

**ALBERTA BEACH  
REGULAR COUNCIL MEETING  
BEING HELD IN THE ALBERTA BEACH COUNCIL CHAMBERS  
AND BEING HELD ELECTRONICALLY VIA ZOOM MEETING  
SEPTEMBER 20, 2022 AT 7:00 P.M.**

**AGENDA**

1. CALL TO ORDER
2. LAND ACKNOWLEDGEMENT  
NATIONAL TRUTH & RECONCILIATION DAY (SEPTEMBER 30)
3. AGENDA ADDITIONS
4. ADOPTION OF AGENDA
5. CONFIDENTIAL – CLOSED MEETING SESSION
6. ADOPTION OF PREVIOUS MINUTES  
P. 2-5 a. Regular Council Meeting of August 16, 2022
7. DELEGATIONS
8. PUBLIC HEARINGS
9. MUNICIPAL PLANNING COMMISSION
- P. 6-8 10. OLD BUSINESS & CAO REPORT ACTION LIST
11. FINANCIAL REPORTS
- P. 9-15 12. BYLAWS & POLICIES  
a. Bylaw #290-22 Council Procedure Bylaw
- P. 16 13. COUNCIL, COMMITTEES & STAFF REPORTS
14. CORRESPONDENCE – INFORMATION ITEMS  
P. 17-18 a. Alberta Counsel – Alberta Crime Prevention Grant  
P. 19-24 b. Alberta Health Services – Whitecourt Summer Tour What We Heard Report  
P. 25-33 c. Alberta Health Services – Tamarack Health Advisory Council Board Recruitment  
P. 34-35 d. Alberta Addiction & Mental Health – Ministry of Mental Health & Addictions Information Series  
P. 36-48 e. Alberta Invasive Species Council – Quarterly Report  
P. 49-87 f. Alberta Municipalities – 2022 Notice of Special Resolutions  
P. 88-123 g. Alberta Municipalities – Provincial Transfers & Financing Municipal Infrastructure  
P. 124 h. Alberta Municipalities – Power+ Process Update  
P. 125-128 i. Federation of Canadian Municipalities – RCMP Retroactive Costs  
P. 129-130 j. Honourable Marc Miller, Minister of Crown-Indigenous Relations – Response to LSA Pilgrimage Costs  
P. 131-262 k. Honourable Tyler Shandro, Minister of Justice – Alberta Police Service-Detachment Deployment Model  
P. 263-268 l. Honourable Tyler Shandro, Minister of Justice – Town of Tofield Letter - Victim Services Redesign  
P. 269-274 m. Honourable Tyler Shandro, Minister of Justice – Mass Casualty Commission Independent Inquiry  
P. 275-279 n. National Police Federation – Second Edition of Call to Action to the Government of Alberta  
P. 280-282 o. Deputy Commissioner Zablocki, Alberta RCMP – Mass Casualty Independent Inquiry  
P. 283 p. Alberta Municipalities – Updated 2022 Resolutions Book
15. CORRESPONDENCE – ACTION ITEMS  
P. 284 a. Alberta Beach Municipal Library – Meet & Greet  
P. 285-291 b. Alberta Municipalities – Queen Elizabeth’s II Platinum Jubilee Medal Awards  
P. 292-293 c. Atco Gas – Atco Gas & Pipelines Ltd. Franchise Agreement  
P. 294-297 d. City of Spruce Grove – Capital Region Integrated Safety Partnership – Road Safety Unconference  
P. 298-300 e. Lac Ste. Anne County – Regional Municipalities Meeting  
P. 301-308 f. Mr. Darren Baum – Tax Roll Reference #527 Property Tax Penalty  
P. 309-313 g. Mr. Keith Sandulak – Petition Regarding 46 Street Lake Access  
P. 314-319 h. Mr. Larry Egger – 46 Street Lake Access  
P. 320 i. Mr. Bud Busenius – Beach Clean Up Committee  
P. 321-324 j. Mr. Rick Zolmer – Beach Weeds  
P. 325-332 k. North Saskatchewan Watershed Alliance – Municipal Contribution to NSWA  
P. 333-343 l. Hook’d Broadband Canada – Internet & Broadband Technology Introduction  
P. 344-345 m. Alberta Beach & District Agriculture Society – Blue Cross Grant Letter of Support
16. NEW BUSINESS  
P. 346 a. Alberta Beach & District Museum & Archives Society – Dissolution Plan
17. QUESTION PERIOD
18. ADJOURNMENT

6.a

**MINUTES OF THE REGULAR MEETING OF COUNCIL OF ALBERTA BEACH IN THE PROVINCE OF ALBERTA HELD IN THE ALBERTA BEACH COUNCIL CHAMBERS AND HELD ELECTRONICALLY VIA ZOOM MEETING AUGUST 16, 2022 AT 7:00 P.M.**

**PRESENT:**

- Mayor.....Angela Duncan
- Deputy Mayor .....Debbie Durocher
- Councillor .....Tara Elwood
- Councillor .....Kelly Muir
- Councillor .....Daryl Weber
- CAO .....Kathy Skwarchuk
- Asst. CAO .....Cathy McCartney (Zoom Administrator)

**CALL TO ORDER:**

Mayor Duncan called the meeting to order at 7:00 P.M.

**AGENDA ADDITIONS:**

- 13.n Fortis Alberta – Notice of Lac Ste. Anne Lake Communities Line Upgrade
- 14.d Alberta Beach & District Amateur Softball Association – 22<sup>nd</sup> Annual Golf Tournament Fundraiser

**ADOPTION OF AGENDA:**

#131-22

MOVED BY Deputy Mayor Durocher that the agenda be adopted as amended.

CARRIED UNANIMOUSLY

**CONFIDENTIAL – CLOSED MEETING SESSION:** None.

**ADOPTION OF PREVIOUS MINUTES:**

#132-22

REGULAR COUNCIL MEETING OF JULY 19, 2022:

MOVED BY Councillor Elwood that the minutes of the Regular Council Meeting of July 19, 2022 be adopted as presented.

CARRIED UNANIMOUSLY

**DELEGATIONS:** None.

**PUBLIC HEARINGS:** None.

**MUNICIPAL PLANNING COMMISSION MEETING:** None.

**OLD BUSINESS & CAO REPORT ACTION LIST:**

#133-22

ALBERTA COMMUNITY PARTNERSHIP GRANT - WATER DISTRIBUTION FEASIBILITY STUDY PROJECT:

MOVED BY Deputy Mayor Durocher that Alberta Beach participate in an Alberta Community Partnership Intermunicipal Collaboration Grant for a Water Distribution Feasibility Study and that the project include projected costs, funding options, governance structure, and public consultation and further that the Summer Village of Val Quentin be the managing partner on the grant application.

CARRIED UNANIMOUSLY

#134-22

MOVED BY Councillor Weber that the CAO Report Action List be accepted for information.

CARRIED UNANIMOUSLY

**FINANCIAL REPORTS:** None.

**BYLAWS & POLICIES:** None.

**COUNCIL, COMMITTEES & STAFF REPORTS:**

**COUNCILLOR ELWOOD:**

No meetings to report.

**DEPUTY MAYOR DUROCHER:**

Deputy Mayor Durocher reviewed and submitted reports on the following meetings:  
Lake Isle & Lac Ste. Anne Water Quality Mgmt Society meetings of August 7, 2022.  
Alberta Beach & District Museum & Archives meeting of August 10, 2022.

**COUNCILLOR WEBER:**

Councillor Weber reviewed and submitted reports on the following meetings:  
Lac Ste. Anne Foundation meeting of June 22, 2022.  
Alberta Beach in Bloom meeting of August 5, 2022.  
Highway 43 East Waste Commission meeting of August 9, 2022.

**COUNCILLOR MUIR**

No meetings to report.

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**MINUTES OF THE REGULAR MEETING OF COUNCIL  
OF ALBERTA BEACH IN THE PROVINCE OF ALBERTA  
HELD IN THE ALBERTA BEACH COUNCIL CHAMBERS  
AND HELD ELECTRONICALLY VIA ZOOM MEETING  
AUGUST 16, 2022 AT 7:00 P.M.**

**MAYOR DUNCAN:**

Mayor Duncan reviewed and submitted reports on the following meetings:  
Mayor's Report of August 16, 2022.

West Inter-lake District (WILD) Water Commission meeting of August 15, 2022.

#135-22

**ACCEPTANCE OF COUNCIL, COMMITTEE AND STAFF REPORTS:**

MOVED BY Councillor Weber that the Council, committee and staff reports be accepted for information.  
CARRIED UNANIMOUSLY

**CORRESPONDENCE – INFORMATION ITEMS:**

**ALBERTA HEALTH SERVICES – PROVINCIAL HEALTH TOUR SUMMER 2022:**

Correspondence was received from Alberta Health Services regarding the Provincial Health Tour Summer 2022 which included the presentation report.

**ALBERTA JUSTICE & SOLICITOR GENERAL – FUTURE OF PROVINCIAL POLICING WEBSITE:**  
Correspondence was received from Alberta Justice & Solicitor General announcing the launch of a new website on the Future of Provincial Policing.

**ALBERTA JUSTICE & SOLICITOR GENERAL – FUTURE OF ALBERTA POLICING WEBINAR:**  
Correspondence was received from Alberta Justice & Solicitor General regarding a Webinar Series: The Future of Alberta Policing being held on August 22, 2022.

**ALBERTA LUNG – WALK TO BREATHE LAUNCHES VIRTUALLY FOR 2022:**  
Correspondence was received from Alberta Lung to advise on the Walk to Breathe campaign which has been launched virtually for 2022.

**ALBERTA MUNICIPALITIES – MUNICIPAL FUNDING TO CELEBRATE ALBERTA DAY:**  
Correspondence was received from Alberta Municipalities on behalf of Alberta Culture & Status of Women regarding establishing September 1 as Alberta Day to celebrate who we are as Albertans and what we can achieve together and further that the Government of Alberta is providing funding through Alberta Municipalities to celebrate Alberta Day.

**FORTIS ALBERTA – AUC DECISION REGARDING STREETLIGHT INVESTMENT REFUND:**  
Correspondence was received from Fortis Alberta to advise on the Alberta Utilities Commission decision regarding the Fortis Alberta streetlight investment refund and that on July 11, 2022 the AUC decision was that the refund be paid to the municipalities or as directed by the municipalities, in those cases where the developer and the municipality are currently in dispute.

**HONOURABLE RIC MCIVER, MINISTER OF ALBERTA MUNICIPAL AFFAIRS – RESPONSE TO LAC STE. ANNE PILGRIMAGE COSTS:**

A letter was received from Honourable Ric McIver, Minister of Municipal Affairs in response to Mayor Duncan's letter to the Premier requesting funding assistance for extra costs in our municipality from the Lac Ste. Anne Pilgrimage advising that funding may be available through the Strategic Initiatives component of the Alberta Community partnership program.

**HONOURABLE TYLER SHANDRO, MINISTER OF ALBERTA JUSTICE & SOLICITOR GENERAL – RESPONSE TO LAC STE. ANNE PILGRIMAGE COSTS:**

A letter was received from Honourable Tyler Shandro, Minister of Justice & Solicitor General in response to Mayor Duncan's letter to the Minister of Municipal Affairs requesting funding assistance for extra costs in our municipality from the Lac Ste. Anne Pilgrimage advising that their department does not have funding to assist before, during or after the papal visit.

**LAKE ISLE & LAC STE. ANNE WATER QUALITY SOCIETY – LILSA AGM & MEMBERSHIP DRIVE:**

Correspondence was received from Lake Isle & Lac Ste. Anne Water Quality Society advising on their 2022 LILSA AGM & membership drive being held on August 20, 2022.

**UKRAINIAN CANADIAN CONGRESS, ALBERTA PROVINCIAL COUNCIL – UKRAINIAN INDEPENDENCE DAY 2022:**

Correspondence was received from the Ukrainian Canadian Congress, Alberta Provincial Council regarding Ukrainian Independence Day 2022 on August 24 and Alberta Ukrainian Canadian Heritage Day 2022 on September 7.

**YELLOWHEAD REGIONAL LIBRARY – 2021 ANNUAL REPORT / 2023-2025 STRATEGIC PLAN:**

Correspondence was received from Yellowhead Regional Library which included the 2021 Annual Report, the 2023-2025 Strategic Plan and the Alberta Beach Municipal Library 2021 Return on Investment.

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ALBERTA JUSTICE & SOLICITOR GENERAL – ARTICLE ON POLICING FROM THE FORMER ATTORNEY GENERAL OF B.C.:  
Correspondence was received from Alberta Justice & Solicitor General forwarding an article on Policing from the former Attorney General of B.C.

ALBERTA MUNICIPALITIES – VILLAGES WEST UPDATE:  
Correspondence was received from Alberta Municipalities which included a Villages West Update.

FORTIS ALBERTA – NOTICE OF LAC STE. ANNE LAKE COMMUNITIES LINE UPGRADE:  
Correspondence was received from Fortis Alberta announcing an overhead power line upgrade in the Lac Ste. Anne lake area which includes the removal of aging power lines and poles that have been impacted by weather events and other environmental factors, the upgrade is scheduled to begin in the fall 2022.

#136-22 ACCEPTANCE OF CORRESPONDENCE INFORMATION ITEMS:  
MOVED BY Councillor Muir that the correspondence information items be accepted for information.  
CARRIED UNANIMOUSLY

**CORRESPONDENCE – ACTION ITEMS:**

#137-22 JULIE LEE (TAX ROLL #309/#309TC, LOT 1&2, BLOCK 3, PLAN 68HW) – REQUEST FOR REMOVAL OF TAX PENALTIES:  
MOVED BY Councillor Weber that Council deny the request from Julie Lee (Tax Roll #309/#309TC, Lot 1&2, Block 3, Plan 68HW) for removal of tax penalties for the reasons that it is the property owner's responsibility to ensure the property taxes are paid and that the proper mailing address is registered on title at the land titles office.  
CARRIED UNANIMOUSLY

#138-22 NIELS KAT (TAX ROLL #528, LOT 1, BLOCK 7, PLAN 6604AO) – REQUEST FOR REMOVAL OF TAX PENALTIES:  
MOVED BY Councillor Muir that Council deny the request from Niels Kat (Tax Roll #528, Lot 1, Block 7, Plan 6604AO) for removal of tax penalties for the reasons that it is the property owners responsibility to ensure the property taxes are paid and that there are other options available for payment of property taxes.  
CARRIED UNANIMOUSLY

#139-22 SUMMER VILLAGE OF YELLOWSTONE – 2022 LAC STE. ANNE PILGRIMAGE – DONATION TOWARDS EXTRA EXPENSES:  
MOVED BY Councillor Weber that a letter be sent to the Summer Village of Yellowstone to thank them for the \$300.00 donation towards the extra municipal expenses incurred due to the 2022 Lac Ste. Anne Pilgrimage.  
CARRIED UNANIMOUSLY

#140-22 CITY OF ST. ALBERT – THANK YOU LETTER:  
MOVED BY Councillor Elwood that a thank you letter be sent to the City of St. Albert in appreciation of their support in sending 2 Community Peace Officers to Alberta Beach to assist with traffic during the 2022 Lac Ste. Anne Pilgrimage.  
CARRIED UNANIMOUSLY

#141-22 ALBERTA BEACH & DISTRICT AMATEUR SOFTBALL ASSOCIATION – 22<sup>nd</sup> ANNUAL GOLF TOURNAMENT FUNDRAISER:  
MOVED BY Councillor Weber that Council support the Alberta Beach & District Amateur Softball Association 22<sup>nd</sup> annual fundraising golf tournament and approve golf registrations for Mayor Duncan and Councillor Elwood to attend as well approve the donation of promotional products for 4 golfers.  
CARRIED UNANIMOUSLY

**NEW BUSINESS:**

#142-22 NOTICE OF MOTION – ASSET MANAGEMENT, (SUBMITTED BY MAYOR DUNCAN):  
MOVED BY Mayor Duncan that Alberta Beach apply to participate in asset management training through Alberta Municipalities, RMA, and Infrastructure Asset Management Alberta, and further that administration complete FCM's Asset Management Readiness Scale and further that we approve any Councillor who wishes to attend the elected officials asset management workshop being held September 29 in Edmonton with travel costs to come out of the Councillor's professional development budget.  
CARRIED UNANIMOUSLY

#143-22 NOTICE OF MOTION – ALBERTA MUNICIPALITIES VICE PRESIDENT NOMINATION (SUBMITTED BY MAYOR DUNCAN):  
MOVED BY Councillor Weber that Council approves Mayor Duncan's nomination for the position of Vice President, Villages and Summer Villages for Alberta Municipalities.  
CARRIED UNANIMOUSLY

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**MINUTES OF THE REGULAR MEETING OF COUNCIL  
OF ALBERTA BEACH IN THE PROVINCE OF ALBERTA  
HELD IN THE ALBERTA BEACH COUNCIL CHAMBERS  
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AUGUST 16, 2022 AT 7:00 P.M.**

**QUESTION PERIOD:**

A brief discussion was held on the following topics; MGA requirements regarding zoom meetings vandalism to flowers and flags, and it was suggested that the trees on the boat launch need to be re-staked and watered as well as the main beach grass needs to be watered.

**ADJOURNMENT:**

The meeting adjourned at 7:51 P.M.

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Mayor – Angela Duncan

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C.A.O. – Kathy Skwarchuk

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**CAO REPORT – ACTION LIST** **AUGUST 2022**

**COUNCIL:**

**COUNCIL COMMITTEE REPORTS – TO BE SUBMITTED IN WRITING FOR ATTACHMENT TO THE MINUTES.**

**ALBERTA BEACH AGRICULTURAL SOCIETY – PURCHASE OF ALBERTA BEACH AGLIPILEX:**

May 18/21 **MOVED BY** Mayor Benedict that the letter from the Alberta Beach & District Agricultural Society regarding their interest in the purchase of the Alberta Beach Agliplex be accepted for further review and development of a potential purchase agreement on the condition that the land remain the property of Alberta Beach and further that Council authorize a meeting between the Mayor and Ag Society President to review details of the proposal.

June 15/21 Letter was sent to Ag Society to advise on Council’s motion.

**LAC STE. ANNE PILGRIMAGE – LETTERS TO REQUEST ASSISTANCE:**

June 21/22 **MOVED BY** Councillor Weber that letters be forwarded to the Archbishop, the Minister of Municipal Affairs, the Minister of Tourism, the Premier of Alberta and the Prime Minister of Canada to request that the provincial government, the federal government and the Catholic Church provide funding to assist Alberta Beach with the impacts and costs in our community incurred from the Lac Ste. Anne Pilgrimage and further the letters be copied to the MLA, the MP, the Minister of Public Safety and the Minister of Crown-Indigenous Relations.

July 19/22 Letters were sent. AEMA & AB Municipal Affairs has responded to follow up from the letter to the Premier, funding may be available through the Strategic Initiatives component of the Alberta Community Partnership program, an estimate of potential costs has been submitted.

Aug.16/22 Municipal Affairs advised on a federal program through Public Safety Canada which may cover security costs and further that the balance of other costs may be reimbursed through the ACP program, they have requested the costs & invoices which admin has submitted.

**ALBERTA MUNICIPALITIES VICE PRESIDENT NOMINATION:**

Aug.16/22 **MOVED BY** Councillor Weber that Council approves Mayor Duncan’s nomination for the position of Vice President, Villages and Summer Villages for Alberta Municipalities.

**ADMINISTRATION:**

**PARKING OF OVERWEIGHT VEHICLES IN RESIDENTIAL:**

Nov.16/21 CAO has requested comments from the Development Officer regarding the complaint of parking overweight vehicles (semi tractor trucks) in residential zones, whether to restrict the overweight vehicles through the implementation of a parking bylaw or through the traffic bylaw. Also discussed the issue of camping overnight in the commercial parking lots. (The D.O. is also aware that we are waiting for comments on a parking bylaw from Patriot Law as well)

Dec.21/21 Development Officer is preparing comments and will submit by next meeting.

Mar.15/22 Development Officer has recommended to draft a parking bylaw.

**MOVED BY** Deputy Mayor Durocher that administration draft a parking bylaw for Council review.

Apr.19/22 **MOVED BY** Deputy Mayor Durocher that Motion #035-22 directing administration to draft a Parking Bylaw be amended to direct administration to draft an updated traffic bylaw to include restrictions on overweight parking in residential zones as well as restrictions to overnight parking in commercial parking lots and **FURTHER** that Council submit comments by next round table meeting. May17/22 Council comments have been forwarded to the Development Officer.

June 21/22 D.O. is working on the traffic bylaw.

Aug.16/22 New CPO will be submitting comments on the bylaw which admin will forward to D.O.

**PROFESSIONAL DEVELOPMENT POLICY:**

Feb.15/22 **MOVED BY** Councillor Weber that administration draft a Professional Development Policy.

**LETTER TO LAC STE. ANNE COUNTY – WATER DISTRIBUTION:**

May 17/22 **MOVED BY** Mayor Duncan that Alberta Beach send a letter to Lac Ste. Anne County Reeve Blakeman indicating our interest in working together on potential options for water distribution in the Alberta Beach area and **FURTHER** that we request Alberta Beach and Lac Ste. Anne County administrations discuss the project including what work has been done so far, what expectations and costs may be involved, and any other relevant information, and report back to Council. **FURTHER** that the Mayors of Sunset Point and Val Quentin, as well as Alberta Beach, Lac Ste. Anne County Council, and Lac Ste. Anne County CAO be copied on the letter.

June 21/22 Letters were sent to Lac Ste. Anne County and the S.V. of Sunset Point & Val Quentin.

July 19/22 Lac Ste. Anne County forwarded MPE Engineering proposal for a capital plan for a water utility within the Tri-Village area.

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Aug.16/22 Email was sent to SV of Sunset Point & Val Quentin to inquire on their interest in applying for an ACP grant for a water distribution feasibility study and it was reported they have responded & further that VQ will lead the project.

**DRAINAGE PLAN UPDATE & DESIGN:**

July 19/22 MOVED BY Deputy Mayor Durocher that Council approve that Bolson Engineering provide a drainage plan update & design to include an update of all inventory, engineering design drawing for areas where required as well as a maintenance plan to a maximum of \$40,000.00 to be funded by reserves and/or MSI funding.

Aug.16/22 Bolson Engineering is working on the drainage plan. LSA County has confirmed they are responsible for the cost for engineering of drainage from county lands.

**COMPLAINTS POLICY:**

July 19/22 MOVED BY Councillor Weber that administration draft a complaints policy to outline a policy on dealing with abusive, harassing, vexatious and frivolous complaints received by members of Council and staff.

**ALBERTA COMMUNITY PARTNERSHIP GRANT – WATER DISTRIBUTION FEASIBILITY STUDY PROJECT:**

Aug. 16/22 MOVED BY Deputy Mayor Durocher that Alberta Beach participate in an Alberta Community Partnership Intermunicipal Collaboration Grant for a Water Distribution Feasibility Study and that the project include projected costs, funding options, governance structure, and public consultation and further that the Summer Village of Val Quentin be the managing partner on the grant application.

**REQUEST FOR REMOVAL OF TAX PENALTIES – TAX ROLL #309/#309TC, (LOT 1&2, BLOCK 3, PLAN 68HW):**  
MOVED BY Councillor Weber that Council deny the request from Julie Lee (Tax Roll #309/#309TC, Lot 1&2, Block 3, Plan 68HW) for removal of tax penalties as it is the property owners responsibility to ensure the property taxes are paid and further that the proper mailing address is registered on title at land titles.

**REQUEST FOR REMOVAL OF TAX PENALTIES – TAX ROLL #528, (LOT 1, BLOCK 7, PLAN 6604AO):**  
Aug.16/22 MOVED BY Councillor Muir that Council deny the request from Niels Kat (Tax Roll #528, Lot 1, Block 7, Plan 6604AO) for removal of tax penalties as it is the property owners responsibility to ensure the property taxes are paid and further that the village offers other payment options.

**SV OF YELLOWSTONE – 2022 LAC STE. ANNE PILGRIMAGE – DONATION TOWARDS EXTRA EXPENSES:**

Aug.16/22 MOVED BY Councillor Weber that a letter be sent to the Summer Village of Yellowstone to thank them for the \$300.00 donation towards the extra municipal expenses incurred due to the 2022 Lac Ste. Anne Pilgrimage.

**CITY OF ST. ALBERT – THANK YOU LETTER:**

Aug.16/22 MOVED BY Councillor Elwood that a thank you letter be sent to the City of St. Albert in appreciation of their support in sending 2 Community Peace Officers to Alberta Beach to assist with traffic during the 2022 Lac Ste. Anne Pilgrimage.

**ABADASA – 22<sup>nd</sup> ANNUAL GOLF TOURNAMENT FUNDRAISER:**

Aug.16/22 MOVED BY Councillor Weber that Council support the Alberta Beach & District Amateur Softball Association 22<sup>nd</sup> annual fundraising golf tournament and approve golf registrations for Mayor Duncan and Councillor Elwood to attend as well as the donation of promotional products for 4 golfers.

**ASSET MANAGEMENT TRAINING:**

Aug.16/22 MOVED BY Mayor Duncan that Alberta Beach apply to participate in asset management training through Alberta Municipalities, RMA, and Infrastructure Asset Management Alberta, and further that administration complete FCM's Asset Management Readiness Scale and further that we approve any Councillor who wishes to attend the elected officials asset management workshop being held September 29 in Edmonton with travel costs to come out of the Councillor's professional development budget.

**PUBLIC WORKS:****WASTE COLLECTION:**

June 21/22 MOVED BY Mayor Duncan that the Public Works Advisory Committee review the proposals for waste collection and collect further information and options for Council's review.

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**DEVELOPMENT:**

DEVELOPMENT AGREEMENT – LOT 3, BLOCK 9, PLAN 3321BQ:

Aug.14/18 Development Agreement Deposit has been received. (D.O. was advised)

Sept.18/18 Sidewalks/ramp was completed/admin will invoice or deduct from deposit.(Invoice was deducted from deposit)

June 18/19 Development Agreement has been forwarded to D.O. (Development is ongoing)

Dec. 15/20 Development Officer is following up on the development.

Feb.16/21 Development Officer provided an update on outstanding items scheduled for completion by Aug. 2021.

Sept.21/21 Development Officer has advised that the property owner has requested more time to complete outstanding items which include: parking stalls & identification of parking stalls; garbage containers; and landscaping.

Apr.19/22 CAO to follow-up with Development Officer.

Aug.16/22 Developer has been working on landscaping.

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**ALBERTA BEACH  
BYLAW NO. 290-22  
COUNCIL PROCEDURE BYLAW**

**Being a Bylaw of Alberta Beach to regulate the proceedings and the conduct of business at the Alberta Beach Council and Committee Meetings.**

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**WHEREAS**, the Council of Alberta Beach feels it is expedient to make rules and regulations for calling meetings, governing its proceedings and the conduct of its members;

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

**1. TITLE:**

This Bylaw may be cited as the "Council Procedure Bylaw".

**2. DEFINITIONS:**

In this bylaw:

- a) "Act" means the "Municipal Government Act", RCA 2000, Chapter M-26, amendments and regulations thereto;
- b) "Acting Mayor" shall mean the member selected by Council to preside at a meeting of Council in the absence of both the Mayor and the Deputy-Mayor;
- c) "Agenda" means the agenda for a regular or special meeting of Council prepared pursuant to the "Agenda" Section of this bylaw;
- d) "Bylaw" means a bylaw of Alberta Beach;
- e) "CAO" means Chief Administrative Officer or designate, for the municipality;
- f) "Committee" means a body of members delegated to consider, investigate, take action on or report on some legislative matters;
- g) "Council" means the Mayor and Councillors of Alberta Beach for the time being elected pursuant to the provisions of the *Local Authorities Election Act* and *Municipal Government Act* whose term is unexpired, who have not resigned and who continue to be eligible to hold office under the terms of the related provincial legislation;
- h) "Deputy Mayor" means the member of Council who is elected by Council at the Organizational meeting to hold that position;
- i) "Delegation" means any person that has permission of Council to appear before Council or a committee of Council to provide pertinent information and views about the subject before Council or Council committee;
- j) "Disruption" means any act meant to impede the proceedings of a meeting whether the source be Council members, delegates or public at large;
- k) "Mayor" means the member of Council who is elected by Council at the Organizational meeting to hold that position and serves as chairperson of Council meetings;
- l) "Member" means a member of Council, duly elected and continuing to hold office or a person at large appointed by Council to a committee of Council;
- m) "Municipality" means the Municipality of Alberta Beach, a municipal corporation of the Province of Alberta and includes the area contained within the boundaries of the Municipality;
- n) "Point of Order" means a demand that the Chair enforce the rules of procedure;
- o) "Postpone" means to delay the consideration of any matter either to definite time when further information is to be obtained or indefinitely;
- p) "Presiding Officer" means the member selected to serve as chairperson of that particular committee or Council; Mayor.
- q) "Quorum" means the majority of the valid members of all the Councillors that comprise the Council;
- r) "Table" means a motion to delay consideration of any matter in order to deal with more pressing matters, which does not set a specific time to resume consideration of the matter;
- s) "Village" means the Village of Alberta Beach;

**3. APPLICATION OF BYLAW:**

- a) This bylaw applies to all members of Council, staff, visitors and delegates attending a Council meeting. This Bylaw applies to:

**ALBERTA BEACH  
BYLAW NO. 290-22  
COUNCIL PROCEDURE BYLAW**

1. All Regular and Special Council meetings.
2. The conduct of the meetings of all Committees of Council.

**4. ORGANIZATION MEETING OF COUNCIL:**

- a) The Organization meeting of Council shall be held annually in October, the time and place of which shall be set by the CAO in accordance with Section 192 of the Act.
- b) Every member of Council, the Mayor and Deputy Mayor shall make and subscribe to the Official Oath prescribed by the Oaths of Office Act before entering upon the duties of Council and shall deposit the Oath with the CAO.
- c) Unless Council determines, by a unanimous vote taken at a previous Council meeting, that a subsequent meeting of Council shall be held at a different place, all Council meetings including the Annual Organizational Council meeting shall be held at the Council Chambers, at the municipal office in Alberta Beach. If it is decided to hold any Council meeting at a location other than the Council Chambers, the CAO shall affix a notice of such change of location to the agenda for the meeting when the same is delivered electronically to the members of Council and the public.
- d) The CAO shall call the meeting to order.
- e) The CAO shall call for nominations for the position of Mayor and the Council shall vote to appoint a Mayor.
- f) The Mayor shall call for nominations for the position of Deputy Mayor and the Council shall vote to appoint a Deputy Mayor.
- g) The following shall also be ratified at the annual Organization meeting:
  1. Address of Municipal Office
  2. Regular Council Meeting Date & Time
  3. Signing Authorities
  4. Banking Authority
  5. Auditor Appointment
  6. Solicitor Appointments
  7. Assessor Appointment as Designated Officer
  8. Assessment Review Board
  9. Assessment Review Board Clerks as Designated Officers
  10. Development Authority as Designated Officer
  11. Subdivision Authority as Designated Officer
  12. Subdivision & Development Appeal Board Members
  13. Subdivision & Development Appeal Board Clerks as Designated Officers
  14. Municipal Planning Commission Members
  15. Bylaw Enforcement Officers as Designated Officer
  16. FOIP Coordinator
  17. Designated Officer Appointments
  18. Director of Emergency Management
  19. Round Table Meeting Date & Time
  20. Council Committee Appointments
  21. Adjournment

**5. REGULAR COUNCIL MEETING AGENDA AND ORDER OF BUSINESS:**

- a) Prior to each meeting, the CAO shall prepare a statement of the order of business to be known as the "Agenda" of all matters to be brought before Council. Any member of Council, Village official, or any other person wishing to have an item of business placed on the agenda shall make the submission to the CAO no later than 4:00 p.m. on the Thursday of the week prior to the meeting. The submission shall contain adequate information to the satisfaction of the CAO to enable Council to deal with the matter.
- b) The agenda for each regular and special meeting shall be prepared by the CAO and submitted with copies of all pertinent correspondence, statements and reports to each member of Council at least 48 hours prior to said meeting. The agenda package shall be sent electronically to each member of Council.
- c) Agenda packages shall be posted on the village website a minimum of 24 hours prior to the Council meeting.

