered to carry out the inspection, remedy, enforcement or action,

(a) enter on that land or structure at any reasonable time, and carry out the inspection, enforcement or action authorized or required by the enactment or bylaw,

(b) request anything to be produced to assist in the inspection, remedy, enforcement or action, and

(c) make copies of anything related to the inspection, remedy, enforcement or action.

(1.1) A consent signed under section 653 is deemed to be a reasonable notice for the purposes of subsection (1).

(2) The designated officer must display or produce on request identification showing that the person is authorized to make the entry. (3) In an emergency or in extraordinary circumstances, the designated officer need not give reasonable notice or enter at a reasonable hour and may do the things in subsection (1)(a) and (c) without the consent of the owner or occupant.

In accordance with the above Section and the Summer Village of Sunrise Beach Land Use Bylaw requirements, it is necessary that this form be completed and returned with your application submission in order that an authorized person from the Summer Village may be able to do a site inspection if required on the property.

I/We grant consent for an authorized person of the Summer Village of Sunrise Beach to enter upon the subject land for a site inspection.

Legal Land Description \_\_\_\_\_

Registered Owners Name as Per Certificate of Title \_\_\_\_\_

Name of Signing Authority (If owner is a numbered company) \_\_\_\_\_

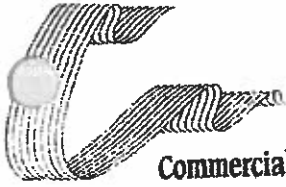
Property Address 5128 Everett Rd  
Sunrise Beach

\_\_\_\_\_  
Signature

Print

\_\_\_\_\_  
Date pt 3/2019

This information is being collected under the authority of section 33(c) the Freedom of Information and Protection of Privacy (FOIP) Act. It will be used to administer a development permit. The personal information provided will be protected in accordance with Part 2 of the Act. If you have any questions regarding the collection, use and disclosure of personal information, please contact the FOIP Coordinator at (780) 967-0271.



Commercial Colour Press Ltd.  
10510-169 Street, Edmonton, Alberta T5P 3X6  
Telephone (403)484-0144

# COPY SHEET

CUSTOMER \_\_\_\_\_

DESCRIPTION \_\_\_\_\_

DOCKET NO. \_\_\_\_\_

PAGE NO. \_\_\_\_\_