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- d) No item of business shall be considered by the Council if the item has not been placed on the agenda, unless members of Council present agree to the item being added to the agenda.
- e) Where the deadlines in section 5.a & b are not met, the agenda and support materials shall be deemed to be acceptable when the agenda is adopted at the meeting.
- f) The business intended to be dealt with at a Regular Council meeting shall be stated in the agenda in the following order, where applicable:
  - 1. Call to Order
  - 2. Land Acknowledgement
  - 3. Agenda Additions
  - 4. Adoption of Agenda
  - 5. Confidential – Closed Meeting Session
  - 6. Adoption of Previous Minutes
  - 7. Delegations
  - 8. Public Hearings
  - 9. Municipal Planning Commission
  - 10. Old Business & CAO Report Action List
  - 11. Financial Reports
  - 12. Bylaws and Policies
  - 13. Council, Committee & Staff Reports
  - 14. Correspondence – Information Items
  - 15. Correspondence – Action Items
  - 16. New Business
  - 17. Question Period
  - 18. Adjournment
- g) The order of business at a meeting is the order of the items on the agenda except:
  - 1. When the same subject matter appears in more than one place on the agenda and Council decides, by motion, to deal with all items related to the matter at the same time;
  - 2. Council decides not to deal with an item on the agenda and no motion is made about it;
  - 3. When altered by the presiding officer with no objection from members, or otherwise determined by a majority vote of the members present. The vote, upon a matter of priority of business shall be decided without debate.

**6. GENERAL RULES OF COUNCIL AND COUNCIL MEETINGS:**

- a) The day and time on which the regular meeting of Council should commence, and the location, shall be set by a resolution of Council at the Organization Meeting.
- b) Council meetings shall be held open to the public to attend and will also be held electronically whenever possible.
- c) If Standing Committees of Council are established, they may be established by bylaw, and any such bylaw shall state how the Standing Committees shall function. The Standing Committee may be established by motion of Council, and in this case a Terms of Reference must be established to outline the functions of the Standing Committee.
- d) The Mayor or Presiding Officer shall call the meeting to order at the hour stated on the agenda of the meeting, as long as there is quorum present.
- e) In a case where the neither the Mayor nor Deputy Mayor are in attendance within fifteen (15) minutes of the meeting start time, and a quorum is present, the CAO shall call the meeting to order and an Acting Mayor shall be chosen by the Councillors present. The Acting Mayor shall preside during the meeting or until the arrival of the Mayor or Deputy Mayor.
- f) If there is no quorum present within half an hour after the time appointed for a regular meeting of Council, the CAO shall record the names of the members of Council who are present and the meeting shall be adjourned until the next regular meeting unless a special meeting has been duly called in the meantime.
- g) If a meeting begins with quorum, but a member is unable to continue, or in some other manner leaves the meeting and quorum is lost, the incident shall be

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**ALBERTA BEACH  
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- recorded and the meeting shall adjourn until the next regular meeting unless a special meeting has been duly called in the meantime.
- h) The Mayor or Presiding Officer shall preserve order and decorum and shall decide questions of order, subject to an appeal to the Council by resolution. Decision of the Presiding Officer shall be final unless reversed or altered by a majority vote of members present.
  - i) If a disruption occurs, and order is lost, the Mayor or Presiding Officer shall request the offender(s) leave the Council Chambers at once. If the offender(s) refuses, a recess shall be called and the appropriate law enforcement agency contacted for assistance.
  - j) The Mayor or Presiding Officer has the duty of making sure that the rules are followed and any member may call the attention of the chair to a violation of the rules. To do so, any member may stand up and interrupt the chair or speaker and call out "Point of Order". The chair then requests the member to state his or her point of order. Once stated the chair stands and rules on the point of order by saying "the chair rules that the point of order is well taken" or "the chair rules that the point of order is not well taken" and briefly gives the reasons which are recorded in the minutes.
  - k) Every member wishing to speak to a question or motion shall address himself or herself to the Mayor or Presiding Officer and wait to be called upon.
  - l) The Mayor or Presiding Officer shall have authority to set a time limit as well as the number of times that a member may speak on the same question or resolution, having due regard to the importance of the matter.
  - m) A motion submitted to Council does not require a seconder.
  - n) When a motion has been made and is being considered by the Council, no other motion may be made and accepted, except:
    - 1. A motion to refer the main question to some other person or group for consideration;
    - 2. A motion to amend the main question;
    - 3. A motion to table the main question;
    - 4. A motion to postpone the main question to some future time;
  - o) Where a question under consideration contains distinct propositions, the vote upon such proposition shall be taken separately when any member so requests or when the Mayor or other Presiding Officer so directs.
  - p) After any question is finally put by the Mayor or Presiding Officer, no member shall speak to the question, nor shall any other motion be made until after the result of the vote has been declared. The decision of the Mayor or the Presiding Officer as to whether the question has been finally put shall be conclusive.
  - q) Voting on all matters shall be done by raising of the hand in such a clear manner that they may be easily counted by the Presiding Officer;
  - r) Members of the public who constitute the gallery in the Council Chambers during a Council meeting may not address Council without permission of the Council, shall maintain order and quiet, and shall not applaud or otherwise interrupt any speech or action of members of Council.
  - s) Council shall hear all delegations who have brought their items of business onto the agenda in the order in which they are placed on the agenda. The order may be changed by a majority vote of members present. All rules of Council in this Bylaw shall apply to each and every member of the delegation. Delegations shall have fifteen (15) minutes for presentation.
  - t) All Members shall vote on all motions brought forward in meetings unless a conflict of interest or pecuniary interest has been declared prior to the motion.
  - u) If any member of the Council shall call for a recorded vote, the names of those who vote for and those who vote against the motion shall be entered in the minutes. A request for a recorded vote must precede the voting on a motion.
  - v) Council may adjourn from time to time to a fixed future date any regular or special meeting of Council that has been duly convened but not completed. The object of adjourning is to finish the business that the meeting was called to transact in the first place by which has not been completed.
  - w) Any matter of meeting conduct which is not herein provided for shall be determined in accordance with "Roberts Rules of Order" Newly Revised in Brief - 3<sup>rd</sup> Edition.

**ALBERTA BEACH  
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- x) Councillors shall submit written reports for committee meetings attended and reported on at the regular council meetings.
  - y) The Mayor or Presiding Officer shall have authority to set a time limit and/or set the number of questions to be heard from the public during the Question Period.
7. **CONFIDENTIAL – CLOSED SESSION OF A REGULAR OR SPECIAL COUNCIL MEETING:**
- a) Council and Council committees may close all or part of a meeting to the public if a matter to be discussed is one of the exemptions to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act*. When the Mayor or Presiding Officer declares an item “Closed Session”, the reason shall be stated and recorded in the minutes, and all attendees except those specifically designated to be in attendance, shall clear the Council Chambers. A sign indicating “Closed Session” shall be posted on the exterior of the chamber doors and shall remain in place until the item(s) have been dealt with and the session is moved back into the public realm.
  - b) When a Council meeting agenda includes a confidential “Closed Session”, Council may begin the meeting earlier than the regular meeting time to deal with that item, and in this case the agenda must clearly state the time the meeting begins and the time the meeting is anticipated to open to the public. Council shall not resume the meeting until the regular Council meeting time or until the public is given time to return to the meeting.
  - c) No recording shall be permitted during the closed session of the Council meetings.
  - d) No record, electronic or otherwise will be kept of the discussion during the “Closed Session” of the Council meeting.
  - e) Any motion required from a discussion held at the “Closed Session” of the Council meetings shall only be made when the meeting is open to the public.
  - f) Council may from time to time during the meeting move into “Closed Session” when it becomes necessary as outlined above.
8. **POSTPONEMENT OF A REGULAR COUNCIL MEETING:**
- a) The Mayor may, whenever he or she considers it expedient to do so, and upon giving each member of Council at least two day’s written notice sent electronically, postpone any Regular Meeting of Council.
  - b) Each notice postponing a Regular Council meeting shall give the reasons and name the time and day and place the postponed regular meeting shall be held.
  - c) Any delegation named in the agenda as planning to appear before Council at the postponed regular meeting shall be given notice of the postponed regular meeting, and the new time and day the postponed regular meeting shall be held.
  - d) Public notice of the postponed meeting will be given by posting the notice on the municipal office and website. The notice shall then be posted on facebook, email list and the municipal office electronic sign as time allows.
  - e) All proceedings at the postponed regular meeting shall be considered in the same manner as if it had been the regular meeting.
9. **SPECIAL COUNCIL MEETINGS:**
- a) The Mayor may call a Special Council meeting in accordance with Section 194 of the Act.
10. **ELECTRONIC COUNCIL MEETINGS:**
- a) Section 199 of the Act allows Council meetings or Council Committee meetings to be conducted through electronic means.
  - b) During a State of Public Health Emergency, Council may hold any Council meeting or Council Committee meeting electronically.
  - c) The Mayor may, whenever he or she considers it expedient to do so, and upon giving each member of Council at least two day’s written notice sent electronically, may determine a need for the meeting to be held electronically.
  - d) Public notice of Council meetings held electronically will be posted on the village website and the municipal electronic sign.

**ALBERTA BEACH  
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COUNCIL PROCEDURE BYLAW**

- e) Agenda packages for Council meetings held electronically will be posted on the village website with a link for the public to participate in the meeting.
- 11. ELECTRONIC DEVICES AND CELL PHONES:**
- a) Councillors, delegates and the public in attendance may use an electronic device (laptop or tablet) in the Council meetings.
  - b) Cell phones shall be permitted in the Council meetings.
  - c) Cell phones shall be muted during the Council meetings to avoid creating a disturbance during the meeting.
  - d) Councillors, delegates and the public will not be permitted to record or broadcast (video or audio) Council meetings unless permission is granted by a majority of Council.
  - e) The recording secretary shall be permitted to record Council meetings for the purpose of completing the Council meeting minutes and once the minutes have been approved will destroy the recording.
- 12. RECORDING OF MINUTES**
- a) The CAO may delegate any duties to a recording secretary but shall accept all responsibilities of the duties.
  - b) If a member of Council arrives late, leaves before the meeting is adjourned, or is temporarily absent from the meeting, it shall be recorded in the minutes.
  - c) The minutes will be prepared within three (3) days of the Council meeting and the CAO shall distribute the unapproved minutes to each member of Council electronically, and shall post a draft copy on the village website.
  - d) Where a substantial error has been reported in the draft minutes, they shall be immediately removed from the website until the corrected minutes can be posted.
  - e) The draft minutes posted on the village website will be replaced with the approved minutes within 3 days of the Council meeting they are ratified at.
- 13. BYLAWS:**
- a) Where a bylaw is presented to Council for enactment, the CAO shall cause the number and the short title of the bylaw to appear on the Agenda in the appropriate place.
  - b) Every bylaw shall have three readings.
  - c) After a member has made the motion for the first reading of the bylaw Council may:
    - 1. debate the substance of the bylaw; and
    - 2. propose and consider amendments to the bylaw.
  - d) Unless the members present at a meeting unanimously agree that a bylaw may be presented to Council for a third reading at the same meeting at which it has received two readings, the bylaw shall not be given more than two readings at one meeting.
  - e) Where required by provincial statute, a bylaw shall be advertised or submitted to the electorate for voting as set out in the relevant statutes.
- 14. LAND ACKNOWLEDGEMENT:**
- a) Council shall at the beginning of each regular and special Council meeting acknowledge Treaty Six Territory by the following statement:  
"Alberta Beach respectfully acknowledges that it is located on the First People's traditional lands. We recognize this traditional Treaty Six Territory to show respect and understanding to the First Nations, Metis and Inuit peoples who walked this land for centuries. We express gratitude and respect for the land we use and reaffirm our relationship with one another".
  - b) Council shall also formally recognize the following days:
    - 1. National Truth and Reconciliation Day – September 30:  
To recognize and honour the children who never returned home, and the Survivors of residential schools, as well as their families and communities.
    - 2. National Day of Action – Feb 14:  
To bring justice to murdered and missing Indigenous women.
    - 3. National Day of Awareness – May 5:  
To recognize the missing and murdered Indigenous women, girls, and Two-Spirit People. The National Day of Awareness is also known as "Red Dress Day".

**ALBERTA BEACH  
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4. National Indigenous Peoples Day – June 21:  
To recognize and celebrate the unique heritage, diverse cultures and outstanding contributions of First Nations, Inuit and Metis peoples.

**15. NOTICE OF MOTION:**

- a) Council members may bring forward notices of motion as an item on the agenda of a regular Council meeting.
- b) A written copy of the Notice of Motion shall be provided to the Municipal Secretary or CAO prior to the next regular Council meeting for inclusion in the agenda.
- c) The Notice of Motion will be placed on the next regular Council meeting agenda where the elected official who made the Notice of Motion is present, to vote whether the matter will proceed.
- d) A Notice of Motion cannot be made at a special Council meeting.
- e) A motion on Notice is not debatable until a Council member moves the motion.

**16. ROUND TABLE MEETINGS:**

- a) Council may hold informal planning meetings called Round Table meetings for the purpose of the planning business of Council.
- b) The day and time of the Council Round Table meetings shall be set by a resolution of Council at the Organization Meeting.
- c) Council Round Table meetings will be held informal and no minutes will be prepared of the meeting.
- d) The CAO will prepare an agenda and attach corresponding information as necessary, and the agenda package will be electronically distributed to the members of Council two (2) days prior to the meeting. Additional agenda items may be brought forward at the meeting.
- e) The agenda will be posted to the village website and may or may not include corresponding information.
- f) Council Round Table meetings will be held open to the public to attend and will also be held electronically whenever possible.

**17. SEVERABILITY:**

If any portion of this bylaw is declared invalid by a court of competent jurisdiction, then the invalid portion must be severed and the remainder of the bylaw is deemed valid.

**18. BYLAWS REPEALED:**

Alberta Beach Bylaw No. 280-20 is hereby repealed.

**19. EFFECTIVE DATE OF BYLAW:**

This Bylaw comes into full force and effect upon third and final reading and signing of this bylaw.

Read a first time this \_\_\_\_ day of \_\_\_\_\_, 2022.

Read a second time this \_\_\_\_ day of \_\_\_\_\_, 2022.

Unanimous consent given to proceed to third reading, this \_\_\_\_ day of \_\_\_\_\_, 2022.

Read a third time and final time this \_\_\_\_ day of \_\_\_\_\_, 2022.

Signed by the Mayor and Chief Administrative Officer this \_\_\_\_ day of \_\_\_\_\_, 2022.

\_\_\_\_\_  
Angela Duncan, Mayor

\_\_\_\_\_  
Kathy Skwarchuk, Chief Administrative Officer

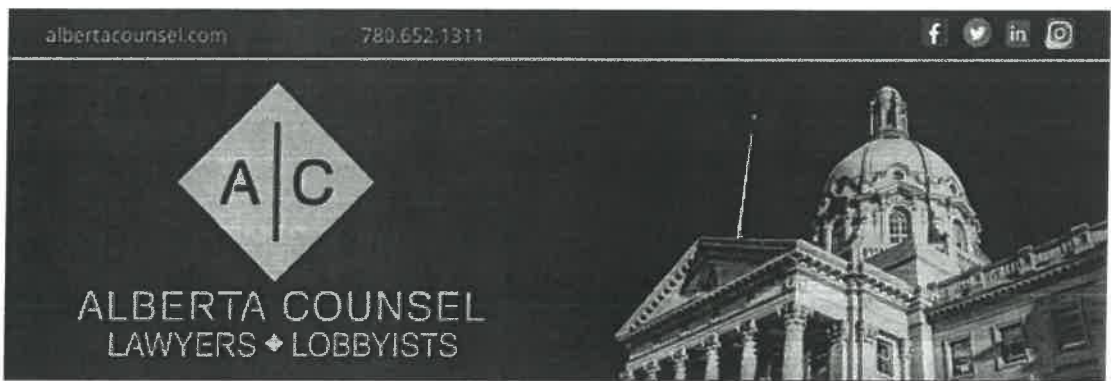
2022 Development Permits Issued						***High Lighted are NEW***	
Permit #	Date	Municipal	Lot	Block	Plan	Proposal	Approved
22DP01-01	27-Feb-22	4920 - 50 Avenue	8	8	3321BQ	Ice Shack rentals\Boat & Fishing Tours	YES
22DP02-01	27-Feb-22	4819 - 46 Avenue		R	3321BQ	Free-Standing Sign	YES
22DP03-01	30-Apr-22	5212 - 50 Avenue	3	1	3321BQ	Single Family Home	YES
22DP04-01	02-May-22	4516 - 46 Street	13	4	4696MC	Construction of Detached Garage	YES
22DP05-02	02-May-22	5709 - 49 Avenue	7	6	1109TR	Addition\Attached Garage	YES
22DP06-01	23-May-22	4503 - 44 Street	8	5	3508KS	Construct Single Dettached Dwelling (Major Variance Request of Flanking Yard)	MPC - May 17, 2022 (Approved)
22DP07-01	02-May-22	4416 - 43 Avenue	8	1	O423757	Re-Construct Enlarged Raised Deck	YES
22DP08-01	15-May-22	5323 - 50 Avenue	11	1	201BT	Home Occupation - Potter	YES
22DP09-01	15-May-22	4224 - 50 Avenue	7A	A	3510BZ	Demolition of Shed/Garage	YES
22DP10-01	15-May-22	5323 - 50 Avenue	11	1	201BT	Home Occupation - Potter	YES
22DP11-01	12-Jun-22	4907 - 58A Street	9	7	7821242	Detached Garage	YES
22DP13-01	14-Jun-22	4635 - 47A Avenue	8	17	3321BQ	Deck	YES
22DP14-01	15-Jun-22	5247 - 47 Avenue	2	24	8506ET	Demolition of Cabin	YES
22DP15-01	13-Jul-22	4735 - 48 Street	3	3	68HW	Culvert	YES
22DP16-01	13-Jul-22	4820 - 52 Street	4	14	3321BQ	Home Occupation	YES
22DP18-01	22-Aug-22	4832 - 52 Street	1	14	3321BQ	Deck\Placement of Hot Tub	YES



## Alberta Beach Village Office

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**From:** Aileen Burke <a.burke@albertacounsel.com>  
**Sent:** September 13, 2022 1:20 PM  
**To:** aboffice@albertabeach.com  
**Subject:** Alberta Crime Prevention Grant - Deadline Sept 30, 2022



# Alberta Crime Prevention Grant

## Application Deadline September 30th

The Alberta Crime Prevention grant application deadline is fast approaching, and we know how challenging it can be to write a grant on short notice.

### We are here to help

If you'd like some support in getting this application submitted by the September 30<sup>th</sup> deadline, contact us by September 20<sup>th</sup>, and we'll help you put together the proposal.

[Contact Us To Get Started](#)

# ALBERTA CRIME PREVENTION GRANT



## WHAT IS THE GRANT FOR?

The Alberta Crime Prevention Grant (ACP) is a two-year funding opportunity (between \$25,000 to \$150,000 per year) that provides support for projects/programs that focus on direct delivery of crime prevention, community safety and well-being, or programming that address the root causes of crime.

## ELIGIBILITY

- Registered non-profit/charity
- First Nations & Metis Settlements
- Municipalities
- Community-focused police programs or services
- Community groups with a designated fiscal agent

## OBJECTIVES

- Explore and/or incorporate innovative, promising, or proven crime prevention practices
- Enhance or create prevention activities for individuals who are at risk of becoming involved in criminal activity
- Provide crime prevention/public safety measures for communities/vulnerable populations at risk of being targeted by crime
- Strengthen and advance the capacity of the program or initiative

## HOW CAN WE HELP

- Grant applications
- Project management
- Reporting
- And much more!



ALBERTA COUNSEL  
LAWYERS & LOBBYISTS

CONNECT WITH US

[a.burke@albertacounsel.ca](mailto:a.burke@albertacounsel.ca)  
780.652.2347

**GRANT DEADLINE: SEPTEMBER 30, 2022**

Alberta Counsel, 800, 9707-110 Street NW, Edmonton, AB T8H1V9, Canada, 780-652-1311

[Unsubscribe](#) [Manage preferences](#)

**Alberta Beach Village Office**

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**From:** Community Engagement <Community.Engagement@albertahealthservices.ca>  
**Sent:** August 24, 2022 12:12 PM  
**To:** Community Engagement  
**Subject:** What We Heard – Whitecourt Conversation about Healthcare in AB  
**Attachments:** Whitecourt Summer Tour What We Heard COMMUNITY.pdf

Good Afternoon,

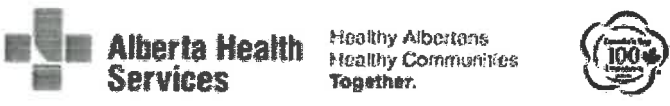
On behalf of the Minister of Health, the Honorable Jason Copping and the AHS Board and Executive Leaderships, we would like to thank everyone who was able to take part in the Conversation about Healthcare in Alberta in Whitecourt on July 28, 2022. For those who were unable to attend, we missed you!

We have attached the What We Heard report from the session. We appreciate your time and to have the opportunity to share information with you. We believe it is important to work in partnership with healthcare workers to identify and find solutions to challenges related to health care in our communities.

If you have not already done so, we invite you to subscribe to AHS' weekly e-newsletter **Together4Health Headlines** by emailing [Community.Engagement@ahs.ca](mailto:Community.Engagement@ahs.ca).

Thank you again on behalf of

Dr. Brian Muir, Zone Medical Director, Alberta Health Services  
Stacy Greening, Chief Zone Officer, North Zone, Alberta Health Services



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# Provincial Health Tour | Summer 2022

## Whitecourt – July 28, 2022

### What We Heard Summary

The Government Alberta and Alberta Health Services are jointly hosting a series of engagement conversations across Alberta over summer 2022. The Provincial Health Tour was designed to allow Alberta Health and Alberta Health Services to engage with healthcare staff, partners and stakeholders in communities across the province; to share current approaches and priorities, discuss current state and future opportunities, celebrate our successes and to work together to identify strategies to address challenges within the healthcare system.

## Whitecourt

**15** Stakeholders participated, representing municipal and community leaders



MLA Martin Long welcomed stakeholders to the session.

Minister of Health Jason Copping provided an update on healthcare, including sharing successes and an update on Government investment and areas of focus.

AHS Vice President, People and Technology, Sean Chilton shared the AHS Health Plan and priority areas, as well as the challenges and opportunities for our future vision.

## The power of partnerships

Healthcare is all about partnerships - with advisory councils, health foundations, social agencies, community organizations and businesses, as well as private citizens that can help make a positive difference.

- Friends of Whitecourt provides comfort and hope to patients of the Whitecourt Healthcare Center. The Friends have provided significant support to advance the Whitecourt Hospital, including funding a state-of-the-art scope cabinet to support the endoscopy program.
- Christenson's Manor, which is opening soon, will allow more Whitecourt residents to stay in their home community when they need additional support. The development is being supported by a group that will be furnishing the new palliative care spaces with additional comforts for residents.

# What We Heard – Provincial Tour Summer 2022

## Whitecourt

### Alberta Health Highlights

#### Budget

Alberta Health's budget is \$22B, and anticipated to increase by \$600M a year over the next three years including key investments as follows:

- \$64M increase to EMS budget
- \$60M in new funding over three years to expand recovery-oriented support for people experiencing addiction and mental health issues
- \$3.7B for continuing care, community care and home care programs
- \$3.5B over three years in capital funding for health facilities, equipment and IT systems across the province.
- The Health Capital plan also includes \$45M over three years for the Rural Health Facilities Revitalization Program.

#### Physician Recruitment

Approximately \$90M is being spent in 2022 including:

Rural Remote Northern Program:	~\$57M	Rural Medical Education:	~\$6M
Rural Integrated Community Clerkship Program:	~\$4M	Rural Health Professions Action Plan (RhPAP):	~\$9M
Locum Program:	~\$3M	Rural Physician On-Call program:	~\$12M

Alberta Health is working with RhPAP on its Rural Education Supplement and Integrated Doctor Experience (RESIDE) program to help address challenges in rural and remote areas.

#### System Recovery

Over the next three years, AHS will perform between 20 and 23 per cent more surgeries compared to 2018-19 to reduce surgical wait lists.

AHS will return to pre-pandemic surgery wait list status by the end of 2022-23.

AHS is resuming many regular public health activities in 2022-23.

AHS will add 50 permanent, fully staffed ICU spaces by the second quarter of 2022-23.

Government is providing funding for more ground ambulances and additional EMS staff.

In each of the next three years, AHS will add about 1,000 new continuing care spaces and increase the number of unique home care clients by four per cent.

# What We Heard – Provincial Tour Summer 2022

## Whitecourt

### AHS Health Plan 2022-25

AHS is entering a new era of transformation and innovation. The Health Plan 2022-25 is the roadmap for this exciting journey. At the heart of this plan are the 10 priorities that align with direction from the Minister of Health and reflect feedback from patients, clients and families who have received care from AHS.

The 10 priorities are:



#### 1. Alberta Surgical Initiative

Implementation of the Alberta Surgical Initiative, ensuring that, by 2025, all Albertans receive their scheduled surgeries within clinically approved wait times.



#### 6. Rural Initiatives and Engagement

Rural engagement and rural initiatives, to strengthen partnerships with rural communities, to better support the rural healthcare workforce and to better meet the unique needs of Albertans living in non-urban communities.



#### 2. EMS 10-Point Plan

Implementation of the EMS 10-Point Plan, designed to improve EMS services and availability, especially in rural and remote communities.



#### 7. Continuing Care

Continuing care, increasing the numbers of continuing care spaces and living options, expanding home care hours, and shifting reliance from facility – to home-based care when appropriate.



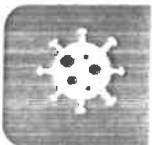
#### 3. Mental Health and Substance Use Recovery

Mental health and opioid recovery, which includes adding AHS-managed treatment spaces, and expanding in-person and virtual recovery-oriented programs and services.



#### 8. Workforce Recruitment and Retention

Workforce recruitment and retention, which involved supporting our current workforce following more than two years of pandemic response, as well as recruiting and retaining needed healthcare workers.



#### 4. Pandemic Response and Recovery

Pandemic recovery, which involves building acute care capacity in the E-Code, supporting continued access to vaccines and treatments to COVID-19, and establishing specialty clinics to support Albertans with ongoing COVID-19 symptoms.



#### 9. Quality of Patient Outcomes

Quality of Patient Outcomes, which includes patient safety and high-quality care, are maintained and enhanced during a period of transformative change in the organization.



#### 5. Digital Health Evolution and Innovation

Digital health evolution and innovation, including the ongoing rollout of Connect Care and continued expansion of virtual health to support more community – and home-based care, programs and services.



#### 10. Sustainability

Financial sustainability, ensuring that AHS is run efficiently, with Albertans getting full value for every health dollar.

## What We Heard – Provincial Tour Summer 2022 Whitecourt

The event included a working session where participants reflected on the following questions:

- *What is our healthcare system doing well?*
- *What challenges currently exist within the system?*
- *In addition to what is currently being done, how can we better address challenges?*
- *What can you do to improve the provision of health care in your community?*



Here's a sampling of what we heard in Whitecourt.

### What we are doing well

- Patient Care: once a patient is in the system they are well cared for by dedicated staff who provide patient-centred care.
- Virtual care and technology: participants indicated appreciation for how AHS is embracing technology.
- Incentives and community support for new physicians were noted.

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*"Once you are in the system, it works well! Urgent needs are looked after. Great nurses. Screening done well."*

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### Top healthcare challenges and opportunities

- Workforce recruitment and retention was the most significant challenge identified. Whitecourt and the region faces gaps in physician coverage, and limited access to both family doctors and allied health professionals. The need to accommodate for work-life balance for healthcare workers; to incentivize rural recruitment; and to support the families of physicians and healthcare workers were highlighted.
- Aging infrastructure, which is small and not meeting the needs of current patients, was highlighted as a particular local challenge.
- Participants highlighted the unique needs of rural communities, including lack of mental health supports, and the work of community partners to provide health services (including Fire & Rescue and small municipalities).
- Scope of practice of healthcare workers and challenges with recruiting international medical graduates (such as policy barriers for international physicians) were highlighted as

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*"Recruit to live, support the long term integration of not only physician but their family."*

---

## What We Heard – Provincial Tour Summer 2022

### Whitecourt

challenges for government to address.

- Opportunities identified included working with local partners to encourage healthcare careers, such as educators; incentivizing local providers; and integrating technology systems to better meet the needs of patients and providers, and to improve the referral process.

### Evaluation of event

- Of the 26 individuals who completed a survey (both internal and external events):
  - 23 (88%) responded that the topic was highly relevant, and something they wanted to know more about (14 ranked as 5 out of 5; 9 as 4)
  - 23 (88%) felt strongly that the session was a good use of their time (16 ranked as 5 out of 5; 7 as 4)
- Many respondents indicated that the most valuable part of the meeting was the opportunity for open dialogue, and to hear the perspective of other community members.
- Participants indicated a desire for more time to discuss the questions, and more local discussions.

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*"[The most valuable part was] the opportunity to generate ideas and speak openly & honestly with AHS Senior Leaders and political leaders."*

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### Next steps

- All notes and partnership ideas generated from the Provincial Health tour will be shared with Alberta Health and Alberta Health Services leadership.
- A report and recommendations will be produced by Alberta Health.

### Thank you

We are grateful to all who took the time to meet with Alberta Health and Alberta Health Services leadership to discuss the future of healthcare in Alberta. Your experience and personal insights will inform future planning and changes that will improve healthcare for all Albertans.

Contact us: [community.engagement@ahs.ca](mailto:community.engagement@ahs.ca)



**Alberta Beach Village Office**

**From:** Community Engagement <Community.Engagement@albertahealthservices.ca>  
**Sent:** September 8, 2022 10:54 AM  
**To:** Community Engagement  
**Subject:** VOLUNTEER OPPORTUNITY: Tamarack Health Advisory Council is Recruiting  
**Attachments:** ahs-ac-eoi.docx; Tamarack Poster.pdf; wf-ac-faqs-recruitment.pdf

Hello,

The Tamarack Health Advisory Council is currently recruiting new volunteer members within the North Zone to join the healthcare conversation.

We are seeking representatives from the Tamarack area who:



- Want to be part of the health care conversation and engage with Alberta Health Services on health care topics.
- Are appreciative of diverse points of view
- Are connected to members of their community
- Can attend three scheduled meetings (in person or virtually) and one engagement event (in person or virtually) per year.

For more information, visit the Tamarack Health Advisory Council website and review the Tamarack Annual Report.

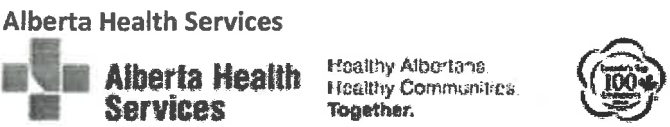
Please Apply online, or complete the attached Expression of Interest (EOI) form and submit directly via email to

[community.engagement@ahs.ca](mailto:community.engagement@ahs.ca)

Thank you in advance for your consideration. I am available to speak about the opportunity further with anyone who may be interested in applying! **Please share this volunteer opportunity widely with the members of your community.**

Thank you for your help in spreading awareness of this opportunity,

**Melony ColeZettler**  
Advisor, Advisory Council relations  
Wood Buffalo HAC | Tamarack HAC | Lakeland Communities HAC



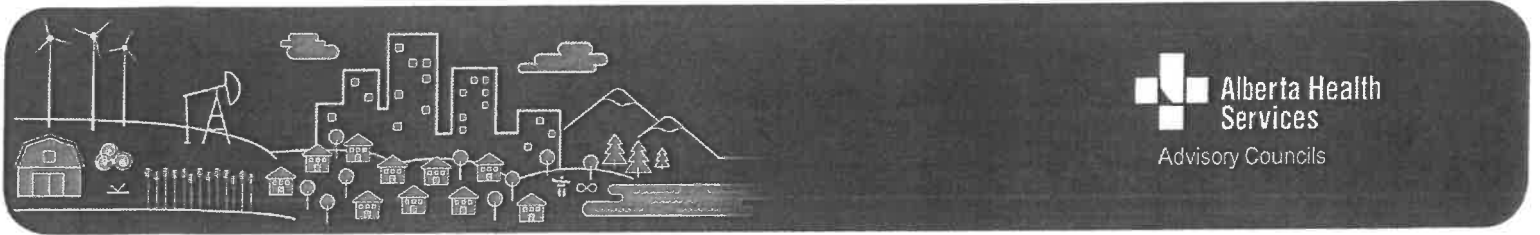
This message and any attached documents are only for the use of the intended recipient(s), are confidential and may contain privileged information. Any unauthorized review, use, retransmission, or other disclosure is strictly prohibited. If

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· you have received this message in error, please notify the sender immediately, and then delete the original message.  
Thank you.

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## Advisory Councils Expression of Interest

Alberta Health Services (AHS) is committed to ensuring that Albertans have a voice in healthcare. One way we achieve this is through Advisory Councils across Alberta. These councils provide insights and input on health service delivery, priorities and programs to the Board of Directors and AHS leadership. They bring forward feedback from the public to support AHS' strategic direction.

AHS is now recruiting Albertans to become Health Advisory Council members or Provincial Advisory Council members. Health Advisory Council members are passionate about healthcare, interested in listening to people and providing feedback to AHS. Members reside within their council geographic area – see [map](#) here to determine your council area. Provincial Advisory Councils are made up of public members from various parts of the province who have lived experiences with cancer, addiction and mental health (AMH) or seniors and continuing care

Health Advisory Council members serve terms of three years, to a maximum of six years. Provincial Advisory Council members are appointed for two, three year terms or three, two year terms. Interested applicants should complete the following Expression of Interest form. The AHS Board will appoint council members once the selection process is complete.

The form can be e-mailed to [community.engagement@ahs.ca](mailto:community.engagement@ahs.ca).

If you require assistance in completing this form or have any questions regarding the Expression of Interest process, please contact the Community Engagement department toll free at 1-877-275-8830, or via email at [community.engagement@ahs.ca](mailto:community.engagement@ahs.ca).

For further information on Advisory Councils, please visit our [website](#).

Thank you for your interest.

Janine Sakatch  
Executive Director, Community Engagement, AHS

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Full Name: \_\_\_\_\_  
(First) (Last)

Address: \_\_\_\_\_  
(Mailing Address)

\_\_\_\_\_  
(City, Province) (Postal Code)

Email address: \_\_\_\_\_

Home Phone: ( ) -

Work Phone: ( ) -

Cell Phone: ( ) -

Advisory Council:

\*Please indicate which council (s) you are applying for

Health Advisory Councils:

- David Thompson
- Greater Edmonton
- Lakeland Communities
- Lesser Slave Lake
- Oldman River
- Palliser Triangle
- Peace
- Prairie Mountain
- Tamarack
- True North
- Wood Buffalo
- Yellowhead East

Provincial Advisory Councils:

- Addiction & Mental Health Provincial Advisory Council
- Cancer Provincial Advisory Council
- Seniors & Continuing Care Provincial Advisory Council
- Sexual Orientation, Gender Identity & Expression

**\*Please review the area map on the AHS website to identify the Health Advisory Council for the area you live. Provincial Advisory Councils recruit from across the province. Should you require further clarification please contact the Community Engagement department toll free at 1-877-275-8830 or via email at: [community.engagement@ahs.ca](mailto:community.engagement@ahs.ca)**

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**Please answer the following questions.**

1. What interests you most about being a member of an Advisory Council?

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2. What insights, experience, and perspectives do you feel you have to offer?

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3. Health Advisory Council members work in an advisory role communicating community health concerns and priorities to AHS leaders. Members represent large areas with diverse demographics. Please comment on how you might be able to represent the perspectives of the public across the entire council area.

---

4. Provincial Advisory Council members work in an advisory role communicating concerns and priorities to AHS leaders. Members will be selected to ensure representation on the council comes from all health zones and/or diverse demographics. Please comment on how you might represent the perspectives of the public across your health zone and the demographic you feel best able to represent:

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5. Please outline any experience you may have which would enable you to work successfully with other Advisory Council members in a group setting?

---

6. Have you previously volunteered with AHS, or one of the former health regions?

Please indicate location and position:  
Yes

No

---

7. Are you currently employed with AHS?

Please indicate location and position:  
Yes

No

---

8. How did you hear about recruitment for the Advisory Councils?

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Facebook

Twitter

Poster

Newspaper Ad

Radio

Internet Ad

Other: \_\_\_\_\_

Word of mouth

9. We have a limited number of advisory roles available. Should you not be appointed at this time, can AHS inform you of other opportunities which may arise for public involvement?

Do you consent to the Community Engagement department retaining your contact information for this purpose?

Yes

No

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Please note that Health Advisory Councils typically meet at least five times per year. Times vary among councils, from noon to late afternoon for start times. Provincial Advisory Council meetings are held four times per year (Friday evening and Saturday) alternating between Edmonton and Calgary. AHS will provide meals and accommodations and reimburse travel expenses related to meeting attendance. Council members are encouraged to attend all meetings. Teleconference connections may be able to be arranged. Video conference is used periodically.

All council members must complete a Conflict of Interest form prior to appointment. If you are appointed, the *AHS Criminal Records Check Procedure EAR-02-0*, in compliance with the *Protection for Persons in Care Act (Alberta)*, requires all volunteers to consent to a criminal records check.

Date:                                /        /  
    (dd/mm/yy)

Full Name:                \_\_\_\_\_  
    (First)                                (Last)

Completed Expression of Interest forms must be received by

**REPLY BY FAX OR EMAIL:**

**Please fax to the attention of:**

**Advisory Council, Community Engagement**

**To Fax #: 780-613-8800**

**OR**

**Please email the file or scan in your application form and send it by email.**

**With the Subject Line: Expression of Interest – Advisory Council**

**Send the email to: [community.engagement@ahs.ca](mailto:community.engagement@ahs.ca)**

For additional copies of this form visit the Alberta Health Services website at:

<https://www.albertahealthservices.ca/about/communityrelations.aspx>

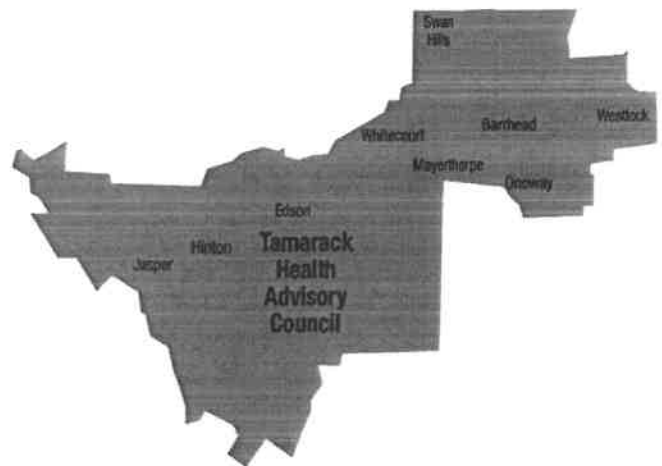
Your personal information may be collected by Alberta Health Services for the purposes of your application, pursuant to s. 33(c) of the Freedom of Information and Protection of Privacy Act (FOIPP). Your personal information may be used and disclosed by Alberta Health Services in accordance with FOIPP for the purpose for which this information is collected or compiled, or for a use consistent with that purpose.

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# Help build a better health system. Join the Tamarack Health Advisory Council!

- Are you passionate about healthcare and service delivery?
- Do you enjoy engaging your friends, neighbours and community in discussion?
- Do you have interest in improving health and wellness in your community?

We are recruiting volunteer members to the Tamarack Health Advisory Council, which includes the areas as seen on the map. Visit [ahs.ca/advisorycouncils](https://ahs.ca/advisorycouncils) to learn more.



Apply today: [ONLINE FORM](#)

More information:  
[community.engagement@ahs.ca](mailto:community.engagement@ahs.ca)



**More info:**

call: 1-877-275-8830

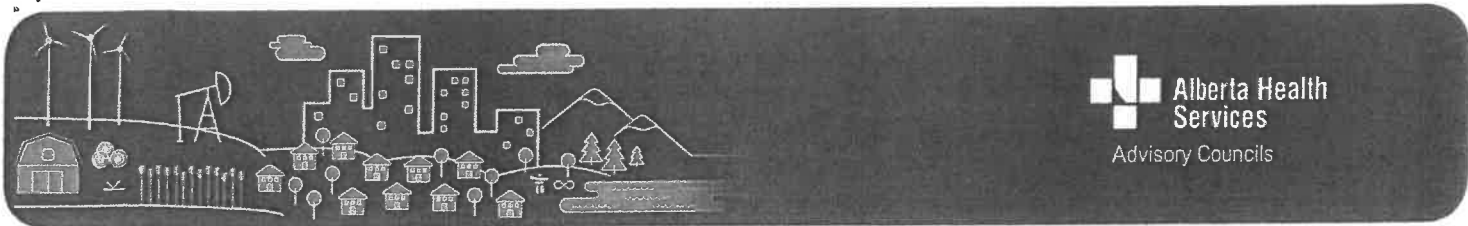
email: [tamarack@ahs.ca](mailto:tamarack@ahs.ca)



**Alberta Health  
Services**

Tamarack  
Health Advisory Council





## Frequently Asked Questions

### How long is the recruitment drive?

Recruitment for Advisory Councils runs year-round until vacancies are filled. An interview and screening process will occur and once selected, new member appointments are forwarded to the AHS Board for approval.

### What criteria are used in the selection process of new members?

We strive to appoint Council members who reflect the rich diversity of Alberta's population.

In addition, members must:

- be 18 and over
- demonstrate an interest in healthcare in Alberta
- be well connected to your community to ensure diversity of perspectives
- reside in the Council area for which you are applying
- undergo a criminal record check and complete a conflict of interest
- commit to meeting four times per year at locations throughout your Zone
- Provincial Advisory Council (PAC) members are required to have lived experience

### How do I become a Health Advisory Council member?

Complete an [Expression of Interest form](#) and return it to [community.engagement@ahs.ca](mailto:community.engagement@ahs.ca).

More information can be found on our [website](#), or toll-free at 1.877.275.8830.

### How long would I serve on a Council?

Each term on a Health Advisory Council (HAC) is three years. Terms on PACs are either two or three years; all to a maximum of six years.

### What is the time commitment to sit on Council?

HACs hold a minimum of two public meetings and 1-2 engagement events in a year. PACs hold four public meetings in a year. These occur between September-June at Council's scheduling, and occur virtually or at locations in the Council's geographic area.

When opportunity presents itself, many members choose to sit on other committees related to health services, and bring that information back to their respective Council. Engagement opportunities arise throughout the year, and each Council determines what is most suitable, based on their goals and objectives.

### What are the responsibilities of a member?

- Act in an advisory capacity to Alberta Health Services (AHS), by providing feedback on specific issues and initiatives
- Gather information from your community and provide that local perspective to AHS on the province-wide healthcare system
- Promote and participate in engagement activities that contribute to healthcare services in Alberta
- Attendance at Council meetings and 1-2 engagement events
- Participate in discussion with AHS leadership about what is working well in health services and where there are areas for improvement

### Do members get paid to be part of Council?

These are voluntary positions. That said, when out-of-pocket expenses are incurred as the result of Council activity, members will be reimbursed as per current Government of Alberta rates.

**Alberta Beach Village Office**

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**From:** angeladuncan@albertabeach.com  
**Sent:** September 10, 2022 9:03 AM  
**To:** aboffice@albertabeach.com  
**Subject:** FW: Alberta Ministry of Mental Health and Addictions - Information Series

FYI, in case they didn't send it to you too.

**Angela Duncan**

Mayor, Alberta Beach  
Vice President, Villages & Summer Villages, Alberta Municipalities  
[angeladuncan@albertabeach.com](mailto:angeladuncan@albertabeach.com)

**From:** Alberta Addiction and Mental Health <AlbertaAddictionandMentalHealth@gov.ab.ca>  
**Sent:** September 9, 2022 3:35 PM  
**Subject:** Alberta Ministry of Mental Health and Addictions - Information Series

Good day,

The Ministry of Mental Health and Addictions is launching a new information series, to share with municipal leaders. The goal of the information series is to profile our ministry's initiatives and programs supporting Albertan's mental health and addictions.

Alberta's Model of Wellness and our Recovery Oriented Systems of Care will be a major focus as we continue building on our recovery.

We plan to communicate directly with municipal leaders and provide ongoing information sessions, facilitated by experts on a variety of topics, with the intent to inform and empower local communities. We would like all supports and information that are available, to be used and shared by communities in these important areas of health and wellness.

We are grateful for the important work that is ongoing on at the community level and we would like to create the opportunity for dialogue, awareness and change as we move toward the provincial vision for the Albertan Model of Wellness.

The first episode of the series will highlight the award winning Virtual Opioid Dependency Program. This program offers same day induction to opioid treatment medication with no fee and no waitlist. It is available anywhere in the Province.

Clinical Director, Dr. Nathaniel Day will walk attendees through the program and what local leaders can do to make sure the information is available in the community. The Honourable Mike Ellis, Associate Minister of Mental Health and Addictions will kick off the session with brief remarks.



*Dr. Nathaniel Day (Medical Director, Virtual Opioid Dependency program, Alberta Health Services).*

**Please join us**

**September 26, 2022 3:30 pm**

<https://us02web.zoom.us/j/88529348980?pwd=RFA3QzhYYm9nQih4OFILUkcyWjNlZz09>

For Audio only: 1-587--328-1099 (Webinar ID: 885 2934 8980 Passcode: 161803)

Classification: Protected A

14.e

**Alberta Beach Village Office**

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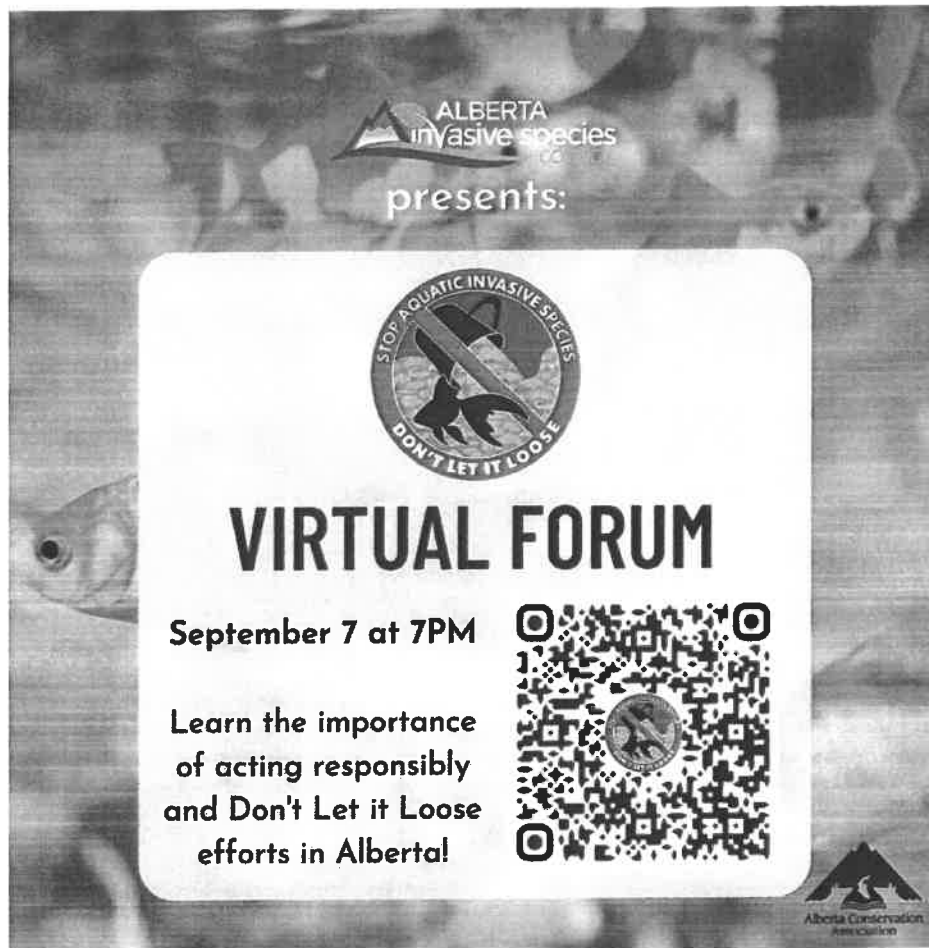
**From:** Alberta Invasive Species Council <info@abinvasives.ca>  
**Sent:** September 2, 2022 5:48 PM  
**To:** =?utf-8?Q??=  
**Subject:** AISC Quarterly Update 🍃

Remember to click on [View this email in your browser](#) to see the pretty pictures!



**Don't Let it Loose forum on Sept 7th!**

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It's time to *scale* up your knowledge on the threats Alberta faces from organisms being intentionally released from aquariums!

Join the Aquatic Invasive Species Specialist, Nicole Kimmel with Alberta Environment & Parks on **September 7th at 7PM** for a FREE webinar to talk about some serious near misses and lingering issues we are struggling to minimize from intentional releases, some might say: *trying to keep our heads above water!* Find out about the importance of acting responsibly as a hobbyist and learn more about the 'Don't Let it Loose' efforts.

**BONUS:** Prizes will be randomly given to 5 attendees and a contest will be announced



Click here for more information on Don't Let it Loose

Click here to register for the FREE Don't Let it Loose webinar

## Biocontrol Release Program



That's all, folks! AISC's Biocontrol Release Program wound down at the end of August. This program provides host-specific insects known as biocontrol agents to help manage infestations of invasive rangeland plants in Alberta. Landowners and land managers are able to purchase releases of biocontrol agents to control their infestations of invasive plants.

This year we were able to offer all previous biocontrol agents, but only received orders for leafy spurge beetles and seed head and root weevils for spotted and diffuse knapweed! A total of 72 biocontrol orders were placed and filled this summer!

**Watch a NEW reel on knapweed weevil collection and release**

**Click here for the Annual Biocontrol Report for 2022**

Orders for next season will be on a first-come, first-serve basis - please get in touch when you're ready! For any questions about the program, ordering or moving beetles, please contact [communications@abinvasives.ca](mailto:communications@abinvasives.ca).

**Place your order for biocontrol in 2023!**

Releasing 72 orders is a feat in itself, but thank goodness we had the support of our seasonal Invasive Species Technician, Luka. Check out her experience with us over the summer and feedback from catching beetles and weevils in the hot hot heat!

Hello everyone,

Have you ever wondered what it's like to be a biocontrol technician for the Alberta Invasive Species Council? Ever though what a job like that might entail? Well read on, because I'm here to answer all your questions.

To start with, I hope you like insects, because the biocontrol you'll be dealing with are insects. Prepare for the creepy-crawlies. I dealt with itty-bitty teeny-tiny leafy spurge *Aphthona* beetles, the equally small *L. minutus* knapweed seedhead weevil, and the much larger, much clingier *C. achates* knapweed root weevil. And spiders. You don't collect the spiders, but you'll have to deal them. The biocontrol insects have to be collected in pretty warm weather, so I spent a lot of time in the sun. As a result I am more tan than I have ever been in my life.

Insects are not the only thing you'll encounter as a biocontrol technician. I was lucky enough to see blooming cacti, bull snakes, pronghorns, a whooping crane, and so much more. The places you get to go for collection and releasing are also (not always- don't hold me to this) quite pretty. My favourite release of the season were two orders of *C. achates* knapweed root weevils that were released in Waterton. You know you have a good job when you get to go on a trip to a national park.

As a biocontrol technician you spent quite a good amount of time in the field, but there's office work too. This pleased my cats greatly, and they happily kept me company while I worked at my desk. I worked on things like the annual biocontrol report and the Don't Let it Loose project. Heads up- keep an eye on AISC. There's going to be a goldfish mascot, and a mascot naming contest. Get ready with your ideas (I'm thinking Gillbert, or Nemo-sis)

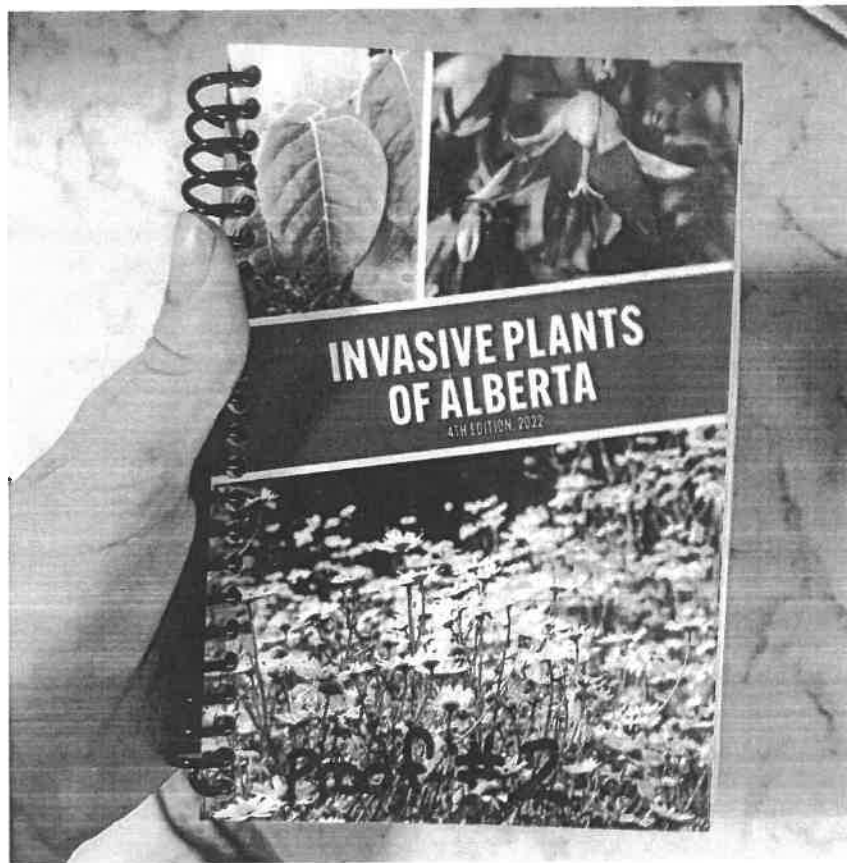
That's all from me. Have a lovely day!

Luka, AISC Biocontrol Technician for 2022.

[Click here for more information on biocontrol](#)

**Weed ID Guides for sale!**





Apologies for the hiccups with our [online store](#), but we are now live for purchase of the revised version of the Invasive Plants of Alberta Identification Guide!

This project was made possible through a grant from the Alberta Real Estate Foundation (AREF). The AREF invests in real estate policy, research, practices, and education that strengthen Alberta's communities. The Foundation's revenues come from the interest earned on public money deposited in real estate brokers' pooled trust accounts. Learn more at [www.aref.ab.ca](http://www.aref.ab.ca).

[Click here for the online PDF version](#)

**Purchase your copy today!**

## Squeal on Pigs!

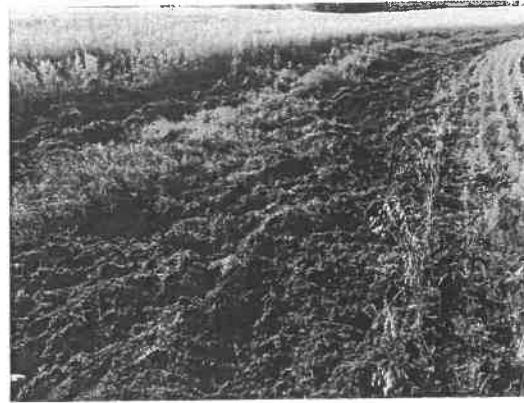


Sowwww-eet news! Since the inception of the Wild Boar at Large Eradication Program between Alberta Pork and Alberta Agriculture and Forestry, a **total of 269 wild boar have been eradicated** to date!

Wild boar are incredibly smart and when only a few individuals are hunted from a larger group (called a sounder), the remaining boar quickly learn to evade future hunting efforts by dispersing, changing movement patterns, and becoming nocturnal. They pass these tricks on to following generations. The only way to effectively eliminate wild boar at large in an area is by eradicating the entire sounder simultaneously.

[Click here for Alberta Pork's 2022 Report](#)

[Click here for Dr. Ryan Brooks's latest article on habitat use and movement of wild boar in Canadian agroecosystems](#)



Signs of wild boar at large activity, which includes crop damage (left) and rooting and wallowing (right).

This program involves coordinated and strategic removal of entire sounders. If you spot wild boar at large or suspect wild boar at large damage, submit a report using the free EDDMapS app, email [AF.wildboar@gov.ab.ca](mailto:AF.wildboar@gov.ab.ca), call 310-FARM, or contact your local municipality. All reports are provided to the Wild Boar At Large Eradication Team who work with local stakeholders to come up with solutions. This program relies on Albertans to report observations of wild boar at large.

**Email [AF.wildboar@gov.ab.ca](mailto:AF.wildboar@gov.ab.ca) to report a sighting**

**Certified Weed Free Forage Training Field Day!**

# Alberta Certified Weed Free Forage Inspector Training Field Day

**When:**  
**September 14**  
**10:30 AM - 2:30 PM**

**Where:**  
**51 Ave, Wildwood**  
**(Wildwood Community Association)**

**Learn about the program, enjoy a free lunch, experience a mock inspection, and participate in practice inspections!**

**FREE EVENT!** Registration required.  
Deadline to register is Monday, September 12 at noon.

Visit [yhcounty.ca](http://yhcounty.ca) for agenda, details, and how to register.

Please note: only Weed Inspectors can become certified Weed Free Forage Inspectors.



Come on down to the Alberta Certified Weed Free Forage Inspector Training Field Day on **September 14th** from **10:30AM to 2:30PM** at the Wildwood Community Association! This **FREE** event will allow you to learn more about the Weed Free Forage Program, experience a mock inspection, participate in practice inspections, and more!

**Registration is required** to take part and **only current and potential Weed Free Forage Inspectors are welcome to attend**, however, the first half of the event may also be useful for potential Weed Free Forage Producers - if you have potential producers in your municipality, please extend the invite to them.

The deadline to register is Monday, September 12 at noon.

**Note:** You can pre-order twine from Laura Poile! Twine (strength is 9600/170) is \$25.88 a roll and a box of two rolls is \$51.76. Two to four cases will do just under 160 acres of square bales at 2 ton/acre.

**Register for the Alberta Certified Weed Free Forage Inspector Training Field Day here!**

**Watch the Weed Free Forage webinar**

Did you miss our Weed Free Forage webinar from June? Well no need to have a *hay-day* trying to figure out what Certified Weed Free Forage is all about, watch our latest webinar to become an expert and spread the word about this program!

Get started by contacting any of the 15 municipalities participating in the Alberta Certified Weed Free Forage Program:

- Barrhead County
- Cardston County
- Clearwater County
- Kneehill County
- Lacombe County
- MD of Bighorn
- MD of Bonnyville
- MD of Greenview
- Mountain View County
- Northern Sunrise County
- Parkland County
- Red Deer County
- Rocky View County
- Smoky Lake County
- Vermilion River County

**Note: if your county is not listed - contact them!**

[Click here for more information on Weed Free Forage](#)

## Become an AISC 2022 Sponsor!



The AISC works with partners across Alberta to implement a variety of take-action programs which help to prevent the spread of invasive species. A **HUGE** thanks to all our sponsors so far:

- County of Grande Prairie
- MD of Greenview
- Mountain View County
- Northern Sunrise County
- Red Deer County
- County of Newell
- Colchester & District Ag Society
- Woodlands County
- MD of Wainwright
- MD of Taber
- MD of Spirit River
- MD of Fairview
- MD of Ranchland
- Lamont County
- Lac La Biche County
- Kneehill County

- Starland County
- Strathcona County
- Smoky Lake County
- Beaver County
- Minburn County
- Foothills County
- Cypress County
- City of Calgary & Calgary Parks
- Vermillion County
- Vulcan County

Without the support of our sponsors, we wouldn't be able to accomplish all the useful, fun and interesting projects we work on!

**Become a sponsor today!** *Thistle* will be fun to work together and collaborate on project ideas, if this interests you, please consider becoming a sponsor! Email us at [info@abinvasives.ca](mailto:info@abinvasives.ca) for a list of benefits that your organization could profit from!

[Click here to become an AISC sponsor!](#)

## Coming soon:

Be sure to visit our website and follow our social media pages to stay on top of the latest invasive species news within the province! Stay tuned to AISC for more information on these exciting programs and events:

- Join us at the:
  - Alberta Days on September 2-3, 2022 at 10800 97 Ave NW in Edmonton.
  - AISC's FREE Don't Let it Loose webinar on September 7, 2022 at 7PM.
  - AISC's FREE Alberta Certified Weed Free Forage Inspector Training Field Day on September 14, 2022 at 10:30AM-2:30PM in Wildwood for INSPECTORS ONLY!

- North American Invasive Species Management Association (NAISMA) Annual Conference from November 7-10, 2022 in Fort Myers, Florida.
- Participate in the:
  - AISC's Annual Conference next year! Save the date for March 7-8th, 2023 at Olds College for our first in-person conference in two years!



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You are receiving this email because you expressed interest in the management of invasive species in Alberta.

**Our mailing address is:**

*Box 1925  
Blairmore, AB  
T0K 0E0  
Canada*

Want to change how you receive these emails?

You can [update your preferences](#) or [unsubscribe from this list](#).

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This email was sent to [aboffice@albertabeach.com](mailto:aboffice@albertabeach.com)

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Alberta Invasive Species Council · Box 1925 · Blairmore, Alberta T0K0E0 · Canada



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cc: Council

**Alberta Beach Village Office**

**From:** Cathy Heron <president@abmunis.ca>  
**Sent:** August 26, 2022 10:43 AM  
**To:** Kathy Skwarchuk  
**Subject:** Notice of Special Resolutions  
**Attachments:** 2022 Notice of Special Resolutions.pdf

Hello Mayors, Councillors, and CAOs,

I am looking forward to seeing many of you at our upcoming Convention in Calgary September 21 to 23!

During our Annual General Meeting on Friday, September 23, the Board of Directors will be proposing three special resolutions that we would like your support on. The resolutions are attached in this email for your information, but I wanted to provide a bit of context on them.

**Special Resolution 1: Repealing and replacing our bylaws with amended ones**

We worked with Reynolds Mirth Richards & Farmer (RMRF) to complete an overall review of the current Bylaws and we identified some items that could be made clearer.

**Special Resolution 2: Amending our legal name to the "Association of Alberta Municipalities"**

As many of you are aware, we had the pleasure of unveiling our new brand name, Alberta Municipalities during our last Convention. We changed our brand name in response to our members' feedback:

- a single brand (instead of AUMA and AMSC) would more clearly demonstrate the support we provide through our advocacy and business services;
- many of our members either do not relate to the term urban, particularly some of our towns, villages, and summer villages, or they do not wish to define themselves as being "urban" or "rural" at all, but as municipalities and communities; and
- the acronym AUMA did not hold a lot of meaning and many people did not know that AUMA was an acronym for Alberta Urban Municipalities Association.

Now that our brand name has been established, the next step is to bring forward changing our legal name.

Our legal name will be used mostly behind the scenes and in legal documents like bylaws and contracts.

Although it is not crucial we align our brand name and our legal name, we want to change our bylaws so our contracts and other legal documents can be updated using the Alberta Municipalities identity. Our legal name does have to contain the word "Association" in it.

When we talked about this with those of you who attended our Summer Municipal Leaders' Caucuses, we found a lot of support for this change. We are hoping all our members will support us with moving this ahead.

**Special Resolution 3: Updating the then-current bylaws with our new legal name**

This reasoning for this resolution may seem a bit confusing, but we basically must have:

- a resolution to update the bylaws with our amendments (Resolution #1); and
- a separate one just to approve the legal name (Resolution #2).

Once we get the legal name approved by you, we must get approval from the Deputy Registrar of Corporations to use the legal name, Association of Alberta Municipalities, before we can update our bylaws with it. So, rather than having to come back to you with another special resolution after the approval takes place, we are including it now.

I will explain all of this again when we get to the Annual General Meeting but wanted to provide some of this information beforehand.

If you have any questions or concerns about these resolutions, please reach out to me or another Alberta Municipalities Board member.

Enjoy the rest of your summer, see you in September!

**Cathy Heron** | President

**Mayor, City of St. Albert**

E: [president@abmunis.ca](mailto:president@abmunis.ca)

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August 26, 2022

## NOTICE OF THREE (3) SPECIAL RESOLUTIONS

### Alberta Urban Municipalities Association

The Board of Directors of Alberta Urban Municipalities Association (herein the "Association") hereby gives notice that at the 2022 Annual General Meeting of the Association to be held on September 23, 2022, the Board of Directors will be proposing the following Special Resolutions:

- (1) a Special Resolution to repeal and replace the Association's existing Bylaws with the amended Bylaws attached hereto as Schedule "A";
- (2) a Special Resolution to amend the legal name of the Association to the "Association of Alberta Municipalities";
- (3) a Special Resolution to update the then current Bylaws with the new name of the Association by replacing the name "Alberta Urban Municipalities Association" in such Bylaws to the name "Association of Alberta Municipalities", if and upon the Association's legal name change, and such updated Bylaws shall replace the Association's then current Bylaws;

(1) Amended Bylaws

**WHEREAS** Section 16.01 of the Association's current Bylaws states that "The Board of Directors or a Regular Member may propose a special resolution, as required by the *Societies Act*, R.S.A. 2000, c.S-14, or any amendments thereto, to amend these bylaws.";

**AND WHEREAS** the proposed amended Bylaws, attached as Schedule "A", broaden the membership categories and otherwise add further clarity to certain of the provisions contained therein;

**AND WHEREAS** a redline compare of the Bylaws, attached as Schedule "B", highlights the revisions that are contained within the amended Bylaws as compared against the Association's existing Bylaws;

**AND WHEREAS** the proposed amendments to the Bylaws have been submitted to the Association only after taking into consideration:

- a. The Association's fundamental and paramount principle of ownership and control of the Association by its Regular Members; and
- b. The Association's tax exempt status under para. 149(1) (d.5) of the *Income Tax Act*, Canada as discussed by the Canada Revenue Agency in its letter dated March 14, 2007,

and that the proposed amendment herein will not, by its nature, content or description, compromise, modify, alter, affect or change in any way the fundamental and paramount principle of the Association (the Association being owned and controlled by its Regular Members only) or the Association's tax exempt status under para. 149(1) (d.5) of the *Income Tax Act*, Canada as same may be amended from time to time;

(2) Change of Name

**AND WHEREAS** the Association updated its brand and trade name in 2021;

**AND WHEREAS** the Board of Directors of the Association desires to amend the legal name of the Association to the "Association of Alberta Municipalities" to better reflect its brand and trade name;

(3) Amended Bylaws to Reflect the Name Change

**AND WHEREAS** in the event the proposed name change proceeds with Alberta Corporate Registry, the Board of Directors of the Association desires to update the then current Bylaws to reflect this approved name change;

**NOW THEREFORE** the Board of Directors of the Association proposes that the following Special Resolutions be passed at the Annual General Meeting of the Association:

- (1) to repeal and replace the Association's existing Bylaws in their entirety with the Bylaws attached as Schedule "A"; and
- (2) to amend the legal name of the Association to the "**Association of Alberta Municipalities**";
- (3) to update the then current Bylaws with the new name of the Association by replacing the name "Alberta Urban Municipalities Association" in such Bylaws to the name "Association of Alberta Municipalities", if and upon the Association's legal name change, and such updated Bylaws shall replace the Association's then current Bylaws.

**Alberta Urban Municipalities Association**

Per: \_\_\_\_\_

**SCHEDULE "A"**  
**AMENDED BYLAWS**

# BYLAWS



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**Article 1 – Name and Definitions**

- 1.01 The name of the Association (herein referred to as the “Association”) is currently the Alberta Urban Municipalities Association, which may be amended from time to time in accordance with the governing legislation and the terms hereof.
- 1.02 In these Bylaws, in addition to any other definitions contained herein, save where the contrary is expressed:
- a. **"Act"** means the *Societies Act* (Alberta) and any statute that may be substituted therefor, and the regulations made thereunder, as from time to time amended, and in the case of such amendment, reference in the Bylaws shall be read as referring to the amended provisions thereof;
  - b. **"appoint"** includes "elect" and vice versa;
  - c. **"Affiliate Member"** has the meaning set forth in clause 4.02(c);
  - d. **"Associate Member"** has the meaning set forth in clause 4.02(b);
  - e. **"Association"** means the Alberta Urban Municipalities Association or such other name that it is legally changed to.
  - f. **"Board"** means the Board of Directors of the Association, as constituted from time to time;
  - g. **"Bylaws"** means these Bylaws and all other Bylaws of the Association from time to time in force and effect;
  - h. **"Chief Executive Officer"** means the person referred to in Article 13 hereof that is duly appointed as the chief executive officer of the Association by the Board from time to time;
  - i. **"Director"** means a person who is from time to time duly elected or appointed as a Director of the Association;
  - j. **"Elected Representative"** means a member of the council of a Regular Member, elected pursuant to the MGA;
  - k. **"Good Standing"** means a member in respect of whom the Association has received the membership fee for the current membership year or, in the case of a Regular Member, evidence of intention to pay satisfactory to the Board has been received;
  - l. **"MGA"** means the Municipal Government Act (Alberta) and any statute that may be substituted therefor, and the regulations made thereunder, as from time to time amended, and in the case of such amendment, reference in the Bylaws shall be read as referring to the amended provisions thereof;
  - m. **"Officers"** means the officers of the Association including the elected or appointed officers that are elected or appointed by the membership as per the terms hereof, namely the President and Vice-Presidents (herein also referred to as the “elected Officers”), as well as those officers appointed by the Board, such as the Chief Executive Officer, and such other persons as would be construed as “officers” at law by reason of their senior roles of management with the Association.

- n. "Regular Member" and "Regular Membership" have the meanings set forth in clause 4.02(a);
- o. "Returning Officer" has the meaning set forth in clause 7.01;
- p. "Special General Meeting" means a meeting of the membership other than the annual general meeting;
- q. "Special Resolution" has the meaning set forth in the Act.

## Article 2 – Purpose of Bylaws

- 2.01 The purpose of these Bylaws is to conform to the provisions of the Act and to set out the Association's membership, participation and leadership structures and processes to facilitate the Association's ability to provide leadership in advocating for legislation and programs to the Alberta and Canadian governments and to other organizations that support effective municipal governance and municipal interests in general, and to provide services that address the needs of its membership.
- 2.02 These Bylaws establish, and shall continue to establish in each and every year of the Association's existence, a fundamental and paramount principle that the Association is owned and controlled, directly or indirectly, by the Regular Members (as referenced in Article 4) of the Association in every material way, and that the Association's Bylaws, or any other constating document of the Association, shall be interpreted by the Association's Members, any court of competent jurisdiction and any taxing authority having jurisdiction, in a manner consistent with this fundamental and paramount principle.

## Article 3 – General

- 3.01 The Board may establish procedures for convening any meeting referred to in these Bylaws by electronic or other communication facilities including a conference telephone call, video-conferencing, facsimile, e-mail or such other technology as may become available.
- 3.02 Notwithstanding anything in these Bylaws, if by virtue of severe weather conditions, a pandemic or other emergency reason that is generally applicable, it is impossible for a quorum to participate in any scheduled or required meeting, then:
  - a. the time for undertaking any action, and
  - b. the terms of office of the Directors, President and Vice-Presidents,shall be extended until the meeting can be reconvened.
- 3.03 When written notice is required to be provided under these Bylaws, the notice may be given by mail, facsimile or other electronic means which enables the recipient to review the entire text of the notice.
- 3.04 The Association shall comply with the governing privacy legislation to the extent it is applicable to the Association and/or its activities.



## Article 4 – Membership

4.01 Any municipality, organization or business which:

- a. desires to further one or more objects of the Association,
- b. qualifies under a membership category described in clause 4.02, and
- c. pays the relevant membership fee,

may become a member of the Association, but subject to Board approval where clauses 4.02a.ii., 4.02a.iii. and 4.05 are applicable, and subject to clause 4.09 as it pertains to reinstatement.

4.02 The categories of membership are:

- a. **REGULAR MEMBERSHIP**, such members being referred to as “**Regular Members**”, which shall be available to:
  - i. any city, town, village, summer village, or specialized municipality located in Alberta;
  - ii. upon Board approval, any successor municipality of a Regular Member referred to in subsection i. above, including any municipal district or county if the municipal district or county is the successor municipality thereof; and
  - iii. upon Board approval, any applying improvement district or Special Area, located in Alberta;
- b. **ASSOCIATE MEMBERSHIP**, such members being referred to as “**Associate Members**”, which shall be available to:
  - i. any municipality other than a municipality referred to in clause 4.02a.i.;
  - ii. any organization wholly owned by one or more municipalities that are eligible to be Regular Members or Associate Members, any municipally-related non-profit organization or special purpose board or commission;
  - iii. any municipally-related non-profit organization or special purpose board or commission that provides a reciprocal membership that has been approved by the Board; and
  - iv. any other local authority or non-profit organization, located in or outside Alberta.
- c. **AFFILIATE MEMBERSHIP**, such members being referred to as “**Affiliate Members**”, which shall be available to any company, organization or individual, in or outside of the Province of Alberta.

4.03 The classifications of Regular Members for the purposes of determining Board representation under Articles 7 and 8 are as follows:

- a. cities with populations over 500,000;
- b. cities with populations up to 500,000;

- c. towns;
- d. villages; and
- e. summer villages.

4.04 For purposes of determining membership classification, a specialized municipality, municipal district or county shall be classified according to its population such that if it has a population equal to or greater than the population thresholds set out in applicable provincial legislation, or as otherwise determined by the Government of Alberta, in relation to:

- a. a city, it shall be considered a city;
- b. a town, it shall be considered a town;
- c. a village, it shall be considered a village; and

if less than the population set out for a village, it shall be considered a summer village.

4.05 The Townsite of Redwood Meadows, the Special Areas Board and an improvement district are eligible for inclusion, upon Board approval, in the classification of Regular Membership appropriate to its population.

4.06 (1) Subject to sub-clause (2), any member may withdraw from membership in the Association at any time by notice in writing.

(2) A Regular Member which wishes to withdraw from membership in the Association shall provide at least twelve (12) months' notice in writing to the Association accompanied by a certified copy of the resolution of council.

(3) Any notice of withdrawal of membership shall be presented to the Board.

(4) A member which withdraws from membership is not entitled to reimbursement of any membership fees.

4.07 The membership year is the calendar year.

4.08 For purposes of this section, "Association activities" means all activities of the Association under its mandate other than business services, and "business services", for the purposes of these Bylaws, shall mean the provision, directly or indirectly, of certain products or services by the Association to its members which shall typically be through a service delivery entity owned by or related to the Association. With respect to access to these activities and services:

- a. Regular Members - Regular Members are entitled to participate in all Association activities and business services, including the right to vote as set forth in Article 5;
- b. Associate Members - Associate Members are entitled to participate in business services and may, on conditions set by the Board from time to time, be entitled to

participate in some or all Association activities, but, for greater clarity, such participation shall not include the right to vote on Association matters;

- c. Affiliate Members - Affiliate members are entitled to participate in business services and may, on conditions set by the Board from time to time, be entitled to participate in some or all Association activities, but, for greater clarity, such participation shall not include the right to vote on Association matters.

**4.09** If a member ceases to be a member in Good Standing:

- a. such member shall not be entitled to participate in Association activities nor have any voting rights under Article 5 but shall be entitled to participate in the Association's business services;
- b. for a period exceeding six (6) months, the member may be expelled from the Association upon approval thereof by the Board, effective immediately upon notice from the Association to the member. Thereafter the member shall not be entitled to participate in Association activities or enjoy membership privileges until the member has been brought into Good Standing and reinstated upon approval of the Board.

## **Article 5 – Voting Rights at Members' Meetings**

- 5.01 The voting rights of a Regular Member in Good Standing of the Association at any annual general meeting or Special General Meeting shall be equal to one (1) vote for and by each Elected Representative of such Regular Member that is in attendance at such meeting.
- 5.02 For greater clarity, subject to clause 5.01, the maximum number of votes available to a Regular Member shall depend on the number of Elected Representatives it has on its council at the relevant time.

## **Article 6 – Nominations**

- 6.01 Nominations for Directors and elected Officers shall be conducted in accordance with the election procedures established by the Returning Officer designated pursuant to clause 7.01.
- 6.02 To be eligible for nomination, a person must at a minimum:
  - a. be an Elected Representative of a Regular Member in Good Standing,
  - b. submit a completed nomination in the form prescribed by the Returning Officer, and
  - c. be nominated by at least two other Elected Representatives of Regular Members in Good Standing.

Further, for the President or Vice-President positions, the nomination must be approved by a motion of the council of the Regular Member that the nominee is an Elected Representative of.

- 6.03** A municipality shall not have more than one Elected Representative serving in a Director position, except for the Cities of Edmonton and Calgary. In the event more than one Elected Representative from a municipality is nominated, the municipality's council needs to approve a motion for only one nominee.
- 6.04** The persons making a nomination and the person being nominated must be eligible to vote in the election for which the nomination is being made.
- 6.05** The Association shall have five (5) Vice-Presidents who shall be elected or appointed according to a classification system that is slightly modified from that set forth in clause 4.03, with the applicable classifications for which a Vice-President shall be appointed, or elected being as follows:
- a. the City of Calgary;
  - b. the City of Edmonton;
  - c. cities with populations up to 500,000;
  - d. towns; and
  - e. villages and summer villages.
- A person eligible for nomination as Vice-President for a classification must also be elected or appointed as a Director in the classification.
- 6.06** The President shall also be a Director but not a Director that has been appointed or elected pursuant to clause 8.02 in relation to a classification.

## Article 7 – Elections

- 7.01** The Board shall designate a person to be the "Returning Officer" who shall be responsible for the fair and proper conduct of elections.
- 7.02** The Returning Officer shall establish and publish election procedures in accordance with these Bylaws and any applicable policies and procedures adopted by the Board from time to time.
- 7.03** Elections of Directors and elected Officers shall be held at the annual general meeting.
- 7.04** The Regular Members eligible to vote on the election or appointment of the Directors and elected Officers through their respective Elected Representatives are as follows:
- a. President – For the President of the Association, all persons that meet the voting requirements under Article 5;
  - b. Vice-Presidents – For each Vice-President, only those persons that: (i) are Elected Representatives of Regular Members that fit within the relevant classification, as set forth in clause 6.05, for which the Vice-President is being elected, and (ii) that otherwise meet the voting requirements under Article 5;

- c. Directors – For each Director, only those persons that: (i) are Elected Representatives of Regular Members; (ii) where in relation to a classification, only those Elected Representatives of Regular Members that fit within the relevant classification as set forth in clause 4.03, and, if a town or village, the electoral zone for which the Director is being elected, and (iii) that otherwise meet the voting requirements under Article 5.

## Article 8 – Directors and Officers

8.01 The Association shall have a Board consisting of fifteen (15) Directors. For greater clarity, one of whom shall also be the President.

8.02 The number of Directors representing each classification is:

- a. two (2) Directors appointed by the City of Calgary, one of whom shall be designated by the City as Vice-President for Calgary;
- b. two (2) Directors appointed by the City of Edmonton, one of whom shall be designated by the City as Vice-President for Edmonton;
- c. three (3) Directors representing cities with populations up to 500,000;
- d. three (3) Directors representing towns;
- e. three (3) Directors representing villages;
- f. one (1) Director representing summer villages;

for an aggregate total of fourteen (14) Directors elected or appointed in relation to a classification.

8.03 The Directors representing towns and villages shall be elected according to electoral zones designated by the Board.

8.04 The Board shall establish the electoral zones for towns and villages as follows:

- a. towns shall be grouped into three zones, designated as towns east, west and south, and otherwise in such a manner that the number of towns in each zone is approximately the same;
- b. villages shall likewise be grouped into three zones, designated as villages east, west and south, in such a manner that the number of villages in each zone is approximately the same;

The Board shall publish the electoral zone information on its website by June 30 in each year except where there are no changes from the previous year.

8.05 The following applies to the term of office for each position on the Board:

- a. it commences at the organizational meeting of the Board following the annual general meeting, and

- b. it continues until the applicable (as per the terms of office in clause 8.06) annual general meeting at which time the position is available for election.

**8.06** The terms of office for the positions of Directors and elected Officers are as follows:

- a. President - Two (2) years;
- b. Vice-President - One (1) year;
- c. Director - Two (2) years.

For greater clarity, Directors and elected Officers may be re-elected for one or more successive terms, provided they are otherwise eligible for the position.

**8.07** (1) The term of office for the following Director positions shall begin in odd numbered years:

- a. one (1) Calgary Director;
- b. one (1) Edmonton Director;
- c. two (2) for cities with populations up to 500,000;
- d. towns east;
- e. villages south;
- f. summer villages.

(2) The term of office for the following Director positions shall begin in even numbered years:

- a. one (1) Calgary Director;
- b. one (1) Edmonton Director;
- c. one (1) for cities with populations up to 500,000;
- d. towns west and south;
- e. villages east and west.

**8.08** (1) A President who is no longer an Elected Representative immediately ceases to be President and a member of the Board.

(2) A Director who is no longer an Elected Representative immediately ceases to be a member of the Board.

**8.09** Should the legal municipal status change of the municipality of which a Director is an Elected Representative:

- a. the Director is eligible to remain in the position until the next annual general meeting, and

- b. if the term of office for the position does not expire at the end of the next annual general meeting a by-election shall be held at the next annual general meeting to fill the position for the remainder of the term.
  
- 8.10** Should the office of the President become vacant, the remaining Board shall forthwith appoint a member of the Board to serve as President until the next annual general meeting.
  
- 8.11** (1) Should a vacancy occur in a Director position other than a Director appointed by the City of Calgary or the City of Edmonton or in a Vice-President position, then:
  - a. the Board may appoint a replacement to serve until the next annual general meeting, and
  - b. if the term of office for the position does not expire at the end of the next annual general meeting a by-election shall be held at the next annual general meeting to fill the position for the remainder of the term.

(2) Should a vacancy occur in a Director position or a Vice-President position appointed by the City of Calgary or the City of Edmonton, the relevant city may appoint a replacement for the remainder of the term of office of the position.
  
- 8.12** A person appointed to fill a vacancy in any position must be eligible for election to that position if an election were held.
  
- 8.13** In carrying out the rights and responsibilities of a Director or Officer, every Director and Officer of the Association shall:
  - a. act honestly and in good faith with a view to the best interests of the Association,
  - b. exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances,
  - c. comply with the applicable law including the Act, its regulations as well as with the objects, Bylaws, policies and procedures adopted by the Association,
  - d. maintain the confidentiality of all Association information given to such Director or Officer that is considered confidential, except in the following circumstances:
    - i. the confidential information is or subsequently enters the public domain through no action of the Director or Officer; or
    - ii. the confidential information is required to be disclosed by law,

and if the Director or Officer receives Association information that is considered confidential from:

    - iii. such person's own independent sources; or
    - iv. any third party not under an obligation to keep the information Confidential,

the Director will disclose to the Board that such information has been received.

- 8.14** A member of the Board ceases to be a Director if:
- a. the person is disqualified from Council pursuant to Section 174(1) of the MGA, or
  - b. the person misses three consecutive regular meetings of the Board, upon approval by the Board of the Director's removal, effective immediately upon notice from the Association to the Director.

**8.15** The Board may, by resolution passed by at least three fourths (3/4) of the votes cast by those eligible to vote, remove a Director from the Board effective as of the date of the resolution or such later date as resolved by the Board. The provisions of clause 9.05 regarding notice and an opportunity to be heard apply to a resolution under this clause.

**Article 9 – Disqualification of Directors**

**9.01** In this Article:

- a. "Director's family" means the Director's spouse or adult interdependent partner, the Director's children, the parents of the Director and the parents of the Director's spouse or interdependent partner;
- b. "spouse" means:
  - i. the spouse of a married person, and
  - ii. does not include a spouse who is living separate and apart from the other spouse if the spouses have separated pursuant to a written separation agreement or if their support obligations and family property have been dealt with by a court order.

**9.02** (1) A member of the Board has a pecuniary interest in a matter if:

- a. the matter could monetarily affect the Director or an employer of the Director, or
- b. the Director knows or should know that the matter could monetarily affect the Director's family.

(2) For the purposes of subsection (1), a person is monetarily affected by a matter if the matter monetarily affects:

- a. the person directly,
- b. a corporation, other than a distributing corporation (as defined under the governing legislation), in which the person is a shareholder, director or officer,
- c. a distributing corporation in which the person beneficially owns voting shares carrying at least 10% of the voting rights attached to the voting shares of the corporation or of which the person is a director or officer, or
- d. a partnership or firm of which the person is a member.



- (3) A Director does not have a pecuniary interest by reason only of any interest:
- a. that the Director or a member of the Director's family may have by reason of being appointed by the Board as a director of a company incorporated for the purpose of carrying on business for and on behalf of the Association or by reason of being appointed as the representative of the Board on another body;
  - b. that the Director or member of the Director's family may have with respect to any allowance, honorarium, remuneration or benefit to which the Director or member of the Director's family may be entitled by being appointed by the Board to a position described in clause a);
  - c. that the Director may have with respect to any allowance, honorarium, remuneration or benefit to which the Director may be entitled by being a Director; or
  - d. that is so remote or insignificant that it cannot reasonably be regarded as likely to influence the Director.

**9.03** (1) When a Director, or a Regular Member of which the Director is an Elected Representative, has a pecuniary interest in a matter before the Board, a Board committee or any other body to which the Director is appointed as a representative of the Board, the Director must, if present:

- a. disclose the general nature of the pecuniary interest prior to any discussion of the matter,
- b. abstain from voting on any question relating to the matter,
- c. abstain from any discussion of the matter, and
- d. subject to subsection (2), leave the room in which the meeting is being held until discussion and voting on the matter are concluded.

(2) If the matter with respect to which the Director, or the Regular Member of which the Director is an Elected Representative has a pecuniary interest is the payment of an account for which funds have previously been committed, it is not necessary for the Director to leave the room.

**9.04** (1) A Director ceases eligibility to be a Director if the Director:

- a. takes part in a decision of the Board knowing that the decision might further a private interest of:
  - i. the Director,
  - ii. a corporation, firm or partnership referred to in clause 9.02(2), or
  - iii. a Regular Member of which the Director is an Elected Representative,
- b. where applicable, does not declare an interest and withdraw from a meeting without voting on or discussing a matter before the Board which might further a private interest referred to in clause (a)i., ii. or iii. above, or

c. accepts:

- i. a fee of any amount other than a fee or honorarium paid by the Association for the Director's services as a Director, or
- ii. a gift or other benefit having a value of more than the maximum determined by the Board from time to time where such amount is received because the Director is a Director.

(2) Subsection (1)(c) does not apply if a Director is invited to attend an event or function as a representative of the Association and the Director discloses such attendance and payment in a manner approved by the Board from time to time.

9.05 (1) A meeting of the Board may be called under clause 10.01 to determine whether a Director is no longer eligible to be a Director under this Article.

(2) The Director:

- a. shall be given notice of a meeting of the Board called under this section;
- b. upon request:
  - i. shall be given particulars of the grounds on which it is alleged that the Director has ceased eligibility to be a Director;
  - ii. shall be given an opportunity to make representations to the Board in writing or in person, or by legal counsel, or any combination of the foregoing;
- c. is not entitled to be present while the Board discusses the question whether or not the Director has ceased eligibility to be a Director.

9.06 (1) Upon determination by the Board that the Director has ceased eligibility to be on the Board, the Association shall provide notice to the Director of the Director's removal from the Board effective the date thereof.

(2) The provisions of Article 8 relating to the filling of vacancies on the Board until the next annual general meeting apply to filling a vacancy under this Article.

9.07 A Director, by accepting appointment or election as a Director, agrees the Director will not be entitled to assert any claim or bring any legal action, whether for defamation or any other cause of action, against the Association or any Officer, Director or employee of the Association, in respect of anything done by any of them in good faith pursuant to this Article.

**Article 10 – Powers and Duties of the Board**

- 10.01 Meetings of the Board shall be held as follows:
  - a. pursuant to a regular schedule of meetings set by the Board, or
  - b. at the call of the President, or
  - c. upon the written request of four (4) Directors with at least 72 hours' notice.
- 10.02 A quorum of the Board is eight (8) members.
- 10.03 At meetings of the Board, each Director present shall have one vote and, in the case of a tie, the motion shall be lost. A resolution in writing signed by all of the Directors, shall be valid and effectual as if it had been passed at a meeting of Directors duly called and constituted.
- 10.04 The Board has the authority to manage, or supervise the management of, the affairs of the Association. The Board has the authority and responsibility to carry out as appropriate, or delegate to its committees, the powers and duties conferred upon it by the Association and by law.
- 10.05 If the Board establishes and prescribes the terms of reference for any committee, or delegates that authority to the Executive Committee, the persons appointed as committee members may be:
  - a. Directors,
  - b. Elected Representatives of members,
  - c. other persons, and/or
  - d. any combination of the above.
- 10.06 Members of the Board and Executive Committee shall receive an honorarium for their service and shall be reimbursed for expenses reasonably incurred in performing their duties on the Board or Executive Committee.
- 10.07 The Board shall have authority on behalf of the Association to approve and adopt policies and procedures from time to time relating to the Association and its operations.
- 10.08 In addition to the duties otherwise set forth herein, and for greater clarity, in exercising its operational authority, the Board, and each Director and Officer, shall comply with the then current objects, bylaws, policies and procedures of the Association.

**Article 11 – Executive Committee**

- 11.01 The Executive Committee, also referred to as the Executive, shall consist of the President and the Vice-Presidents and may also include such other Directors of the Association that the Board may approve to be part of the Executive.

- 11.02** A quorum for Executive Committee meetings shall consist of three (3) members of the Executive.
- 11.03** The Executive Committee shall have all the powers of the Board between meetings of the Board on emergent and time sensitive issues in accordance with such rules as the Board may adopt provided that the Executive may only provide recommendations to the Board, and shall not determine, the following:
- a. the employment or termination of the Chief Executive Officer of the Association,
  - b. the amount of membership fees under clause 15.04, and
  - c. borrowing money under clauses 15.06 and 15.07.
- 11.04** The Executive Committee shall report any action taken under clause 11.03 at the next meeting of the Board.
- 11.05** The President and the Vice-Presidents of the Association shall have the duties and powers set forth in these Bylaws as well as those associated with their position as set forth below:
- a. President – The President of the Board shall, when present, preside at all meetings of the Board and of the members. The President shall, subject to the authority of the Board, have general supervision of the activities and affairs of the Association and shall have such other duties and powers as the Board may specify;
  - b. Vice-Presidents – If the President is absent or is unable or refuses to act, one of the Vice-Presidents shall preside at the meetings of the Board and of the members. The duty to preside in the President's absence shall be undertaken by the Vice-Presidents on a rotation that is approved by the Board. The Vice-Presidents shall have such other duties and powers as the Board may specify.

## Article 12 – Meetings

- 12.01** The annual general meeting of the Association shall be held at such time and place as the Board may determine.
- 12.02** Written notice of the date of the annual general meeting shall be provided to each Regular Member and the Association's auditor not less than twenty-eight (28) days prior to the date of the meeting.
- 12.03** A Special General Meeting of the Association may be held at the call of five (5) percent of the Regular Membership or by two-thirds (2/3) vote of all the Board and written notice shall be provided to each Regular Member not less than fourteen (14) days before the date of the meeting except where a matter is to be decided by a Special Resolution in which case the notice period set forth in clause 16.03 shall apply.
- 12.04** A quorum at an annual general meeting or Special General Meeting shall be representation from twenty-five percent (25%) of the Regular Members in Good Standing and the quorum shall be determined within fifteen minutes of the posted starting time

of the meeting. For the purposes of this determination, a Regular Member shall be deemed to be represented if:

- a. at an annual general meeting, one of its Elected Representatives is registered to attend the annual Association's conference and annual general meeting, regardless of whether such Elected Representative attends the said meeting;
- b. at a Special General Meeting, one of its Elected Representatives is in attendance.

**12.05** The President or, where applicable, a Vice-President or such other Director approved by the Board, shall chair the annual general meeting and any Special General Meeting.

**12.06** The persons entitled to speak at an annual general meeting or Special General Meeting are:

- a. those Elected Representatives in attendance whose municipalities are Regular Members of the Association in Good Standing,
- b. in the event a Regular Member is unable to be represented at the annual general meeting or a Special General Meeting by an Elected Representative, an official appointed by motion of the council to represent it, provided that notice of such appointment is submitted in writing to the Chief Executive Officer at least three (3) days prior to the date of the annual general meeting or Special General Meeting, and for greater clarity, such person shall not have any voting rights,
- c. upon a motion from the floor, a representative of an Associate Member, and
- d. the Association's auditor and such other person(s) upon consent or invitation of the chair of the meeting.

**12.07** Except as otherwise provided in these Bylaws, the rules of procedure to be followed at meetings of the Board, the annual general meeting and any Special General Meeting shall be formal in nature following, generally speaking, the applicable procedures set forth in "Robert's Rules of Order, Newly Revised" with deviations as deemed appropriate by the meeting's chair, to facilitate consensus, discussion and collaboration.

### **Article 13 – Chief Executive Officer**

**13.01** The Board shall appoint a Chief Executive Officer to manage the affairs of the Association. For greater clarity, the Chief Executive Officer shall not be a Director of the Association.

**13.02** The Chief Executive Officer, as the chief officer of the Association and any of its subsidiaries, ensures that the policies and programs of the Association are implemented, and performs the duties and functions and exercises the powers assigned to the Chief Executive Officer by the Board.

**13.03** The Chief Executive Officer may cause the Association to employ any staff required within the expenditure authority included in the Association's budget.

**Article 14 – Signing Authority**

- 14.01** After minutes are approved by the Board in relation to Board meetings and by the Regular Members in relation to membership meetings, the minutes shall be signed by the Chief Executive Officer to indicate such approval.
- 14.02** Except where otherwise authorized herein, the Board shall designate signing authorities for any financial or other instrument, contract, document or agreement requiring the signature of the Association and grant authorizations for the use of the seal by Board resolution or in one or more Board approved policies.

**Article 15 – Financial Affairs**

- 15.01** The fiscal year of the Association shall be the calendar year unless otherwise approved by the Board.
- 15.02** Before the end of each fiscal year, the Board shall approve a budget for the next fiscal year which shall include revenues at least sufficient to pay the estimated expenditures.
- 15.03** The Board may approve an interim budget for part of the next fiscal year.
- 15.04** The Board shall annually determine a method of calculating membership fees which will generate the membership fee revenue projected in the budget.
- 15.05** If any number of Regular Members agree to undertake a special initiative, the Board may levy a special fee on those members to raise the required revenue.
- 15.06** The Board shall have the power and authority to cause the Association to borrow money for operating purposes, and to give security therefor, in an amount not in excess of sixty percent (60%) of annual fees or special assessments then levied or assessed by the Association to its membership but not yet collected.
- 15.07** By a two-thirds (2/3) majority vote of the Board, the Association may borrow for capital purposes on such terms as the Board determines appropriate.
- 15.08** The Association may draw, make, accept, endorse, execute and issue promissory notes, bills of exchange and other negotiable instruments.
- 15.09** The books and records of the Association shall be available for the inspection by any Regular Member of the Association at the Association's office during normal business hours except confidential information of the Association which may only be disclosed upon Board approval and on such terms as are required by the Board.
- 15.10** In the event the Association is wound up or dissolved, the Association shall obtain and comply with the required authorizations and processes referenced in the Act. Further, in such event, all of its remaining assets after payment of its liabilities, if any, shall be paid to such registered and incorporated non-profit organization or

organizations with purposes similar to those of the Association as a majority of the Regular Members determine and in no event shall any member become entitled to any remaining assets of the Association.

**15.11** The Board shall appoint by resolution an independent firm of chartered professional accountants as the Association's auditor to audit the annual financial statements of the Association and an audited annual financial statement shall be submitted to each annual general meeting.

**15.12** The Association may acquire by gift or purchase and have, possess, and enjoy land, tenements, rents, annuities, and other property of any kind whatsoever within the Province of Alberta.

**15.13** The Association may from time to time sell, alienate, exchange, mortgage, let, lease or otherwise dispose of any part of its real or personal estate.

**15.14** Every Director and Officer of the Association and their heirs, executors and administrators, respectively, shall be deemed to have assumed office on the express understanding and agreement and condition that each shall, from time to time and at all times, be indemnified and saved harmless out of the funds of the Association from and against:

- a. all costs, charges, damages and expenses whatsoever, including without limitation, an amount paid to settle an action or satisfy a judgment, which they sustain or incur in or about any action, claim, suit or proceeding which is brought, commenced or prosecuted against them by reason of being or having been a Director or Officer of the Association or who acts or acted at the Association's request as a director or officer of another entity in which the Association had a material interest or in respect of any act, omission, deed, matter or thing whatsoever made, done or permitted by them in or about the execution of the duties of their office; and
- b. all other costs, charges, damages and expenses which they sustain or incur in or about or in relation to any act, omission, deed, matter or thing whatsoever made, done or permitted by them in or about the execution of the duties of their office;

except such costs, charges, damages and expenses as are occasioned by their own willful misconduct or dishonesty and except in respect of an action by or on behalf of the Association or other said entity to procure a judgment in its favour.

**15.15** The Association shall purchase and maintain, or otherwise ensure, there is directors' and officers' liability insurance for the benefit of the Directors and Officers of the Association, in such amounts and with such insurers as the Board may from time to time determine appropriate.

## **Article 16 – Amendments**

**16.01** The Board or a Regular Member may propose a Special Resolution, as required by the Act, to amend these Bylaws.

BYLAWS

**16.02** A proposed Special Resolution may be considered at the annual general meeting or at a Special General Meeting.

**16.03** Written notice of a proposed Special Resolution shall be provided to each Regular Member not less than twenty-eight (28) days before the meeting at which the Special Resolution is to be considered.

**16.04** An amendment to the Bylaws shall not be made unless approved by Special Resolution.

**16.05** Notwithstanding any other provision contained in these Bylaws, every Special Resolution to amend these Bylaws shall contain the following preamble:

“WHEREAS the following proposed amendment has been submitted to the Association only after taking into consideration:

- a. the Association’s fundamental and paramount principle of ownership and control of the Association by its Regular Members; and
- b. the Association’s tax-exempt status under para. 149(1)(d.5) of the *Income Tax Act* (Canada) as discussed by the Canada Revenue Agency in its letter dated March 14, 2007,

and that the proposed amendment herein will not, by its nature, content or description, compromise, modify, alter, affect or change in any way the fundamental and paramount principle of the Association (the Association being owned and controlled by its Regular Members only) or the Association’s tax exempt status under para. 149(1)(d.5) of the *Income Tax Act* (Canada) as same may be amended from time to time.”

For greater clarity, failure to include the above preamble shall not invalidate a Special Resolution approved in accordance with these Bylaws and the governing law.

**16.06** In 2025 and every subsequent year divisible by five (5), the President shall establish a special committee to conduct a general review of the Bylaws of the Association.

**16.07** In the event any provision of these Bylaws is in any manner determined to be inconsistent with, or in violation of, the fundamental and paramount principle of the Association set forth in clause 2.02 above, then upon such determination being made by the Board acting reasonably, such provision shall be deemed to be void ab initio and of no force and effect, and such provision shall be deemed to be struck from these Bylaws without further notice or approval by the Regular Members. Further, the Regular Members and the Board shall take such steps and grant such approvals as are necessary to ensure the Bylaws are formally amended, approved and filed with Corporate Registry to reflect same.



**SCHEDULE "B"**

**REDLINE COMPARE OF THE BYLAWS**

**~~ALBERTA URBAN MUNICIPALITIES ASSOCIATION~~**  
**BYLAWS**

**Article 1}- NAME AND DEFINITIONS**

- 1.03** The name of the Association (herein referred to as the "Association") ~~is currently shall be~~ the Alberta Urban Municipalities Association, which may be amended from time to time in accordance with the governing legislation and the terms hereof, referred to in these Bylaws as the "Association."
- 1.04** In these Bylaws, in addition to any other definitions contained herein, save where the contrary is expressed:
- a. **"Act"** means the *Societies Act* (Alberta) and any statute that may be substituted therefor, and the regulations made thereunder, as from time to time amended, and in the case of such amendment, reference in the Bylaws shall be read as referring to the amended provisions thereof;
  - b. **"appoint"** includes "elect" and *vice versa*;
  - c. **"Affiliate Member"** has the meaning set forth in clause 4.02(c);
  - d. **"Associate Member"** has the meaning set forth in clause 4.02(b);
  - e. **"Association"** means the Alberta Urban Municipalities Association or such other name that it is legally changed to;
  - f. **"Board"** means the Board of Directors of the Association, as constituted from time to time;
  - g. **"Bylaws"** means these Bylaws and all other Bylaws of the Association from time to time in force and effect;
  - h. **"Chief Executive Officer"** means the person referred to in Article ~~13XIII~~ hereof that is duly appointed as the chief executive officer of the Association by the Board from time to time;
  - i. **"Director"** means a person who is from time to time duly elected or appointed as a Director of the Association;
  - j. **"Elected Representative"** means a member of the council of a Regular Member, elected pursuant to the MGA;
  - k. **"Good Standing"** means a member in respect of whom the Association has received the membership fee for the current membership year or, in the case of a Regular Member, evidence of intention to pay satisfactory to the Board has been received;
  - l. **"MGA"** means the *Municipal Government Act* (Alberta) and any statute that may be substituted therefor, and the regulations made thereunder, as from time to time amended, and in the case of such amendment, reference in the Bylaws shall be read as referring to the amended provisions thereof;
  - m. **"Officers"** means the officers of the Association including the elected or appointed officers that are elected or appointed by the membership as per the terms hereof, namely the President and Vice-Presidents (herein also referred to as the **"elected Officers"**), as well as those officers appointed by the Board, such as the Chief Executive Officer, and such other persons as would be construed as "officers" at law by reason of their senior roles of management with the Association.
  - n. **"Regular Member"** and **"Regular Membership"** have the meanings set forth in clause 4.02(a);

- o. "Returning Officer" has the meaning set forth in clause 7.01;
- p. "Special General Meeting" means a meeting of the membership other than the annual general meeting;
- q. "Special Resolution" has the meaning set forth in the Act.

#### **Article 2H - PURPOSE OF BYLAWS**

- 2.01 The purpose of these Bylaws is to conform to the provisions of the Act and to set out the Association's membership, participation and leadership structures and processes to facilitate the Association's ability to provide leadership in advocating for legislation and programs to the Alberta and Canadian governments and to other organizations that support effective municipal governance and municipal interests in general, and to provide services that address the needs of its membership.
- 2.02 These Bylaws establish, and shall continue to establish in each and every year of the Association's existence, a fundamental and paramount principle that the Association is owned and controlled, directly or indirectly, by the Regular Members (as referenced in Article 4IV) of the Association in every material way, and that the Association's Bylaws, or any other constating document of the Association, shall be interpreted by the Association's Members, any court of competent jurisdiction and any taxing authority having jurisdiction, in a manner consistent with this fundamental and paramount principle.

#### **Article 3III - GENERAL**

- 3.01 The Board may establish procedures for convening any meeting referred to in these Bylaws by electronic or other communication facilities including a conference telephone call, video-conferencing, facsimile, e-mail or such other technology as may become available.
- 3.02 Notwithstanding anything in these Bylaws, if by virtue of severe weather conditions, a pandemic or other emergency reason that is generally applicable, it is impossible for a quorum to participate in any scheduled or required meeting, then:
  - a. the time for undertaking any action, and
  - b. the terms of office of the Directors, President and Vice-Presidents, shall be extended until the meeting can be reconvened.
- 3.03 When written notice is required to be provided under these Bylaws, the notice may be given by mail, facsimile or other electronic means which enables the recipient to review the entire text of the notice.
- 3.04 The Association shall comply with the governing privacy legislation to the extent it is applicable to the Association and/or its activities.

#### **Article 4IV - MEMBERSHIP**

- 4.01 Any municipality, organization or business which:
  - a. desires to further one or more oObjects of the Association,
  - b. qualifies under a membership category described in clause 4.02, and
  - c. pays the relevant membership fee,

may become a member of the Association, but subject to Board approval where clauses 4.02(a)ii, 4.02(a)iii, and 4.05 are applicable, and subject to clause 4.09 as it pertains to reinstatement.

**4.02** The categories of membership are:

- a. REGULAR MEMBERSHIP, such members being referred to as "**Regular Members**", which shall be available to:
  - iv. any city, town, village, summer village, or specialized municipality located in Alberta; and
  - v. upon Board approval, any successor municipality of a Regular Member referred to in subsection i. above, including any municipal district or county if the municipal district or county is the successor municipality thereof; and
  - v. upon Board approval, any applying improvement district or Special Area, located in Alberta;
- b. ASSOCIATE MEMBERSHIP, such members being referred to as "**Associate Members**", which shall be available to:
  - i. any municipality other than a municipality referred to in clause 4.02(a)i;
  - ii. any organization wholly owned by one or more municipalities that are eligible to be Regular Members or Associate Members, any municipally-related non-profit organization or special purpose board or commission;
  - iii. any municipally-related non-profit organization or special purpose board or commission that provides a reciprocal membership that has been approved by the Board; and
  - iii. iv. any other local authority or related non-profit organization incorporated pursuant to provincial legislation; located in or outside Alberta;
- c. AFFILIATE MEMBERSHIP, such members being referred to as "**Affiliate Members**", which shall be available to any company, organization or individual, in or outside of the Province of Alberta.

**4.03** The classifications of Regular Members for the purposes of determining Board representation under Articles ~~ZVII~~ and ~~gVII~~ are as follows:

- a. cities with populations over 500,000;
- b. cities with populations up to 500,000;
- c. towns;
- d. villages; and
- e. summer villages.

**4.04** For purposes of determining membership classification, a specialized municipality, municipal district or county shall be classified according to its population such that if it has a population equal to or greater than the population thresholds set out in applicable provincial legislation, or as otherwise determined by the Government of Alberta, in relation to:

- a. a city, it shall be considered a city;
- b. a town, it shall be considered a town;
- c. a village, it shall be considered a village; and

if less than the population set out for a village, it shall be considered a summer village.

~~For purposes of determining membership classification, a specialized municipality, municipal district or county shall be classified according to its population such that if it has a population equal to or~~

~~greater than the population thresholds set out in applicable provincial legislation or as otherwise determined by the Government of Alberta, in the MGA in relation to:~~

- ~~(a) — a city, it shall be considered a city;~~
  - ~~(b) — a town, it shall be considered a town;~~
  - ~~(c) — a village, it shall be considered a village; and~~
- ~~if less than the population set out for a village, it shall be considered a summer village.~~

**4.05** The Townsite of Redwood Meadows, the Special Areas Board and an improvement district are eligible for inclusion, upon Board approval, in the classification of Regular Membership appropriate to its population.

**4.06** (1) Subject to sub-clause (2), any member may withdraw from membership in the Association at any time by notice in writing.

(2) A Regular Member which wishes to withdraw from membership in the Association shall provide at least twelve (12) months' notice in writing to the Association accompanied by a certified copy of the resolution of council.

(3) Any notice of withdrawal of membership shall be presented to the Board.

(4) A member which withdraws from membership is not entitled to reimbursement of any membership fees.

**4.07** The membership year is the calendar year.

**4.08** For purposes of this section, "Association activities" means all activities of the Association under its mandate other than business services, and "business services", for the purposes of these Bylaws, shall mean the provision, directly or indirectly, of certain products or services by the Association to its members which shall typically be through a service delivery entity owned by or related to the Association. With respect to access to these activities and services:

- a. Regular Members - Regular Members are entitled to participate in all Association activities and business services, including the right to vote as set forth in Article ~~5~~<sup>5V</sup>;
- b. Associate Members - Associate Members are entitled to participate in business services and may, on conditions set by the Board from time to time, be entitled to participate in some or all Association activities, but, for greater clarity, such participation shall not include the right to vote on Association matters;
- c. Affiliate Members - Affiliate members are ~~not~~ entitled to participate in business services ~~and~~<sup>but</sup> may, on conditions set by the Board from time to time, be entitled to participate in some or all Association activities, but, for greater clarity, such participation shall not include the right to vote on Association matters.

**4.09** If a member ceases to be a member in Good Standing:

- a. ~~municipalities or organizations that are Regular or Associate Members~~ such member shall not be entitled to participate in Association activities nor have any voting rights under Article ~~5~~<sup>5V</sup> but ~~Regular or Associate Members~~ shall be entitled to participate in the Association's business services;
- b. for a period exceeding six (6) months, the member may be expelled from the Association upon approval thereof by the Board, effective immediately upon notice from the Association to the ~~Regular Member~~. Thereafter the member shall not be entitled to

participate in Association activities or enjoy membership privileges until the member has been brought into Good Standing and reinstated upon approval of the Board.

#### **Article 5V – VOTING RIGHTS AT MEMBERS' MEETINGS**

- 5.01** The voting rights of a Regular Member in Good Standing of the Association at any annual general meeting or Special General Meeting shall be equal to one (1) vote for and by each Elected Representative of such Regular Member that is in attendance at such meeting.
- 5.02** For greater clarity, subject to clause 5.01, the maximum number of votes available to a Regular Member shall depend on the number of Elected Representatives it has on its council at the relevant time.

#### **Article 6VI - NOMINATIONS**

- 6.01** Nominations for Directors and elected Officers shall be conducted in accordance with the election procedures established by the Returning Officer designated pursuant to clause 7.01.
- 6.02** To be eligible for nomination, a person must at a minimum:
- a. be an Elected Representative of a Regular Member in Good Standing,
  - b. submit a completed nomination in the form prescribed by the Returning Officer, and
  - c. be nominated by at least two other Elected Representatives of Regular Members in Good Standing.
- Further, for the President or Vice-President positions, the nomination must be approved by a motion of the council of the Regular Member that the nominee is an Elected Representative of.
- 6.03** A municipality shall not have more than one Elected Representative serving in a Director position, except for the Ceities of Edmonton and Calgary. In the event more than one Elected Representative from a municipality is nominated, the municipality's council needs to approve a motion for only one nominee.
- 6.04** The persons making a nomination and the person being nominated must be eligible to vote in the election for which the nomination is being made.
- 6.05** The Association shall have five (5) Vice-Presidents who shall be elected or appointed according to a classification system that is slightly modified from that set forth in clause 4.03, with the applicable classifications for which a Vice-President shall be appointed, or elected being as follows:
- a. the City of Calgary;
  - b. the City of Edmonton;
  - c. cities with populations up to 500,000;
  - d. towns; and
  - e. villages and summer villages.
- A person eligible for nomination as Vice-President for a classification must also be elected or appointed as a Director in the classification.
- 6.06** The President shall also be a Director but not a Director that has been appointed or elected pursuant to clause 8.02 in relation to a classification.

## **Article 7VII - ELECTIONS**

- 7.01** The Board shall designate a person to be the "Returning Officer" who shall be responsible for the fair and proper conduct of elections.
- 7.02** The Returning Officer shall establish and publish election procedures in accordance with these Bylaws and any applicable policies and procedures adopted by the Board from time to time.
- 7.03** Elections of Directors and elected Officers shall be held at the annual general meeting.
- 7.04** The Regular Members eligible to vote on the election or appointment of the Directors and elected Officers through their respective Elected Representatives are as follows:
- a. President – For the President of the Association, all persons that meet the voting requirements under Article 5V;
  - b. Vice-Presidents – For each Vice-President, only those persons that: (i) are Elected Representatives of Regular Members that fit within the relevant classification, as set forth in clause 6.05, for which the Vice-President is being elected, and (ii) that otherwise meet the voting requirements under Article 5V;
  - c. Directors – For each Director, only those persons that: (i) are Elected Representatives of Regular Members; (ii) where in relation to a classification, only those Elected Representatives of Regular Members that fit within the relevant classification as set forth in clause 4.03, and, if a town or village, the electoral zone for which the Director is being elected, and (iii) that otherwise meet the voting requirements under Article 5V.

## **Article 8VIII – DIRECTORS AND OFFICERS**

- 8.01** The Association shall have a Board consisting of fifteen (15) Directors. For greater clarity, one of whom shall also be the President.
- 8.02** The number of Directors representing each classification is:
- a. two (2) Directors appointed by the City of Calgary, one of whom shall be designated by the City as Vice-President for Calgary;
  - b. two (2) Directors appointed by the City of Edmonton, one of whom shall be designated by the City as Vice-President for Edmonton;
  - c. three (3) Directors representing cities with populations up to 500,000;
  - d. three (3) Directors representing towns;
  - e. three (3) Directors representing villages;
  - f. one (1) Director representing summer villages;
- for an aggregate total of fourteen (14) Directors elected or appointed in relation to a classification.
- 8.03** The Directors representing towns and villages shall be elected according to electoral zones designated by the Board.
- 8.04** The Board shall establish the electoral zones for towns and villages as follows:
- a. towns shall be grouped into three zones, designated as towns east, west and south, and otherwise in such a manner that the number of towns in each zone is approximately the same;
  - b. villages shall likewise be grouped into three zones, designated as villages east, west and south, in such a manner that the number of villages in each zone is approximately the same;
- The Board shall publish the electoral zone information on its website by June 30 in each year except where there are no changes from the previous year.

- 8.05** The following applies to the term of office for each position on the Board:
- a. it commences at the organizational meeting of the Board following the annual general meeting, and
  - b. it continues until the end of the applicable (as per the terms of office in clause 8.06) annual general meeting at which time the position is available for election.
- 8.06** The terms of office for the positions of Directors and elected Officers are as follows:
- a. President - Two (2) years;
  - b. Vice-President - One (1) year;
  - c. Director - Two (2) years.
- For greater clarity, Directors and elected Officers may be re-elected for one or more successive terms, provided they are otherwise eligible for the position.
- 8.07** (1) The term of office for the following Director positions shall begin in odd numbered years:
- a. one (1) Calgary Director;
  - b. one (1) Edmonton Director;
  - c. two (2) for cities with populations up to 500,000;
  - d. towns east;
  - e. villages south;
  - f. summer villages.
- (2) The term of office for the following Director positions shall begin in even numbered years:
- a. one (1) Calgary Director;
  - b. one (1) Edmonton Director;
  - c. one (1) for cities with populations up to 500,000;
  - d. towns west and south;
  - e. villages east and west.
- 8.08** (1) A President who is no longer an Elected Representative immediately ceases to be President and a member of the Board.
- (2) A Director who is no longer an Elected Representative immediately ceases to be a member of the Board.
- ~~(3) In the case of either (1) or (2) above, if the period until the next annual general meeting is longer than three (3) months, the position shall be deemed to be vacant.~~
- 8.09** Should the legal municipal status change of the municipality of which a Director is an Elected Representative:
- a. the Director is eligible to remain in the position until the next annual general meeting, and
  - b. if the term of office for the position does not expire at the end of the next annual general meeting, a by-election shall be held at the next annual general meeting to fill the position for the remainder of the term.
- 8.10** Should the office of the President become vacant, the remaining Board shall forthwith appoint a member of the Board to serve as President until the next annual general meeting.
- 8.11** (1) Should a vacancy occur in a Director position other than a Director appointed by the City of Calgary or the City of Edmonton or in a Vice-President position, then:
- a. the Board may appoint a replacement to serve until the next annual general meeting, and

- b. if the term of office for the position does not expire at the end of the next annual general meeting a by-election shall be held at the next annual general meeting to fill the position for the remainder of the term.

(2) Should a vacancy occur in a Director position or a Vice-President position appointed by the City of Calgary or the City of Edmonton, the relevant city may appoint a replacement for the remainder of the term of office of the position.

**8.12** A person appointed to fill a vacancy in any position must be eligible for election to that position if an election were held.

**8.13** In carrying out the rights and responsibilities of a Director or Officer, every Director and Officer of the Association shall:

- a. act honestly and in good faith with a view to the best interests of the Association,
- b. exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances,
- c. comply with the applicable law including the Act, its regulations as well as with the objects, Bylaws, policies and procedures adopted by the Association,
- d. maintain the confidentiality of all Association information given to such Director or Officer that is considered confidential, except in the following circumstances:
  - v. the confidential information is in or subsequently enters the public domain through no action of the Director or Officer; or
  - vi. the confidential information is required to be disclosed by law, \_\_\_\_\_ and if the Director or Officer receives Association information that is \_\_\_\_\_ considered confidential from:
    - vii. such person's own independent sources; or
    - viii. any third party not under an obligation to keep the information cConfidential, the Director will disclose to the Board that such information has been received.

**8.14** A member of the Board ceases to be a Director if:

- a. the person is disqualified from cCouncil pursuant to sSection 174(1) of the MGA, or
- b. the person misses three consecutive regular meetings of the Board, upon approval by the Board of the Director's removal, effective immediately upon notice from the Association to the Director.

**8.15** The Board may, by resolution passed by at least three fourths (3/4) of the votes cast by those eligible to vote, remove a Director from the Board effective as of the date of the resolution or such later date as resolved by the Board. The provisions of clause 9.05 regarding notice and an opportunity to be heard apply to a resolution under this clause.

## **ARTICLE ~~9~~ - DISQUALIFICATION OF DIRECTORS**

**9.01** In this Article:

- a. "Director's family" means the Director's spouse or adult interdependent partner, the Director's children, the parents of the Director and the parents of the Director's spouse or interdependent partner;
- b. "spouse" means:
  - i. the spouse of a married person, and



- ii. does not include a spouse who is living separate and apart from the other spouse if the spouses have separated pursuant to a written separation agreement or if their support obligations and family property have been dealt with by a court order.

**9.02** (1) A member of the Board has a pecuniary interest in a matter if:

- a. the matter could monetarily affect the Director or an employer of the Director, or
- b. the Director knows or should know that the matter could monetarily affect the Director's family.

(2) For the purposes of subsection (1), a person is monetarily affected by a matter if the matter monetarily affects:

- a. the person directly,
- b. a corporation, other than a distributing corporation (as defined under the governing legislation), in which the person is a shareholder, director or officer,
- c. a distributing corporation in which the person beneficially owns voting shares carrying at least 10% of the voting rights attached to the voting shares of the corporation or of which the person is a director or officer, or
- d. a partnership or firm of which the person is a member.

(3) A Director does not have a pecuniary interest by reason only of any interest:

- a. that the Director or a member of the Director's family may have by reason of being appointed by the Board as a director of a company incorporated for the purpose of carrying on business for and on behalf of the Association or by reason of being appointed as the representative of the Board on another body;
- b. that the Director or member of the Director's family may have with respect to any allowance, honorarium, remuneration or benefit to which the Director or member of the Director's family may be entitled by being appointed by the Board to a position described in clause a.);
- c. that the Director may have with respect to any allowance, honorarium, remuneration or benefit to which the Director may be entitled by being a Director; or
- d. that is so remote or insignificant that it cannot reasonably be regarded as likely to influence the Director.

**9.03** (1) When a Director, or a Regular Member of which the Director is an Elected Representative, has a pecuniary interest in a matter before the Board, a Board committee or any other body to which the Director is appointed as a representative of the Board, the Director must, if present:

- a. disclose the general nature of the pecuniary interest prior to any discussion of the matter,
- b. abstain from voting on any question relating to the matter,
- c. abstain from any discussion of the matter, and
- d. subject to subsection (2), leave the room in which the meeting is being held until discussion and voting on the matter are concluded.

(2) If the matter with respect to which the Director, or the Regular Member of which the Director is an Elected Representative, has a pecuniary interest is the payment of an account for which funds have previously been committed, it is not necessary for the Director to leave the room.

**9.04** (1) A Director ceases eligibility to be a Director if the Director:

- a. takes part in a decision of the Board knowing that the decision might further a private interest of:
  - i. the Director,
  - ii. a corporation, firm or partnership referred to in clause 9.02(2), or

- iii. a Regular Member of which the Director is an Elected Representative,
- b. where applicable, does not declare an interest and withdraw from a meeting without voting on or discussing a matter before the Board which might further a private interest referred to in clause (a)i, ii. or iii. above, or
- c. accepts:
  - i. a fee of any amount other than a fee or honorarium paid by the Association for the Director's services as a Director, or
  - ii. a gift or other benefit having a value of more than the maximum determined by the Board from time to time where such amount is received because the Director is a Director.

(2) Subsection (1)(c) does not apply if a Director is invited to attend an event or function as a representative of the Association and the Director discloses such attendance and payment in a manner approved by the Board from time to time.

**9.05** (1) A meeting of the Board may be called under clause 10.01 to determine whether a Director is no longer eligible to be a Director under this Article.

(2) The Director:

- a. shall be given notice of a meeting of the Board called under this section;
- b. upon request:
  - i. shall be given particulars of the grounds on which it is alleged that the Director has ceased eligibility to be a Director;
  - ii. shall be given an opportunity to make representations to the Board in writing or in person, or by legal counsel, or any combination of the foregoing;
- c. is not entitled to be present while the Board discusses the question whether or not the Director has ceased eligibility to be a Director.

**9.06** (1) Upon determination by the Board that the Director has ceased eligibility to be on the Board, the Association shall provide notice to the Director of the Director's removal from the Board effective the date thereof.

(2) The provisions of Article ~~8.44~~ relating to the filling of vacancies on the Board until the next annual general meeting apply to filling a vacancy under this Article.

**9.07** A Director, by accepting appointment or election as a Director, agrees the Director will not be entitled to assert any claim or bring any legal action, whether for defamation or any other cause of action, against the Association or any Officer, Director or employee of the Association, in respect of anything done by any of them in good faith pursuant to this Article.

## **Article ~~10X~~ - POWERS AND DUTIES OF THE BOARD**

**10.01** Meetings of the Board shall be held as follows:

- a. pursuant to a regular schedule of meetings set by the Board ~~at its organizational meeting following the annual general meeting,~~ or
- b. at the call of the President, or
- c. upon the written request of four (4) Directors with at least 72 hours notice.

**10.02** A quorum of the Board is eight (8) members.

- 10.03** At meetings of the Board, each Director present shall have one vote and, in the case of a tie, the motion shall be lost. A resolution in writing signed by all of the Directors, shall be valid and effectual as if it had been passed at a meeting of Directors duly called and constituted.
- 10.04** The Board has the authority to manage, or supervise the management of, the affairs of the Association. The Board has the authority and responsibility to carry out as appropriate, or delegate to its committees, the powers and duties conferred upon it by the Association and by law.
- 10.05** If the Board establishes and prescribes the terms of reference for any committee, or delegates that authority to the Executive Committee, the persons appointed as committee members may be:
- a. Directors,
  - b. Elected Representatives of members,
  - c. other persons, and/or
  - d. any combination of the above.
- 10.06** Members of the Board and Executive Committee shall receive an honorarium for their service and shall be reimbursed for expenses reasonably incurred in performing their duties on the Board or Executive Committee.
- 10.07** The Board shall have authority on behalf of the Association to approve and adopt policies and procedures from time to time relating to the Association and its operations.
- 10.08** In addition to the duties otherwise set forth herein, and for greater clarity, in exercising its operational authority, the Board, and each Director and Officer, shall comply with the then current objects, bylaws, policies and procedures of the Association.

#### **Article ~~11X~~ - EXECUTIVE COMMITTEE**

- 11.01** The Executive Committee, also referred to as the Executive, shall consist of the President and the Vice-Presidents and may also include such other Directors of the Association that the Board may approve to be part of the Executive.
- 11.02** A quorum for Executive Committee meetings shall consist of three (3) members of the Executive.
- 11.03** The Executive Committee shall have all the powers of the Board between meetings of the Board on emergent and time sensitive issues in accordance with such rules as the Board may adopt provided that the Executive may only provide recommendations to the Board, and shall not determine, the following:
- a. the employment or termination of the Chief Executive Officer of the Association,
  - b. the amount of membership fees under clause 15.04, and
  - c. borrowing money under clauses 15.06 and 15.07.
- 11.04** The Executive Committee shall report any action taken under clause 11.03 at the next meeting of the Board.
- 11.05** The President and the Vice-Presidents of the Association shall have the duties and powers set forth in these Bylaws as well as those associated with their position as set forth below:
- a. President – The President of the Board shall, when present, preside at all meetings of the Board and of the members. The President shall, subject to the authority of the Board, have general supervision of the activities and affairs of the Association and shall have such other duties and powers as the Board may specify;

- b. Vice-Presidents – If the President is absent or is unable or refuses to act, one of the Vice-Presidents shall preside at the meetings of the Board and of the members. The duty to preside in the President's absence shall be undertaken by the Vice-Presidents on a rotation that is approved by the Board. The Vice-Presidents shall have such other duties and powers as the Board may specify.

## Article ~~12XII~~ - MEETINGS

- 12.01** The annual general meeting of the Association shall be held at such time and place as the Board may determine.
- 12.02** Written notice of the date of the annual general meeting shall be provided to each Regular Member and the Association's auditor not less than twenty-eight (28) days prior to the date of the meeting.
- 12.03** A Special General Meeting of the Association may be held at the call of five (5) percent of the Regular Membership or by two-thirds (2/3) vote of all the Board and written notice shall be provided to each Regular Member not less than fourteen (14) days before the date of the meeting except where a matter is to be decided by a Special Resolution in which case the notice period set forth in clause 16.03 shall apply.
- 12.04** A quorum at an annual general meeting or Special General Meeting shall be representation from twenty-five percent (25%) of the Regular Members in Good Standing and the quorum shall be determined within fifteen minutes of the posted starting time of the meeting. For the purposes of this determination, a Regular Member shall be deemed to be represented if:
  - a. at an annual general meeting, one of its Elected Representatives is registered to attend the annual Association's conference and annual general meeting, regardless of whether such Elected Representative attends the said meeting;
  - b. at a Special General Meeting, one of its Elected Representatives is in attendance.
- 12.05** The President or, where applicable, a Vice-President or such other Director approved by the Board, shall chair the annual general meeting and any Special General Meeting.
- 12.06** The persons entitled to speak at an annual general meeting or Special General Meeting are:
  - a. those Elected Representatives in attendance whose municipalities are Regular Members of the Association in Good Standing,
  - b. in the event a Regular Member is unable to be represented at the annual general meeting or a Special General Meeting by an Elected Representative, an official appointed by motion of the Council to represent it, provided that notice of such appointment is submitted in writing to the Chief Executive Officer at least three (3) days prior to the date of the annual general meeting or Special General Meeting, and for greater clarity, such person shall not have any voting rights,
  - c. upon a motion from the floor, a representative of an Associate Member, and
  - d. the Association's auditor and such other person(s) upon consent or invitation of the chair of the meeting.
- 12.07** Except as otherwise provided in these Bylaws, the rules of procedure to be followed at meetings of the Board, the annual general meeting and any Special General Meeting shall be formal in nature following, generally speaking, the applicable procedures set forth in "Robert's Rules of Order, Newly Revised" with deviations as deemed appropriate by the meeting's chair, to facilitate consensus, discussion and collaboration.

**Article ~~13~~XIII - CHIEF EXECUTIVE OFFICER**

- 13.01** The Board shall appoint a Chief Executive Officer to manage the affairs of the Association. For greater clarity, the Chief Executive Officer shall not be a Director of the Association.
- 13.02** The Chief Executive Officer, as the chief officer of the Association and any of its subsidiaries, ensures that the policies and programs of the Association are implemented, and performs the duties and functions and exercises the powers assigned to the Chief Executive Officer by the Board.
- 13.03** The Chief Executive Officer may cause the Association to employ any staff required within the expenditure authority included in the Association's budget.

**Article ~~14~~XIV - SIGNING AUTHORITY**

- 14.01** After minutes are approved by the Board in relation to Board meetings and by the Regular Members in relation to membership meetings, the minutes shall be signed by the Chief Executive Officer to indicate such approval.
- 14.02** Except where otherwise authorized herein, the Board shall designate signing authorities for any financial or other instrument, contract, document or agreement requiring the signature of the Association and grant authorizations for the use of the seal by Board resolution or in one or more Board approved policies.

**Article ~~15~~XV - FINANCIAL AFFAIRS**

- 15.01** The fiscal year of the Association shall be the calendar year unless otherwise approved by the Board.
- 15.02** Before the end of each fiscal year, the Board shall approve a budget for the next fiscal year which shall include revenues at least sufficient to pay the estimated expenditures.
- 15.03** The Board may approve an interim budget for part of the next fiscal year.
- 15.04** The Board shall annually determine a method of calculating membership fees which will generate the membership fee revenue projected in the budget.
- 15.05** If any number of Regular Members agree to undertake a special initiative, the Board may levy a special fee on those members to raise the required revenue.
- 15.06** The Board shall have the power and authority to cause the Association to borrow money for operating purposes, and to give security therefor, in an amount not in excess of sixty percent (60%) of annual fees or special assessments then levied or assessed by the Association to its membership but not yet collected.
- 15.07** By a two-thirds (2/3) majority vote of the Board, the Association may borrow for capital purposes on such terms as the Board determines appropriate.
- 15.08** The Association may draw, make, accept, endorse, execute and issue promissory notes, bills of exchange and other negotiable instruments.
- 15.09** The books and records of the Association shall be available for the inspection by any Regular Member of the Association at the Association's office during normal business hours except

confidential information of the Association which may only be disclosed upon Board approval and on such terms as are required by the Board.

- 15.10** In the event the Association is wound up or dissolved, the Association shall obtain and comply with the required authorizations and processes referenced in the Act. Further, in such event, all of its remaining assets after payment of its liabilities, if any, shall be paid to such registered and incorporated non-profit organization or organizations with purposes similar to those of the Association as a majority of the Regular Members determine and in no event shall any mMember become entitled to any remaining assets of the Association.
- 15.11** The Board shall appoint by resolution an independent firm of chartered professional accountants as the Association's auditor to audit the annual financial statements of the Association and an audited annual financial statement shall be submitted to each annual general meeting.
- 15.12** The Association may acquire by gift or purchase and have, possess, and enjoy land, tenements, rents, annuities, and other property of any kind whatsoever within the Province of Alberta.
- 15.13** The Association may from time to time sell, alienate, exchange, mortgage, let, lease or otherwise dispose of any part of its real or personal estate.
- 15.14** Every Director and Officer of the Association and their heirs, executors and administrators, respectively, shall be deemed to have assumed office on the express understanding and agreement and condition that each shall, from time to time and at all times, be indemnified and saved harmless out of the funds of the Association from and against:
- a. all costs, charges, damages and expenses whatsoever, including without limitation, an amount paid to settle an action or satisfy a judgment, which they sustain or incur in or about any action, claim, suit or proceeding which is brought, commenced or prosecuted against them by reason of being or having been a Director or Officer of the Association or who acts or acted at the Association's request as a director or officer of another entity in which the Association had a material interest or in respect of any act, omission, deed, matter or thing whatsoever made, done or permitted by them in or about the execution of the duties of their office; and
  - b. all other costs, charges, damages and expenses which they sustain or incur in or about or in relation to any act, omission, deed, matter or thing whatsoever made, done or permitted by them in or about the execution of the duties of their office;
- except such costs, charges, damages and expenses as are occasioned by their own willful misconduct or dishonesty and except in respect of an action by or on behalf of the Association or other said entity to procure a judgment in its favour.
- 15.15** The Association shall purchase and maintain, or otherwise ensure, there is directors' and officers' liability insurance for the benefit of the Directors and Officers of the Association, in such amounts and with such insurers as the Board may from time to time determine appropriate.

#### **Article ~~16~~<sup>XVI</sup> - AMENDMENTS**

- 16.01** The Board or a Regular Member may propose a Special Resolution, as required by the Act, to amend these Bylaws.
- 16.02** A proposed Special Resolution may be considered at the annual general meeting or at a Special General Meeting.

**16.03** Written notice of a proposed Special Resolution shall be provided to each Regular Member not less than twenty-eight (28) days before the meeting at which the Special Resolution is to be considered.

**16.04** An amendment to the Bylaws shall not be made unless approved by Special Resolution.

**16.05** Notwithstanding any other provision contained in these Bylaws, every Special Resolution to amend these Bylaws shall contain the following preamble:

“WHEREAS the following proposed amendment has been submitted to the Association only after taking into consideration:

- a. the Association’s fundamental and paramount principle of ownership and control of the Association by its Regular Members; and
- b. the Association’s tax-exempt status under para. 149(1)(d.5) of the *Income Tax Act*, (Canada) as discussed by the Canada Revenue Agency in its letter dated March 14, 2007,

and that the proposed amendment herein will not, by its nature, content or description, compromise, modify, alter, affect or change in any way the fundamental and paramount principle of the Association (the Association being owned and controlled by its Regular Members only) or the Association’s tax-exempt status under para. 149(1)(d.5) of the *Income Tax Act*, (Canada) as same may be amended from time to time.”

For greater clarity, failure to include the above preamble shall not invalidate a Special Resolution approved in accordance with these Bylaws and the governing law.

**16.06** In 2025 and every subsequent year divisible by five (5), the President shall establish a special committee to conduct a general review of the Bylaws of the Association.

**16.07** In the event any provision of these Bylaws is in any manner determined to be inconsistent with, or in violation of, the fundamental and paramount principle of the Association set forth in clause 2.02 above, then upon such determination being made by the Board acting reasonably, such provision shall be deemed to be void *ab initio* and of no force and effect, and such provision shall be deemed to be struck from these Bylaws without further notice or approval by the Regular Members. Further, the Regular Members and the Board shall take such steps and grant such approvals as are necessary to ensure the Bylaws are formally amended, approved and filed with Corporate Registry to reflect same.

14.9

**Alberta Beach Village Office**

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**From:** Cathy Heron <president@abmunis.ca>  
**Sent:** September 1, 2022 6:38 PM  
**To:** Kathy Skwarchuk  
**Subject:** Hot Summer Read on Financing Municipal Infrastructure  
**Attachments:** Provincial Transfers and Financing Municipal Infrastructure in Alberta - Sept 1-22.pdf

The School of Public Policy published the latest [Future of Municipal Government](#) paper on Financing Municipal Infrastructure on their [website](#) on September 1. A copy of the paper is attached to this email for your convenience.

[Register today](#) for an online dialogue with the authors, Bev Dahlby and Mel McMillan, on funding municipal infrastructure taking place on Thursday, September 8 at 3pm.

The paper offers ideas of how provincial transfers could potentially be realigned to match infrastructure priorities, support municipalities with financial need and reflect the diversity of municipalities in Alberta. In addition, the paper suggests earmarking revenue from provincial property taxes for municipal infrastructure.

ABmunis will also provide a quick update on the Local Government Fiscal Framework during the online session on September 8.

[Register now and join the conversation!](#)

**Cathy Heron | President**

**Mayor, City of St. Albert**

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THE SCHOOL  
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FUTURE OF  
MUNICIPAL  
GOVERNMENT  
SERIES

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**ALBERTA MUNICIPALITIES**

**PROVINCIAL  
TRANSFERS AND  
FINANCING MUNICIPAL  
INFRASTRUCTURE  
IN ALBERTA**

**Bev Dahlby and Melville McMillan**

We have benefited from the comments of two anonymous referees and Alberta Municipalities and Alberta Municipal Affairs officials, but we are solely responsible for the analysis and conclusion expressed in this paper. A more detailed version of this paper will be available online.



# PROVINCIAL TRANSFERS AND FINANCING MUNICIPAL INFRASTRUCTURE IN ALBERTA

Bev Dahlby and Melville McMillan

## EXECUTIVE SUMMARY

Concern and uncertainty about municipal finances surround the government of Alberta's plans to transition the Municipal Sustainability Initiative program to the Local Government Fiscal Framework. A close examination of provincial capital transfers and grants to municipalities shows that capital transfers are not allocated based on municipal capital purchases and grants seem to favour municipalities with higher-than-standard fiscal capacities. The allocation of funds is disproportionate and there is a definite need to restructure provincial transfers to municipalities.

The current allocation formula is rather complicated and flawed. A major determinant of a municipality's grant is its share of the provincial education property tax. This provision therefore provides higher grants to municipalities with often much larger tax bases. It also contains a clause for allocation based on how much road a municipality contains but does not account for road type — paved, gravel or dirt — which makes a big difference in infrastructure costs.

The proposed new system includes providing matching grants for infrastructure spending, such as roads and water treatment. These types of grants not only benefit the municipality, but also non-resident users and the provincial government. As spending on roads increases, so does the movement of people and products, which increases economic activity and tax revenues.

Another proposed change is providing grants to municipalities that have lower property tax bases. Non-residential property taxes are almost always much higher than residential property taxes. Municipalities with larger numbers of non-residential properties have a higher property tax base, which allows them to lower residential and farm property taxes and provide additional services. Those with mainly residential properties don't have this same capacity, leaving them with higher residential property taxes and fewer services. These municipalities would benefit greatly from a top-up grant to help cover the costs of municipal services.

To fund the provincial transfers, the province could stop calling the provincial property tax an education tax. In 2019, Alberta collected \$2.484 billion in education taxes. The total provincial transfers were \$2.143 billion. If Alberta reassigned this revenue to municipalities, it would have covered all provincial grants and still have left \$341 million for property tax

reductions or tax room for municipalities. Property taxes should be used for local services and infrastructure, which in turn are reflected in property values. Education spending should come from general revenues, which it already essentially does, so that property taxes can be used for municipal services, for which it is better suited. This also has the added benefit of making provincial transfers more predictable and stable.

Provincial grants and transfers need to be restructured to more fairly and evenly distribute funds to the municipalities. This paper proposes several components to help resolve the problem, as well as a method for funding it.

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# 1. INTRODUCTION

Municipal finances and the provincial government support have been an ongoing public policy issue in Alberta.<sup>1</sup> These issues have recently become more prominent since the Alberta government announced plans to transition the Municipal Sustainability Initiative (MSI) program — which has represented about 60 per cent of provincial transfers to the municipalities — to the less well funded Local Government Fiscal Framework (LGFF).<sup>2</sup> This has created new uncertainties about municipal finances, especially in the context of provincial government fiscal restraint.

In this paper we examine trends in expenditures on municipal infrastructure in Alberta, and its financing with a particular focus on provincial transfers to municipalities. Provincial capital transfers have amounted to 70 per cent of total provincial transfers and make a substantial contribution to municipal capital purchases. Our review of provincial capital transfers indicates that capital transfers have not been closely related to municipal capital purchases. As well, the allocation of grants has tended to favour “have” municipalities with above average fiscal capacities, i.e., those with a large non-residential tax base.

In view of this perverse allocation of grants, we propose a new system of provincial transfers to municipalities with two components. One component would provide matching grants to municipalities for spending on infrastructure, such as roads and water treatment facilities, that directly benefit non-residents and that generate fiscal benefits for the provincial government from increases in economic activity and tax revenues. A second component would provide grants to municipalities with deficient property tax bases. We also propose a change in the way provincial transfers to municipalities are funded, whereby the province would stop earmarking the provincial property tax for education spending and instead use those revenues to fund municipal grants.

The paper is organized as follows. In Section 2, we provide a broad overview of trends in municipal infrastructure investment and government transfers to municipalities. Section 3 describes the municipalities’ reliance on debt and financial assets to finance infrastructure spending, as well as a detailed analysis of the allocation of provincial transfers among the municipalities. Section 4 is an analysis of the disparities in the municipalities’ fiscal capacities. Section 5 contains our proposal for reforming the allocation of provincial transfers to municipalities and how such transfers are funded. The final section is a summary of the main points in this report.

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<sup>1</sup> See for example, McMillan and Dahlby (2014), McMillan (2019), Dahlby and McMillan (2021) and Peterson (2021).

<sup>2</sup> See <https://www.alberta.ca/municipal-sustainability-initiative.aspx> for an overview of the MSI program and the LGFF that will replace it in 2024-25.

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## 2. OVERVIEW OF MUNICIPAL INFRASTRUCTURE INVESTMENT

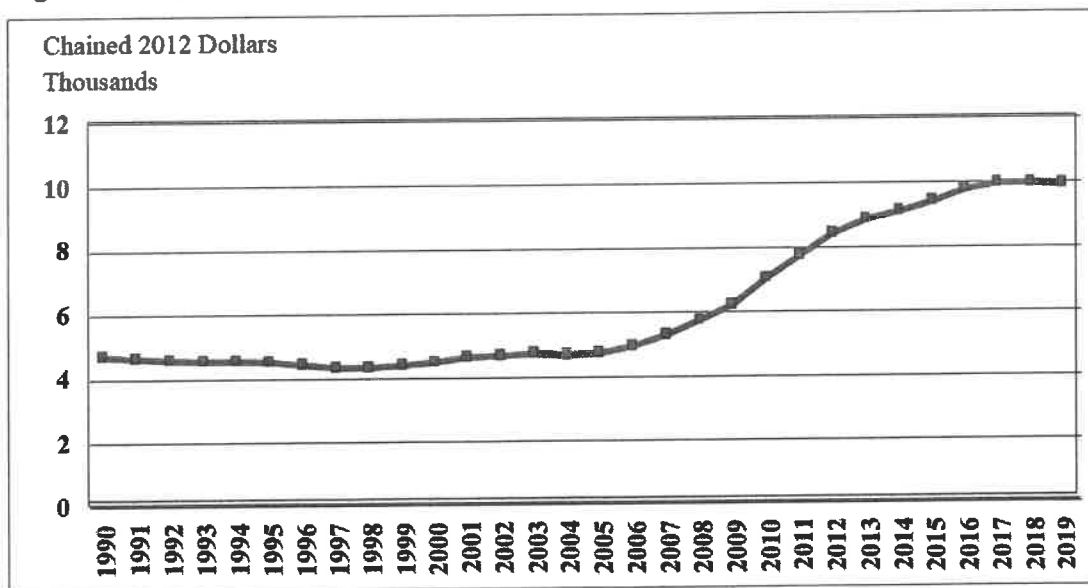
Municipal infrastructure is essential for local residents and businesses. In the past, municipal infrastructure has been equal to about one-half of the provincial government's net capital stock, but that share has grown since 2005 to essentially equal the provincial stock.<sup>3</sup> In this section, we provide some background on municipal infrastructure stocks, investment and finance.

### 2.1 MUNICIPAL NET CAPITAL STOCK AND INVESTMENT

Figure 1 shows per capita municipal net capital stock from 1990 to 2019 in 2012 dollars. From 1990 to 2005, it was relatively constant, averaging \$4,500 per person. After 2005, the net capital stock per capita rose steadily to reach \$9,931 in 2017 before levelling off at about \$9,900. That is, in 2019, the real per capita stock was 2.2 times greater than before 2006. This growth in the net capital stock was the result of a large increase in investment during that period. See Figure 2. In 2012 dollars, municipal infrastructure investment averaged \$407 per capita from 1991 to 1997. It then grew to \$653 in 2001 before dropping back to \$449 in 2004. Over the following eight years it rose sharply to \$1,604 in 2012. Since then, it has declined to \$1,051 in 2019.

It is also important to note that the net capital stock actually declined for eight consecutive years from 1991 to 1998. Notably, it declined again in 2018 and 2019 although per capita investment was \$1,045. In contrast with the pre-2000 period, when a per capita investment of about \$475 was adequate to maintain the municipal capital stock, an annual investment of about \$1,075 is now required to maintain Alberta's currently larger municipal capital stock. Clearly, the almost doubling of the net capital stock demands more resources — municipal taxes and provincial transfers are required to maintain it.

Figure 1. Real Net Capital Stock Per Capita of Alberta Municipalities

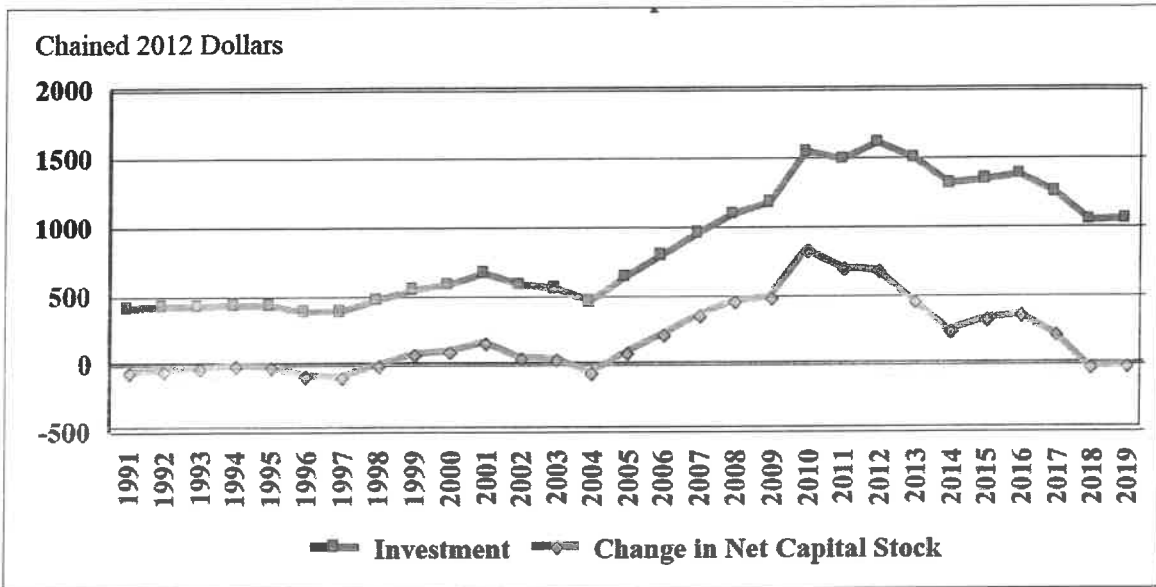


Source: Statistics Canada Tables 36-10-0096-01 and 17-10-0005-01

<sup>3</sup> See McMillan (2019, especially section 3) for a brief review extending back to 1961.

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**Figure 2. Real Per Capita Investment and Change in Net Capital Stock of Alberta Municipalities**



Source: Statistics Canada Tables 36-0096-01 and 17-10-0005-01 Authors calculations.

## 2.2 GOVERNMENT TRANSFERS TO ALBERTA MUNICIPALITIES

As Figure 3 demonstrates, the contribution of federal and provincial transfers to funding municipal infrastructure has varied greatly since 1990.<sup>4</sup> Total transfers have declined relative to municipal investment from 1990 to the mid-2010s from 120 per cent to about 39 per cent, but with a small recovery to about 50 per cent from 2017 to 2019. An important trend has been the declining importance of non-capital transfers and the growing relative importance of capital transfers. As indicated in Figure 4, provincial capital transfers were about 30 per cent of total provincial transfers to municipalities in the early 1990s but increased to about the 75 per cent level where it has hovered since 2009. Real per capita provincial transfers were about \$500 per person in the early 1990s, fell sharply to about \$270 until 2005, and then were increased to about \$500 again, although the amount declined to \$437 in 2019.<sup>5</sup> Although real per person provincial government transfers have recently been about the same level as they were in the early 1990s, they have declined from about 20 per cent of municipal government revenues to about 13 per cent over the past five years.

<sup>4</sup> Provincial grants represented 92 per cent of total grants over the last 30 years.

<sup>5</sup> Provincial transfers to Alberta municipalities have fluctuated widely since 2015-16 largely due to fiscal stabilization efforts. Between 2015-16 and 2019-20, they ranged from \$1.16 to \$3.22 billion and averaged \$1.82 billion (76 per cent of which were for capital purposes).

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Figure 3. Transfers as a Percentage of Municipal Investment

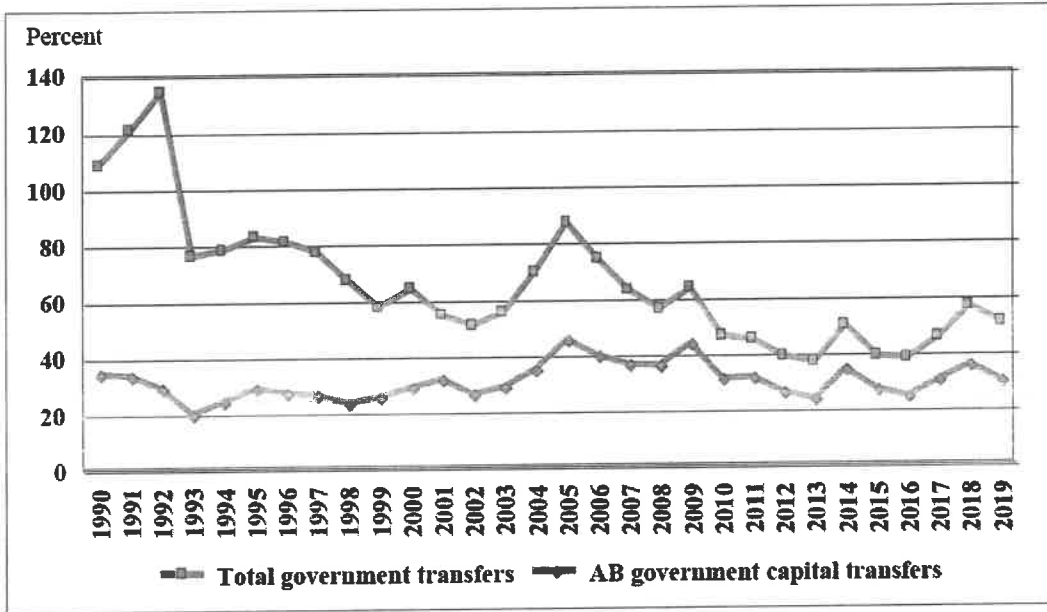
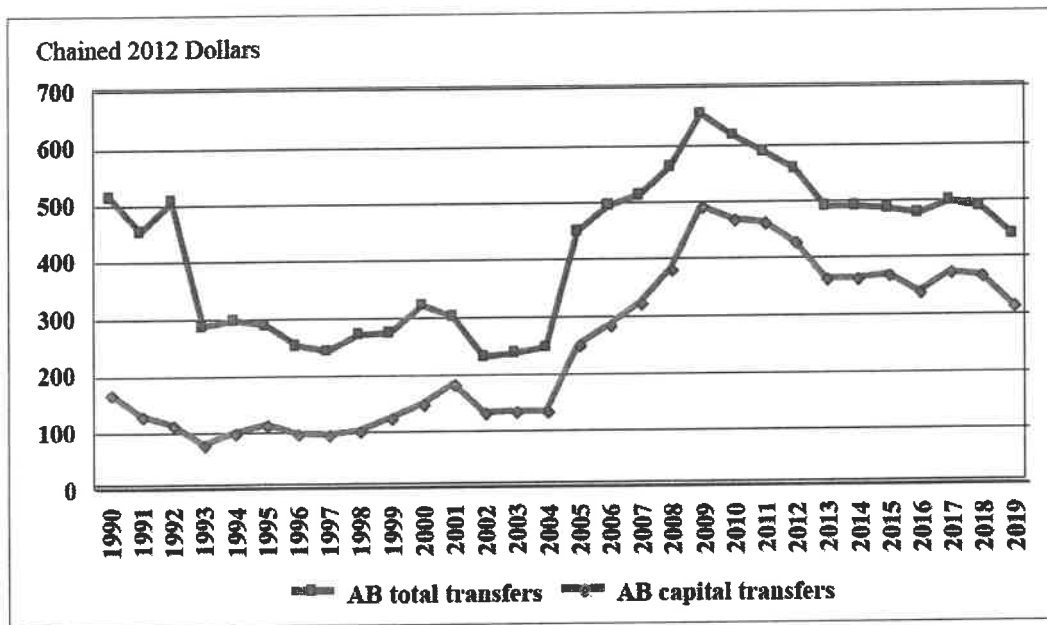


Figure 4. Real Per Capita Provincial Government Transfers to Municipalities



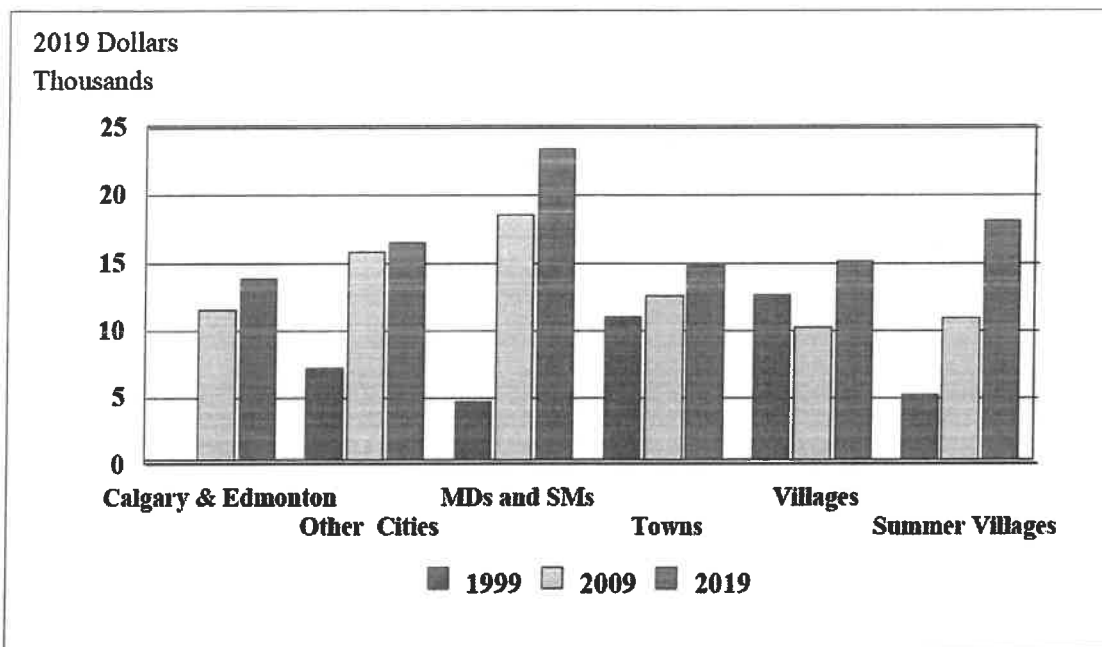
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### 2.3 CAPITAL STOCKS, INVESTMENT AND TRANSFERS BY TYPE OF MUNICIPALITY

Have all types of Alberta’s municipalities shown similar patterns of change over recent years? Figure 5 shows the average net capital assets in 2019 dollars per person for 1999, 2009 and 2019.<sup>6</sup> Net per capita capital assets increased between 1991 and 2019 for all municipality types, with especially large increases in the cities other than Calgary and Edmonton, municipal districts and specialized municipalities (MDs and SMs)<sup>7</sup> and the summer villages.<sup>8</sup> The increases were more modest for Edmonton and Calgary, towns and villages. The growth in net assets reflects substantial new investment. Figure 6 shows that the purchases of capital assets were greatest per capita in 2009 for all types of municipalities except for villages and the summer villages.

Figure 5. Average Real Per Capita Net Capital Assets



Source: Alberta Municipal Finance Data

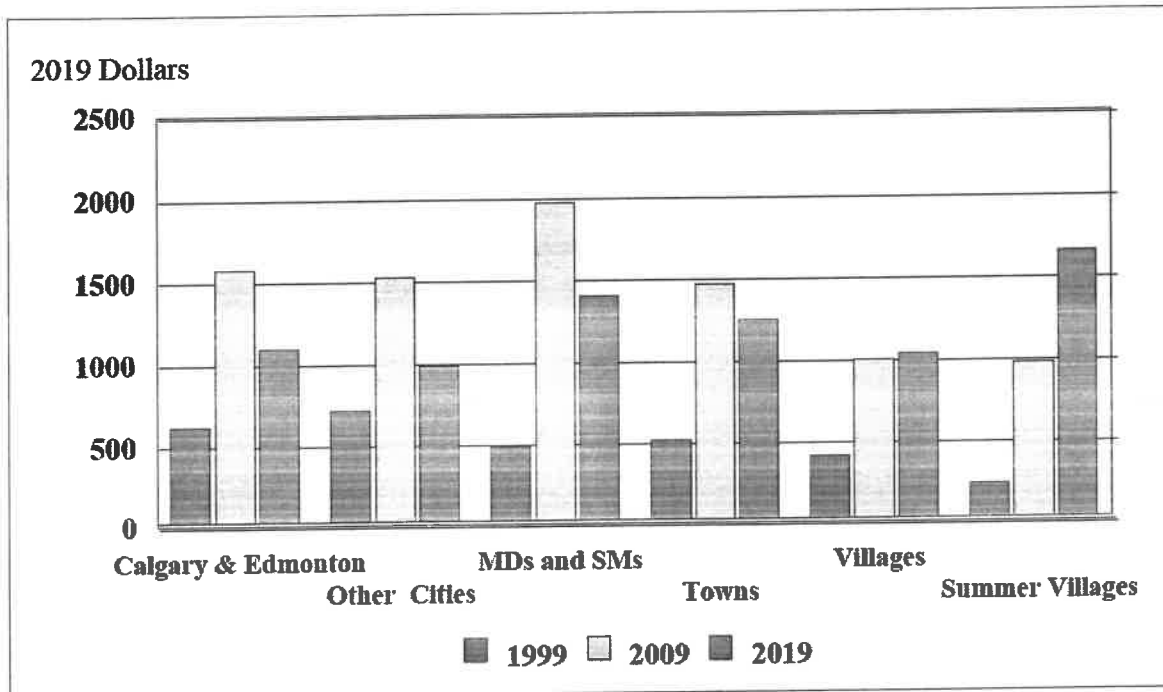
<sup>6</sup> Note that the per capita values for the summer villages must be viewed with caution as the calculation is made using permanent residents while the population served (and number of residences occupied) during the summer is typically much larger. In 2019, summer villages averaged 4.7 residences per permanently occupied dwelling.

<sup>7</sup> Municipal Affairs refers to the rural municipalities as municipal districts although some municipalities may call themselves counties.

<sup>8</sup> No 1999 figure is reported for Calgary and Edmonton because the Municipal Affairs data for Edmonton that year are suspiciously small.

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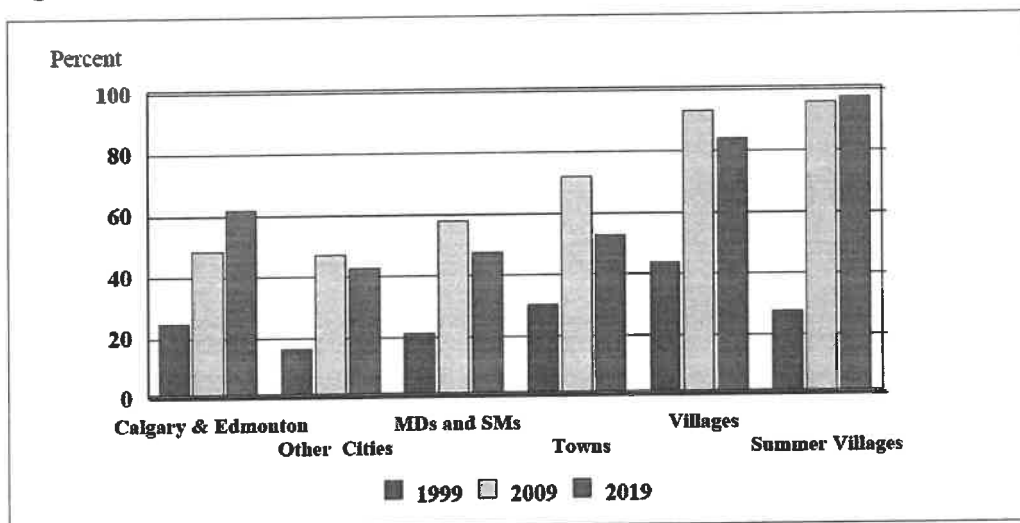
**Figure 6. Average Real Per Capita Capital Assets Purchased**



Source: Alberta Municipal Finance Data

Figure 7 shows that total operating and capital transfers as a percentage of capital purchases varied from 40 per cent to over 90 per cent across the municipal types. Villages and summer villages are the most reliant on transfers to fund capital spending. Also note that grants relative to capital purchases declined from 2009 to 2019 in all types of municipalities, except for Edmonton and Calgary and the summer villages.

**Figure 7. Federal and Provincial Transfers as a Percentage of Capital Purchased**

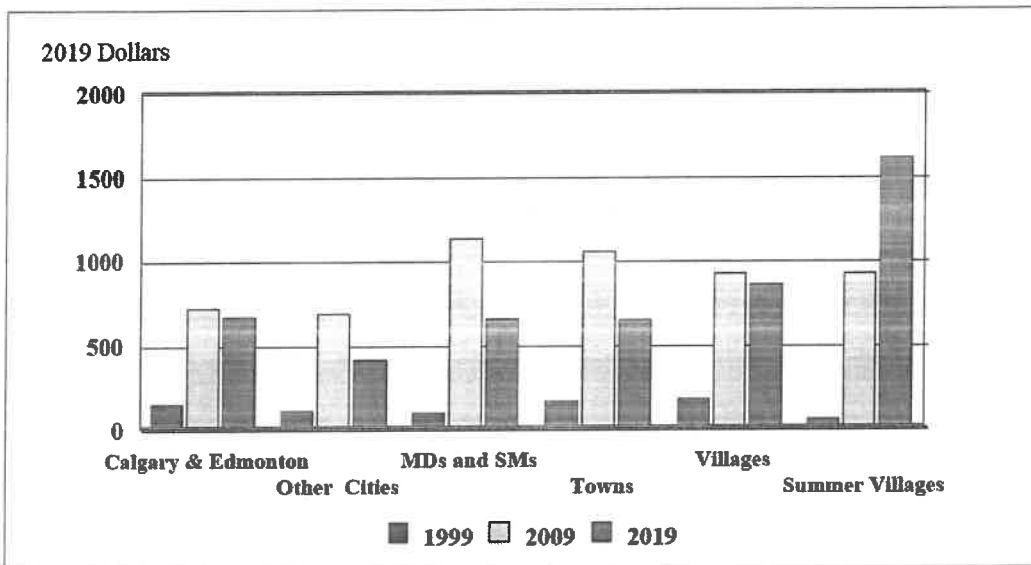


Source: Alberta Municipal Finance Data

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Figure 8 shows that there was a large increase in real per capita government transfers between 1999 and 2009 for all types of municipalities. The average per capita grant was lower in 2019 for all types except summer villages. The 2019 grants averaged between \$409 and \$854 per capita, excluding the summer villages, where they were \$1,599.

**Figure 8. Federal and Provincial Real Per Capita Transfers**



Source: Alberta Municipal Finance Data

In summary, the past 30 years have seen substantial changes in municipal government infrastructure and its finance, especially so over the past 15 years. Real net capital assets per person increased across all municipal types, but most substantially for the other cities, municipal districts and specialized municipalities and summer villages. Municipalities now require more resources just to maintain the much larger per-person infrastructure. That is, investment for maintenance alone requires 50 to 60 per cent more of their revenues than was the case pre-2005. While transfers from senior governments assist municipalities in financing current and capital spending, the growth in capital grants came largely at the expense of non-capital grants. Even the growth in capital transfers has not kept pace with municipal investment. Combined with the lack of growth in other grants, total transfers have since 2013 provided a much reduced and relatively modest level of support for municipal governments. In real dollar per-person terms, provincial capital transfers have been on a downward trend since 2009.

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### 3. FINANCING MUNICIPAL INFRASTRUCTURE

Municipalities can finance their purchases of capital assets from three main sources. They can borrow, draw upon their financial assets or use current year revenues, which include transfers and developer agreements and levies.<sup>9</sup> In this section we consider the degree to which municipalities use these three sources of funds, and especially transfers, to finance the expenditures on infrastructure. Table 1 shows the ratios of debt, financial assets from restricted funds and current revenues to municipalities' purchases of tangible capital assets in 2015, 2017 and 2019.

Table 1. Sources of Funds for Capital Purchases\*

	Capital Debt	Restricted Funds	Current Year Revenues	Capital Debt	Restricted Funds	Current Year Revenues	Capital Debt	Restricted Funds	Current Year Revenues
	2015			2017			2019		
Cities	0.135	0.347	0.422	0.246	0.301	0.436	0.220	0.353	0.386
MDs and SMs	0.013	0.411	0.516	0.031	0.333	0.620	0.013	0.369	0.592
Towns	0.020	0.215	0.638	0.014	0.259	0.547	0.093	0.208	0.464
Villages	0.067	0.055	0.934	0.007	0.038	0.966	0.071	0.021	0.900
Summer Villages	0.000	0.027	0.971	0.000	0.006	0.994	0.000	0.136	0.864

\* The ratios in the rows do not always sum to 1.0. This results from variation in the time of recording both the receipt of revenues and the payment of expenditures.

Current year funds, which as noted above include transfers from the federal and provincial governments and developer agreements and levies, are the most important source of funds for financing capital purchases and debt is the least important. Cities are the most reliant on debt, but in these years capital debt was less than 25 per cent of tangible capital asset purchases. The table also indicates that debt was not an important source of funds for the other types of municipalities, with more than 50 per cent of their capital funding from current year revenues, which includes transfers and development charges. Drawing on financial assets is an important source of capital financing for municipal districts and specialized municipalities. Villages and summer villages rely almost entirely on current revenues to finance their capital expenditures.

#### 3.1 DEBT FINANCING

Municipalities can borrow to finance infrastructure investments, but they are constrained by limits established by Alberta Regulation 255/00 under the *Municipal Government Act*. The debt limit is 1.5 times, and the debt service limit is 0.25 times, a municipality's adjusted revenue, which is defined as total revenue less capital transfers from the federal and provincial governments and contributed or donated tangible capital assets if included in total revenues.<sup>10</sup>

<sup>9</sup> In 2019, developer agreements and levies represented 1.7 per cent of cities' revenues. They were a negligible source of funds for the other types of municipalities.

<sup>10</sup> The debt limits for Calgary, Edmonton, Medicine Hat and the Regional Municipality of Wood Buffalo are two times the revenue of the municipality and their debt service limits are 0.35 times their revenue.

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Table 2 shows the median ratios of debt levels to the debt limits and debt service levels to the debt service limits in 2019. Most municipalities' debt and debt service levels are well below the limits established by the provincial government. For cities, the median debt limit ratio was 0.372 and only five cities had ratios over 0.500, with Cold Lake having the highest ratio of 0.585. The median debt service limit ratio was 0.266, with only Beaumont having a relative high debt service limit ratio of 0.748. The median debt limit ratio was 0.255 for towns. Twenty-one of the 106 towns had debt limit ratios above 0.5. The Town of Raymond had the highest debt limit ratio of 0.865. The towns' debt service limit ratios were also generally low with only six towns with ratios above 0.5. Slave Lake was the only municipality with a debt service ratio over the limit. This is probably due to the debt incurred by rebuilding the town's infrastructure after the 2011 fire. Table 2 also indicates that the debt levels of the rural municipalities and villages are generally very low, which is consistent with the data in Table 1, which indicated that debt plays a very limited role in financing their spending on infrastructure. In fact, 18 rural municipalities and 36 villages report zero debt. Only the Village of Consort had a debt ratio over the limit. Overall, the data in Table 2 indicate that municipal debt and debt service level are well below the limits established by the provincial government except in a very few isolated cases.

**Table 2. Median Ratios of Debt and Debt Service Levels to Limits in 2019**

	Cities	MDs and SMs	Towns	Villages
Median Ratio of Debt Level to Debt Limit	0.372	0.090	0.255	0.022
Median Ratio of Debt Service Level to Debt Service Limit	0.266	0.090	0.204	0.037

While Table 2 only provides a snapshot of municipalities' relative indebtedness in 2019, the municipal finance data indicate that there has been relatively little change in the debt limit ratios since 2009, with about half of the cities, rural municipalities and towns and only a quarter of the villages reporting increases in their debt limit ratios. The overall impression is that municipalities' debt burdens relative to their revenues have remained relatively constant over the last decade.

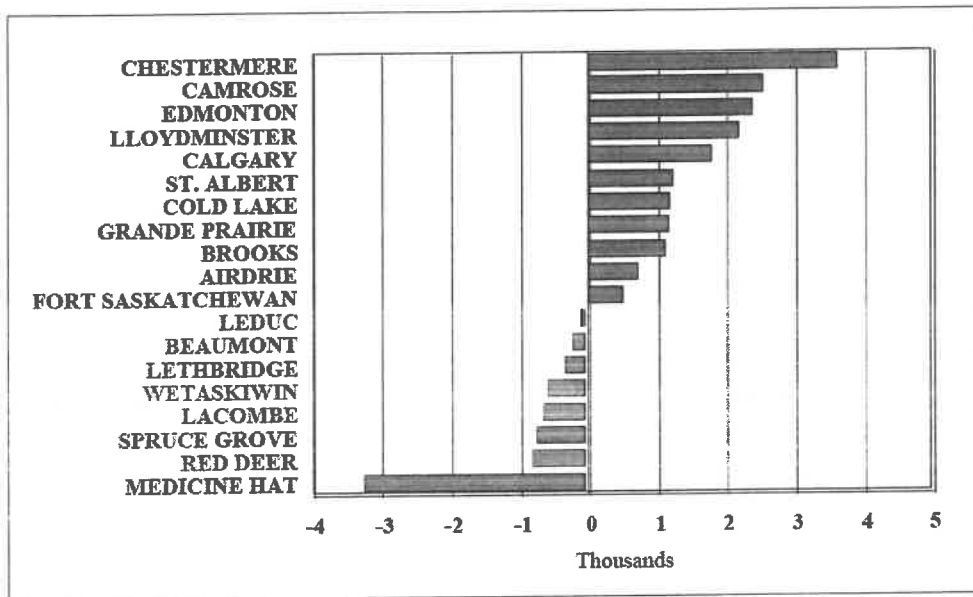
### 3.2 FINANCIAL ASSETS

Municipalities hold short-term financial assets to manage cash flow differences between the timing of the revenues and current operating expenditures. Some municipalities also hold long-term term financial assets to be used to finance future capital expenditures (such as roadways and water systems) and for contingencies such as a dramatic downturn in revenues or unanticipated current and capital expenditures. Figure 9 shows that there are large differences in the per capita net financial assets among the cities in 2019, with Chestermere having \$3,657 per capita while Medicine Hat has a per capita net debt of \$3,244<sup>11</sup>. Almost three-quarters of towns have positive net financial assets, with the Town of Spirit River having \$6,250 per capita. On the other end of the spectrum, Slave Lake has a net debt of \$2,650.

<sup>11</sup> Medicine Hat's high debt level may be due to its ownership of a natural gas utility which is consolidated in its municipal operations

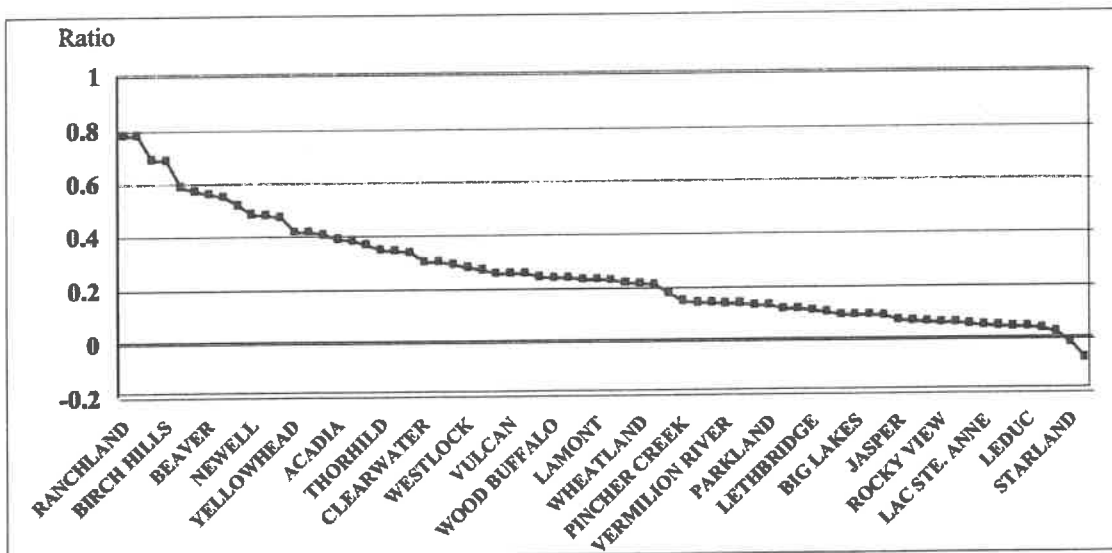
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Figure 9. Cities Per Capita Net Financial Assets (Net Debt) in 2019



The situation is quite different for the municipal districts and specialized municipalities, with half of these municipalities recording net financial assets of more than \$4,000 per capita and 14 having more than \$10,000 per capita. Only two, Starland County and Woodland County, have a net debt. Many municipal districts and specialized municipalities have financial reserves that are large relative to their needs for financing new and replacement capital assets. Figure 10 shows the ratio of net financial assets to tangible capital assets for 68 municipal districts and specialized municipalities in 2019. (Space permits only about one-third of the names to appear, but 68 municipalities are included in the data presented). Thirty-eight municipal districts and specialized municipalities have net financial assets that are more than 20 per cent of their tangible capital assets.

Figure 10. Ratio of Net Financial Assets to Tangible Capital Assets for Municipal Districts and Specialized Municipalities in 2019



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In the next section, we analyze in more detail the most important source of funding for municipal capital expenditures — provincial and federal capital transfers.

### 3.3 TRANSFERS TO MUNICIPALITIES

In this section, we provide a more detailed look at federal and provincial transfers to Alberta's municipalities. Table 3 presents data on 20 municipal transfer programs in 2019-20.<sup>12</sup> The MSI-Capital Funding program was the largest transfer at \$639.2 million and represented 40.3 per cent of total transfers to municipalities. Other provincial capital transfers included the Green Transit Incentives, Water for Life and Albert Community Resiliency program. The Federal Gas Tax Fund, which is now called the Canada Community-Building Fund, also funded capital spending by municipalities and was the second largest program at \$471.9 million. It is allocated among the municipalities on a per capita basis, with a minimum allocation of \$50,000 per year except for summer villages, which receive \$5,000 per year plus the per capita amount (Alberta CCBF n.d.). Total municipal capital transfers by the federal and provincial governments amounted to \$1.282 billion in 2019-20 and represented 80.8 per cent of total capital and operating transfers to municipalities.

**Table 3. Transfers to Municipalities in 2019-20**

Program	Type	Total Transfers	Percentage
Municipal Sustainability Initiative - Capital Funding	Provincial Capital Grant	639,191,126	40.29%
Federal Gas Tax Fund	Federal Capital Grant	471,873,741	29.74%
Family and Community Support Services Program	Provincial Operating Grant	99,533,654	6.27%
Green Transit Incentives Program	Provincial Capital Grant	80,495,915	5.07%
Municipal Policing Assistance Grant	Provincial Operating Grant	58,207,926	3.67%
Grants in Place of Taxes	Provincial Operating Grant	41,668,946	2.63%
Disaster Recovery Program	Federal Capital and Operating Grant	32,250,936	2.03%
Police Officers Grant Program	Provincial Operating Grant	30,000,000	1.89%
Municipal Sustainability Initiative - Conditional Operating Funding	Provincial Operating Grant	28,909,112	1.82%
Water for Life	Provincial Capital Grant	28,804,499	1.82%
Alberta Community Resiliency Program	Provincial Capital Grant	21,467,762	1.35%
911 Grant Program	Provincial Operating Grant	15,637,751	0.99%
Agricultural Service Board Grant Program	Provincial Operating Grant	12,588,635	0.79%
Alberta Community Partnership	Provincial Operating Grant	11,411,524	0.72%
Small Communities Fund	Federal-Provincial Capital Grant	8,520,645	0.54%
Summer Temporary Employment Program	Provincial Operating Grant	1,999,458	0.13%
Community and Regional Economic Support	Provincial Operating Grant	1,588,319	0.10%
Watershed Resiliency and Restoration Program	Provincial Operating Grant	1,354,000	0.09%
All Hazards Incident Management Team Program	Provincial Operating Grant	650,000	0.04%
Fire Services Training Program	Provincial Operating Grant	458,607	0.03%
Transfers to 341 municipalities in 2019-20			
	Total Provincial	1,073,967,234	67.69%
	Total Federal	504,124,677	31.77%
	Total Federal-Provincial	8,520,645	0.54%
	Total	1,586,612,556	100.00%

<sup>12</sup> It should be noted that 2019-20 was a rather exceptional year with MSI capital grants the second lowest in the previous four years and the Federal Gas Tax Fund grant was twice its typical annual amount. Thus, the 2019 data overstate the federal contribution and understate the provincial transfers.

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As noted above, the Municipal Sustainability Initiative (MSI) is the largest capital transfer program.<sup>13</sup> It was introduced in 2007 and is intended to provide support for infrastructure investment in roads, water and wastewater infrastructure, public transportation, recreational facilities, firehalls and libraries. Municipalities have significant flexibility in using these funds for capital projects. The current MSI program is due to be replaced in 2024-25 with a revised program based on the *Local Government Fiscal Framework Act* of 2019. Except for Calgary and Edmonton, the Alberta government has not yet released the criteria for allocating grants among municipalities under the new program.

### 3.3.1 The Allocation of Provincial Transfers

The current allocation formula, which is described in Box 1, is complex in part because the Basic Municipal Transportation Grant (BMTG) and several other programs were consolidated with their existing allocation formulas into the MSI program. The current formula clearly reflects a desire to provide more per capita funding to smaller municipalities and there are special provisions for Calgary and Edmonton and other types of municipalities. An important and controversial aspect of the formula is the provision that allocates grants based on the municipalities' shares of the total provincial education property tax requisitions. Since the share of provincial education tax revenues collected in a municipality is directly related to its share of total property tax assessments, this provision provides larger grants to municipalities with larger property tax bases. In other words, municipalities with greater fiscal capacity, as measured by their property tax bases, tend to receive larger capital transfers. Another feature of the formula is an allocation based on a municipality's share of the overall length of roads in the province without considering the type of road, i.e., dirt, gravel or paved.

Given the complexity and opacity of the MSI allocation formula, it is important to gain some insights into the factors that determine the distribution of capital transfers among the municipalities. A more detailed version of the paper, which is available online, contains the results of econometric models of the factors that affect the per capita MSI capital transfer in 2019-20 for each of the four types of municipalities. As expected, the econometric models indicate that municipalities with small populations received higher per capita transfers. Per capita transfers were significantly higher for municipal districts and specialized municipalities with higher per capita equalized property tax assessments. This is not surprising given that a large share of the transfer is based on municipalities' shares of the education property tax requisition. Finally, the econometric models indicated that per capita transfers were higher in municipalities with more kilometres of roads, but the coefficient was only statistically significant for municipal districts and specialized municipalities and towns.

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<sup>13</sup> This section is based on information provided by Alberta Municipal Affairs.

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## Box 1

### The MSI Allocation Formula

1. Calculate total MSI allocations (capital plus operating).
  - a. Set aside \$9 million for sustainable investment. This is allocated later as part of MSI Operating.
  - b. Allocate base funding to all municipalities (\$120,000 for most municipalities, \$60,000 for summer villages).
  - c. The remaining funding is divided into three components:
    - i. 48 per cent of the funding is allocated to each municipality according to its share of the overall population.
    - ii. 48 per cent of the funding is allocated to each municipality according to its share of the overall education tax requisition.
    - iii. Four per cent of the funding is allocated to each municipality according to its share of the overall length of roads in the province.
2. Calculate MSI Operating allocations for municipalities other than Calgary and Edmonton.
  - a. Allocate base operating funding (\$10,000 for most municipalities, \$5,000 for most summer villages. Municipalities with fewer than 100 people get a prorated amount based on their population).
  - b. Allocate the remaining operating funding based on shares of total MSI funding.
  - c. Allocate the \$9 million for sustainable investment.
    - i. \$6.3 million is allocated to urban municipalities with fewer than 10,000 people and less than 60 per cent of the average equalized assessment per capita among urban municipalities.
    - ii. \$2.7 million is allocated to rural municipalities with fewer than 10,000 people and less than 60 per cent of the average equalized assessment per kilometre of road among rural municipalities.
  - d. Subtract \$91 million from Calgary's allocation and \$61 million from Edmonton's allocation.
3. Calculate BMTG allocations.
  - a. Calgary and Edmonton receive allocations based on provincial sales of taxable road-use gasoline and diesel (\$0.011825 and \$0.009675 per litre, respectively).
  - b. Other cities receive \$60 per capita, plus \$1,959 per kilometre of primary highway under the city's jurisdiction and within the city's boundaries.
  - c. Other urban municipalities with more than 300 people receive \$60 per capita, and smaller urban municipalities receive an \$8,000 base amount plus \$33.33 per capita.
  - d. Rural municipalities receive a fixed amount based on the former Rural Transportation Grant, plus \$60 per capita for eligible hamlets.
  - e. Métis settlements receive \$60 per capita, plus a fixed amount based on the former Rural Transportation Grant.
4. For each municipality, subtract the operating allocation from the total allocation, then add the BMTG allocation. The result is the MSI capital allocation.

Source: Alberta Municipal Affairs

### 3.3.2 Capital Transfers and Capital Purchases

Capital purchases by the 332 municipalities averaged \$4.787 billion annually over the five years 2015 to 2019. Provincial capital transfers averaged \$1.396 billion annually to those municipalities. Hence, capital transfers funded 29.2 per cent of municipal capital outlays. As shown in the last column of Table 4, average per capita capital transfers were \$333 and average capital purchases were \$1,141. The range of per capita transfers across municipalities is huge — from \$191 to \$9,927 — as is the range of per capita purchases — from \$38 to \$20,645.

Across the groups of municipalities, per capita transfers ranged from \$248 for the cities to \$1,697 for the summer-villages.<sup>14</sup> Average capital purchases ranged between \$972 and \$2,127 with the two largest being the municipal districts and specialized municipalities and the summer villages, and the two lowest being the cities and towns. Capital transfers as a percentage of capital purchases ranged from 25.5 per cent for the cities to 79.8 per cent for the summer villages. Also indicated in the note to Table 4, while capital transfers amount to 29.2 per cent of capital purchases, the typical municipality receives a transfer amounting to essentially one-half of its capital purchases. However, some municipalities received transfers as little as 8.5 per cent of purchases while one received provincial capital transfers that were three times its capital purchases. (This can occur because municipalities can bank capital transfers for up to five years, they may not recognize grant revenue until the associated conditions have been met and some capital purchases may not qualify for grant support). Furthermore, there were wide variations in the ratio of capital transfers to capital purchases within each type of municipality. It is lowest across the cities where the transfers ranged from 9.5 per cent to 58.4 per cent of capital purchases. In all the other types of municipalities, there are very large ranges of up to 300 per cent.<sup>15</sup> Overall, the disparities in the relative contributions of the provincial capital grants are ubiquitous — they exist in each municipal class, and they are large in each as well as overall.

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<sup>14</sup> Caution is warranted in considering the summer village numbers since the numbers may represent revenues and expenditures made on behalf of those who are not permanent residents.

<sup>15</sup> There are some discrepancies between the Municipal Financial and Statistical Data reports and the provincial Municipal Affairs data arising from accounting practices, banking of transfers and fully meeting grant conditions.

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**Table 4. Average Per Capita Capital Transfers and Capital Purchases, 2015 to 2019.**

	Cities	Municipal Districts and Specialized Municipalities	Towns	Villages	Summer Villages	All Municipalities
Capital Transfers	248	641	346	742	1,697	333
(min/max)	196/339	229/3394	191/1491	250/9927	381/7890	191/9927
Capital Purchases	972	1,839	1,026	1,367	2,127	1,141
(min/max)	387/2675	465/7985	191/5632	245/20645	38/11724	38/20645
Capital Transfers as a % of Capital Purchases	25.5	34.9	33.7	54.3	79.8	49.1 <sup>a</sup>
(min/max)	9.5/58.4	10.9/226	8.5/223	10.7/303	14.9/694 <sup>b</sup>	8.5/694 <sup>b</sup>

<sup>a</sup> This figure is not based on the ratio of average capital transfers to average capital purchases, 29.2 per cent, but is based on the average of the per capita share of transfers to purchases over the 332 municipalities, which is \$712 and \$1,450 and demonstrates the impact of larger per capita grants to small-population municipalities. Specifically, 81 municipalities received transfers amounting to less than 29.2 per cent of their capital purchases while 251 received transfers over 29.2 per cent. The municipalities for which transfers represent a larger share of purchases tend to have smaller populations and receive smaller total amounts.

<sup>b</sup> Maximum with three observations exceeding 1,000 per cent excluded.

Source: Capital transfers from the Municipal Grant Funding file, 2010 to 2020, provided by Alberta Municipal Affairs. Capital purchases are those reported in Column 03120 of Schedule F of the Municipal Statistics. Calculations by the authors.

The preceding analysis raises some doubts about the merits of Alberta's program of capital transfers to its municipalities. While some variation in the contribution rates might be expected, perhaps due to the type of capital project to be funded, one might reasonably expect that transfers funding capital projects would tend to provide more uniform percentages of expenditures on capital projects in all municipalities or, at least, to those in a given type of municipality. Furthermore, when some municipalities receive transfers exceeding the level of capital purchases, one questions the logic of transfers to support capital projects. Finally, the fact that capital transfers amount to about one-half the cost of capital purchases to an average municipality while non-capital or operating expenditures receive little or no support from the province poses the question of a distorting influence. When capital outlays cost municipalities, on average, 50 cents on the dollar but non-capital outlays cost dollar per dollar, one expects that there is a bias towards capital undertakings and/or capital biased means of production.<sup>16</sup> This imbalance between transfers for capital and for operating and maintenance outlays, especially if each involves spillovers, as can be expected especially in the case of roads, policing and environment, can lead to a less than ideal and efficient choice of production methods and distribution of expenditures and services.

<sup>16</sup> For example, see the discussion in Martinez-Vazquez and Timofeev (2012).

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## 4. MUNICIPAL FISCAL CAPACITIES AND FISCAL PRESSURES

In light of the anomalous distribution of capital grants among Alberta municipalities, it is valuable to examine the fiscal capacities of municipalities and the relationships between fiscal capacities and indicators of fiscal pressures, namely the effective property tax rates, per capita property taxes paid by residents and property tax burdens relative to incomes.

### 4.1 THE PROPERTY TAX BASE

The amounts of taxable property per person differ substantially among Alberta municipalities. Table 5 shows that average total equalized assessments per capita differ considerably for the four major types of municipalities in 2019. The municipal districts and specialized municipalities stand out at the high end at \$436,149 per capita. The urban classes are much lower and especially the villages with a total of \$82,939 per person. Even the level in the cities is only 36 per cent of that in the municipal districts and specialized municipalities. The disparities within each type of municipality are also strikingly large, with the differences between the minimum and the maximum being especially large for the municipal districts and specialized municipalities, where the largest is more than 13 times the lowest. Across all four types of municipalities, the maximum per capita total assessment is 51 times the minimum.

**Table 5. Per Capita Total and Non-Residential Equalized Assessment in 2019**

	Total			Non-Residential		
	Average	Maximum	Minimum	Average	Maximum	Minimum
Cities	156,998	236,372	96,843	36,352	103,870	8,382
MDs and SMs	436,149	1,895,835	142,795	289,300	1,665,913	25,251
Towns	123,084	489,650	53,909	27,418	129,265	3,943
Villages	82,939	184,334	36,608	14,356	68,077	1,685
All <sup>a</sup>	190,975	1,895,835	36,608	88,330	1,665,913	1,685

<sup>a</sup> Excludes summer villages.

Source: Schedule EA of Municipal Financial and Statistical Data reports

Non-residential property is the primary determinant of the differences in total per capita assessments. Table 5 indicates that municipal districts and specialized municipalities had the highest average per capita non-residential tax base at \$289,300.<sup>17</sup> Among the urban municipalities, the cities have the highest at \$36,352 and the villages the lowest at \$14,356 per person. Again, the disparities within each type of municipality are also large. Even within the cities, where the ratio of maximum to minimum is lowest, the maximum is 12.4 times the lowest. In the case of the municipal districts and specialized municipalities,

<sup>17</sup> Non-residential assessment/non-farm assessment is calculated as total equalized assessment less residential and farm equalized assessment. That includes linear, machinery and equipment, other non-residential, railway and co-generation. Farmland is not included in the non-residential because it is assessed at a regulated rate that is much below market values. Farmland assessment is only material in the municipal districts and specialized municipalities class where it averages 14.5 per cent of the residential plus farm assessment (with a range from zero to 54.7 per cent). In the urban classes, farm assessments average less than 0.1 per cent of the residential plus farm and, in only one municipality, did it (at 1.09) exceed one per cent.

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that ratio is 65.5. The importance of the non-residential tax base for municipal property taxes is shown in the next section.

#### 4.2 MUNICIPAL PROPERTY TAXES AND TAX BURDENS

There are various ways to look at the levels of property taxes and the burdens that they impose upon property taxpayers. Three measures of the property tax burden are considered here — the effective property tax rates on residential property, the dollar amounts that residential taxpayers pay and the burden of the property taxes relative to income.<sup>18</sup>

Table 6 reports effective municipal residential tax rates by type of municipality. The effective rates are municipal residential property taxes as a percentage of residential equalized assessments. The average effective rate is lowest for the municipal districts and specialized municipalities at 0.568 per cent. The average rates in the urban municipalities range from 0.732 in the cities to 1.206 in the villages. The distribution of the effective rates is large. The ratio of the maximum to the minimum is relatively modest at 2.9 for the cities but is about 15 for the municipal districts and specialized municipalities and the towns and 9.6 for the villages. Across all the municipalities, the maximum is 26.9 times the minimum rate.

**Table 6. Effective Tax Rates and Per Capita Taxes on Residential Property in 2019**

	Effective Tax Rates <sup>b</sup>			Per Capita Taxes <sup>c</sup>		
	Average	Maximum	Minimum	Average	Maximum	Minimum
Cities	0.732	1.132	0.394	846	1,295	606
MDs and SMs	0.568	1.511	0.101	617	1,140	137
Towns	0.883	1.752	0.114	771	1,456	136
Villages	1.206	2.715	0.283	757	1,497	395
All <sup>a</sup>	0.891	2.715	0.101	742	1,497	136

<sup>a</sup> Excludes summer villages.

<sup>b</sup> Property taxes as a percentage of equalized assessments. For MDs and SMs, effective tax rates were calculated as residential and farms taxes as a percentage of equalized assessments.

<sup>c</sup> Municipal residential property taxes for all classes including MDs and SMs.

Various factors contribute to variations in effective tax rates. A major determinant is the level of equalized non-residential assessments. Typically, municipal governments tax non-residential property more heavily than residential or farm property. Where that occurs, the non-residential share of municipal property taxes will exceed the non-residential share of equalized assessments. In 2019, the ratio of the non-residential tax share to the non-residential assessment share averaged 1.47 for the cities and about 1.35 for the other three types of municipalities. Very few municipalities had a ratio less than 1.0.

<sup>18</sup> For the municipal districts and specialized municipalities, residential and farm property taxes are used in the calculation of effective rates. The reason for this is that we ultimately wish to compare tax rates paid by municipal residents to the level of non-residential assessments and efforts to calculate a residential-only rate for the municipal districts and specialized municipalities led to a number of peculiar results. Despite using residential and farm taxes and assessments for the municipal districts and specialized municipalities, two of those still had to be omitted due to anomalies.

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Large amounts of non-residential assessment enable municipal governments to subsidize the residential and farm taxpayers in the form of additional services and/or lower residential/farm taxes. It is difficult to measure service benefits, but the impact on residential/farm tax rates is easier to observe. Senkiw (2006) found that linear property, which includes pipelines and transmission lines, reduced residential and farm property taxes based on Alberta municipal data from 1991, 1996 and 2001. Also, Conger and Dahlby (2015) found that a higher per capita machinery and equipment assessment was associated with lower residential and non-residential property tax rates in cross-section regressions on 2013 data for 69 rural municipalities.

Table 6 also indicates that per capita residential property taxes are reasonably similar across the four types of municipalities, but there are large variations within each type.<sup>19</sup> The average property tax, at \$846 per capita, is largest for the cities and, at \$617 per capita, lowest for the municipal districts and specialized municipalities. The towns and villages are similar in average tax at about \$765 per capita. The variation in the per capita taxes within each municipality type is typically large. The range is lowest for the cities where the minimum at \$606 is only somewhat less than half of the maximum at \$1,295. Across the other classes, the lowest goes from about one-tenth to about one-quarter of the maximum.

The burden of the property tax — that is, residential property taxes as percentage of income — is also a measure of fiscal pressures. Table 7 shows the all-family median income for 2019 by type of municipality. The cities have the highest average at \$109,303 followed by the towns at \$98,779. The municipal districts and specialized municipalities are next at \$91,778, which is close to the average for Alberta municipalities. Villages have the lowest average family income. There is a wide range of incomes within each type of municipality, but especially so for the towns and the municipal districts and specialized municipalities.<sup>20</sup>

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<sup>19</sup> The taxes for the municipal districts and specialized municipalities here are those on residential property only (i.e., not residential and farm). Because of anomalies in the data, the MDs of Pincher Creek and Ranchland are excluded.

<sup>20</sup> The municipal districts and specialized municipalities have one municipality with what appears to be a surprisingly low median family income of \$40,317 while the next lowest was \$56,331.

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**Table 7. Median All-Family Incomes and Residential Property Taxes as a Percentage of Median Incomes**

	Median All-Family Incomes <sup>b</sup>			Percentage of Incomes <sup>c</sup>		
	Average	Maximum	Minimum	Average	Maximum	Minimum
Cities	109,303	134,030	85,290	2.42	3.07	1.68
MDs and SMs	91,778	175,401	40,317	2.16	5.551	0.38
Towns	98,744	202,940	64,830	2.46	5.41	0.45
Villages	87,210	124,990	60,157	2.81	7.21	1.41
All <sup>a</sup>	91,502	202,940	40,317	2.49	7.21	0.38

Source: Alberta Regional Dashboard at <https://regionaldashboard.alberta.ca/#/>.

Notes: Median incomes are not reported for small municipalities. It is assumed that there is the Alberta average of 3.1 persons in each family. Municipal residential taxes are as a percentage of per capita incomes, except for the MDs and SMs where it is residential and farm property taxes.

<sup>a</sup> Excludes summer villages.

<sup>b</sup> Median incomes are not reported for small municipalities.

<sup>c</sup> Average taxes per family are calculated as the per capita tax times 3.1 where 3.1 is the Alberta average of the number of persons per family.

<sup>d</sup> Municipal residential taxes are as a percentage of family incomes, except for the MDs and SMs where residential and farm property taxes are used.

Municipal residential property taxes as a percentage of municipal median all-family income are also reported in Table 7.<sup>21</sup> The average property tax burdens are relatively comparable across the four types of municipalities, with municipal districts and specialized municipalities having the lowest at 2.16 per cent and villages the highest at 2.81 per cent. The range between the minimum and maximum tax burdens within each type is large, but especially so for the municipal districts and specialized municipalities and for the towns. Even for the cities, the maximum is 83 per cent larger than the minimum.

In summary, per capita property tax bases differ dramatically across municipalities and within each type of municipality. The non-residential bases are the main determinant of differences in the per capita tax bases. The municipal districts and specialized municipalities stand out with an average per capita non-residential assessment almost eight times that of the cities. Also, the non-residential tax base accounts for 66.3 per cent of the total average tax base of the municipal districts and specialized municipalities, but less than one-quarter of those of the urban municipalities. Municipal residential effective tax rates, residential property taxes per capita and the residential property taxes as a percentage of income are on average lower in the municipal districts and specialized municipalities than in the urban municipalities. However, the disparities within each type of municipality are large and notably so for the municipal districts and specialized municipalities. Other than for the villages, larger per capita non-residential assessments were associated with property tax advantages for local residents, especially among the municipal districts and specialized municipalities.

<sup>21</sup> Municipal residential property taxes are used for cities, towns and villages. However, municipal residential and farm property taxes are used for the municipal districts and specialized municipalities' calculations because calculation of residential-only property taxes resulted in numerous anomalies. Also, the family tax burden is calculated as the per capita tax times 3.1, which is the average family size in Alberta.

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## **5. REFORMING PROVINCIAL CAPITAL TRANSFERS TO MUNICIPALITIES**

Municipal infrastructure improves labour productivity and contributes to the quality-of-life of Albertans. Like other levels of government, municipalities can finance their infrastructure spending by increasing current taxes or by borrowing to spread the tax burden over several years. Given the municipalities' tax powers and borrowing capacities, why should the provincial government help fund municipal infrastructure spending through transfers?

The main rationales for provincial capital transfers are benefit externalities and differences in the municipalities' fiscal capacities. Benefit externalities arise when a municipality's infrastructure spending improves the well-being of individuals in the rest of the province. For example, a municipality's expenditures on transportation facilities can improve the movement of people and products in an area that extends beyond a municipality's boundaries. Such productivity improvements can increase the incomes of the residents in other municipalities and increase federal and provincial income tax revenues. Differences in fiscal capacity arise because of differences in per capita tax bases across municipalities. Accordingly, a provincial capital transfer program should incentivize municipalities to spend on infrastructure projects that generate significant positive externalities, and it should help to reduce the differences in the abilities of municipalities to provide basic infrastructure for their residents. These two components of a revised provincial capital transfer program are discussed below.

Three issues need to be addressed in designing a capital transfer program: the allocation of the transfer, the amount of the transfer and the funding source for the transfer. We will deal with each of these issues in turn.

### **5.1 ALLOCATING PROVINCIAL CAPITAL TRANSFERS**

The criteria for allocating provincial capital transfers should be based on the rationales for such transfers, namely benefit spillover from municipal infrastructure and differences in the municipalities' capacity to fund basic infrastructure from their property tax base. It follows that the allocation formulas should combine these two elements – one that incentivizes municipalities for their spending on infrastructure that benefits non-residents and one that supplements the financial resources of those municipalities with deficient property tax bases. We will consider in general terms how each of these components could be structured in a re-designed capital transfer program in Alberta

It should be noted that our proposed reforms would only apply to cities, towns, villages, municipal districts and specialized municipalities. Summer villages, special areas and improvement districts require separate capital transfer programs, given their unique characteristics. In this section, our reference to municipalities only refers to the subset of municipalities noted above.

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### 5.1.1 Matching Capital Grants

First, the municipal infrastructure that generates significant benefit spillovers needs to be identified. Although all municipal infrastructure may provide benefit spillovers to some degree, the most significant benefit externalities are probably for transportation infrastructure and water and waste management infrastructure. A detailed analysis of the extent to which these municipal facilities generate external benefits is beyond the scope of this report, but for concreteness we consider how municipal capital expenditures on roads and water treatment could be addressed under a revised capital transfer allocation formula.

The degree of support for municipal infrastructure spending should be based on the extent of the direct benefit spillovers to non-residents and the fiscal benefits that accrue to the provincial government from the increase in economic activity that such facilities provide. An expanded version of this paper, which will be available online, contains an appendix which provides a framework for determining the optimal matching grants rate for infrastructure that generates benefit spillovers. Based on a numerical example in that appendix, a 35 per cent matching grant for municipalities' capital expenditures on roads might be appropriate given the benefit spillovers from roads. In 2019, municipalities spent \$1.430 billion on roads. A transfer equal to 35 per cent of the municipalities' expenditures on roads in 2019 would have equalled \$500 million, which is less than the actual provincial capital transfer for roads, \$594 million.<sup>22</sup> Similarly, a capital transfer equal to 15 per cent of municipal capital expenditures on wastewater treatment and disposal would have resulted in a capital transfer of \$68 million in 2019, which is larger than the \$43.6 million for that in provincial capital transfers in 2019.<sup>23</sup>

To repeat, these are examples of how capital transfers might be structured for municipal infrastructure that generates significant benefit spillovers. A more detailed analysis of the benefits spillovers from different types of infrastructure should be undertaken to determine the degree of support for such infrastructure spending. Nonetheless, we use the above calculations to ballpark the funds that would be available for a matching capital grants program for the municipalities' capital expenditures on roads and water treatment and disposal.

### 5.1.2 A Tax Base Supplement

In this section, we show how a transfer that supplements revenues of municipalities with deficient property tax bases could be structured. We begin by describing a basic formula for determining the level and allocation of transfers that provide fiscal supplements to municipalities with property tax bases that fall below a standard level. In the equations below,  $T_i$  is the per capita transfer for municipality  $i$  which has a per capita property tax base of  $B_i$ . Two policy parameters,  $S$  and  $t$ , determine the eligibility for the transfer and the size of the transfer.  $S$  is a standard per capita property tax base. A municipality would receive a transfer only if its per capita tax base,  $B_i$ , is less than the standard tax base,  $S$ .  $t$  is a standard property tax rate that determines the size of the transfer.

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<sup>22</sup> This is the sum of provincial capital transfers for Roads, Streets, Walks, Lighting in the MFSD E02330.

<sup>23</sup> This is the total of provincial capital transfers for Wastewater Treatment and Disposal in the MFSD E02400.

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$$T_i = t(S - B_i) \quad B_i < S$$

$$T_i = 0 \quad B_i \geq S$$

Municipalities with tax bases above the standard would not receive a transfer, although they would receive transfers based on their capital expenditures under our proposed matching grant program. Under this formula, a municipality with property tax base below the standard would receive a transfer that would bring its revenues up to the level of a municipality with the standard tax base and that levied the standard tax rate. Such transfers are a common feature of grants to municipalities in other provinces. See Bird and Slack (2021) for an overview of provincial equalization transfers to municipalities.

The provincial government would set the two policy parameters, the standard tax base and the standard tax rate. The choice of these policy parameters involves value judgments about the need to supplement the revenues of municipalities with low property tax bases. The total cost of the program would also be a consideration within the context of the province's overall fiscal position and the source of funds for the transfer, an issue that is discussed in greater detail below. Given that the choice of the key policy parameters is highly subjective, below we will use a range of values to illustrate how they would affect the level and allocation of such transfers.

Given the choice of standard tax base, the distribution of the per capita equalized property assessments among the municipalities determines the number of municipalities eligible for the transfer. Figure 11 shows the distribution of the municipal per capita property tax bases between the 10<sup>th</sup> percentile and the 90<sup>th</sup> percentile.<sup>24</sup> The figure clearly indicates that the distribution is highly skewed to the right. While the median per capita equalized assessment was \$117,159 in 2019, the average of the municipalities equalized assessments was \$190,589, which represents the 77<sup>th</sup> percentile of the distribution. In other words, if the standard tax base were set equal to the average per capita property tax base of the municipalities that are covered in this section of the report, 216 municipalities or 77 per cent of the municipalities would be eligible for the fiscal supplement transfer. (Recall that our proposed reforms would only apply to 281 cities, towns, villages, municipal districts and specialized municipalities). The total transfer based on the average tax effective property tax rate, 8.056 mills, and the average municipal per capita property tax base would have been \$667.8 million in 2019.

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<sup>24</sup> The per capita property tax bases of the top 10 per cent of the municipalities have been omitted from the figure because of their extremely high values, which range from \$373,973 to \$1,931,750. The per capita property tax bases of the bottom 10 per cent range from \$19,244 to \$66,717.

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**Figure 11. Distribution of Per Capita Equalized Assessment Among Municipalities in 2019**

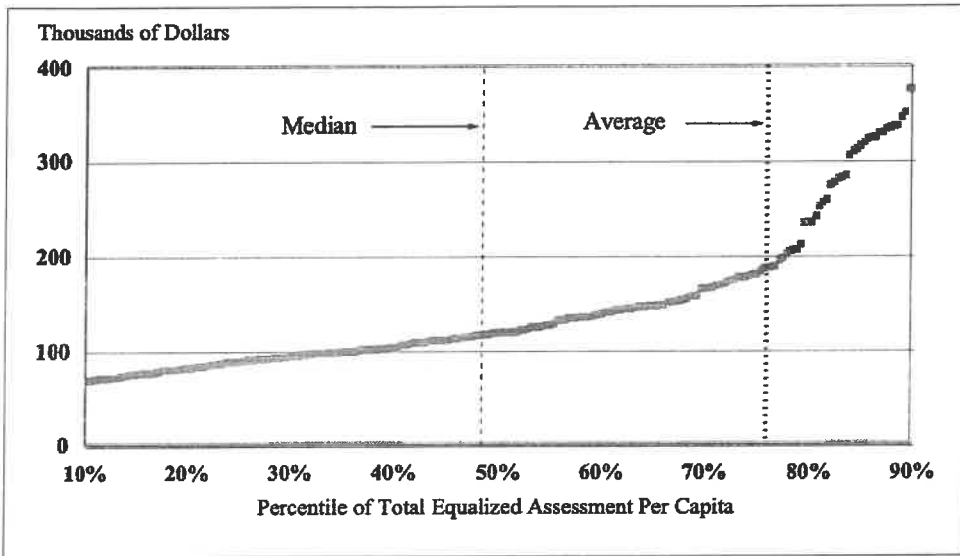
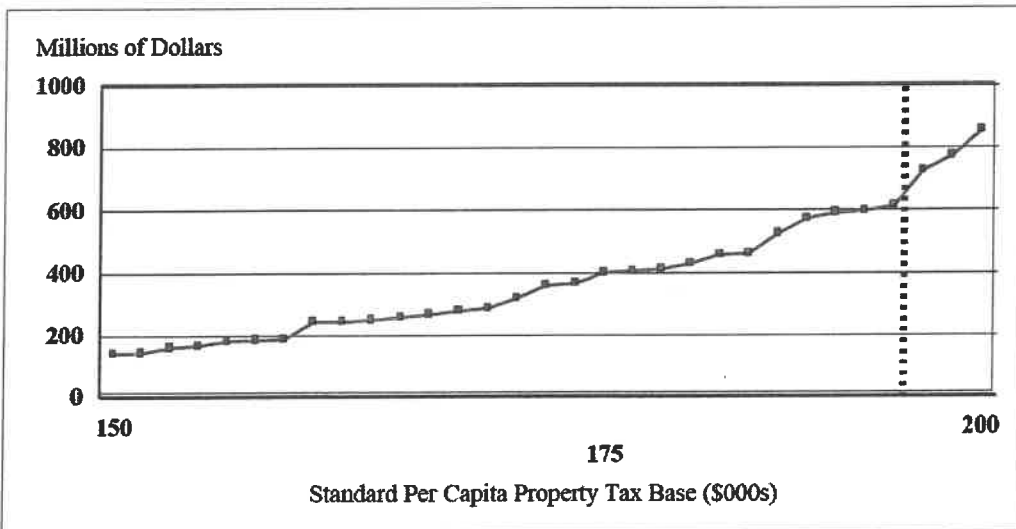


Figure 12 shows that the total cost of the transfer rapidly increases as the standard tax base approaches and then exceeds the average per capita tax base.

**Figure 12. Total Tax Base Supplement Transfer at the Average Effective Property Tax Rate**



Note: The average effective property tax rate in 2019 was 8.056 per thousand dollars of equalized assessment.

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Table 8 indicates the number of recipient municipalities, the total population of recipient municipalities and the total cost of the program for a range of values for the standard property tax base and the standard property tax rate. For example, with a low standard base of \$150,000 per capita, 189 municipalities with 803,944 residents would have been eligible for the transfer in 2019. The total amount transferred ranges from \$102.7 million with a standard tax rate of six mills to \$171.2 million with a standard tax rate of 10 mills. At the other extreme, if the standard tax base were \$200,000 per capita, 218 municipalities with 2.27 million residents would have been eligible for a transfer from a pool of funds between \$625.2 million and \$1,041.9 million over the same range of standard tax rates.

**Table 8. Total Transfers Under a Tax Base Supplement Transfer Program  
(Millions of Dollars)**

Standard Property Tax Rate per \$1,000 of Equalized Assessment	Standard Property Tax Base (Thousands of Dollars Per Capita)		
	150	175	200
<b>6.000</b>	102.7	291.2	625.2
<b>8.000</b>	137.0	388.3	833.6
<b>10.000</b>	171.2	485.3	1041.9
No. of Municipalities Receiving Fiscal Supplement Transfers	189	205	218
Total Population of Municipalities Receiving Fiscal Supplement Transfers <sup>a</sup>	803,944 (18.8%)	2,076,069 (48.4%)	2,267,069 (52.9%)

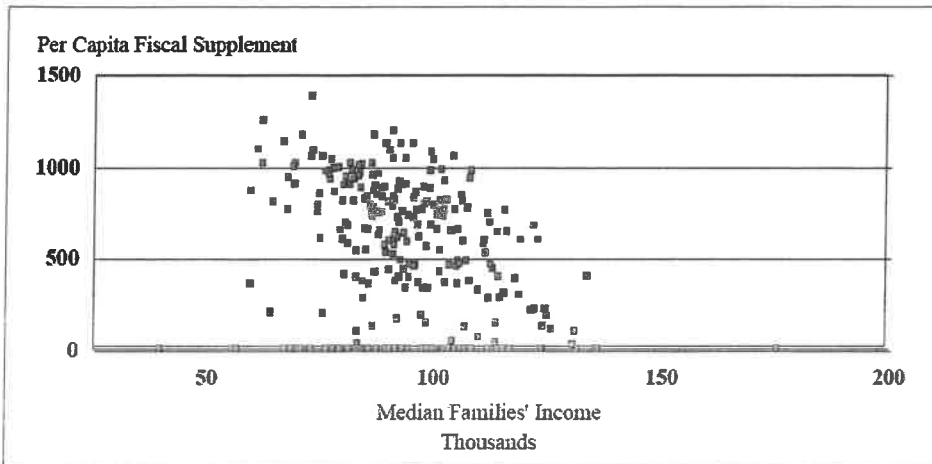
<sup>a</sup> The percentage of the provincial population is shown in brackets.

It is important to note that while the proposed transfer is based on a municipality's property tax base, Figure 13 shows that municipalities with lower family incomes would tend to receive larger per capita transfers. A regression model confirms the visual impression in Figure 13 that the transfer program would tend to provide larger per capita transfers to municipalities with lower family incomes.<sup>25</sup>

<sup>25</sup> A tobit model was estimated because of the large number of zeros for the per capita transfer. The estimated coefficient for median family income in a tobit regression with 275 observations from 2019 was -0.0057709 with a t statistic of -3.63. These results imply that a municipality's expected per capita transfer would decline by \$5.77 with a \$1,000 increase in its median family income.

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**Figure 13. Municipalities' Per Capita Transfers versus their Median Families' Incomes**



Note: The transfer was calculated at the average effective property tax rate in 2019 of 8.056 mills.

## 5.2 FUNDING PROVINCIAL TRANSFERS TO MUNICIPALITIES

The Alberta government collects almost \$2.5 billion in what are called education property taxes. Although they go into general revenue, they are ostensibly intended to fund schooling. Following the 1994-95 reforms, there may have been some intention to phase out the school property tax but, if so, that ended as of 2005-07. From 1994-95 to 2005-06, the total amount of the education property tax collected annually was essentially constant at about \$1.2 billion, with the result that it went from funding 51 per cent of school costs to 30 per cent. The provincial school property taxes levied are targeted to amount to 30 per cent of school operating costs and the target has been at that level since 2006-07.

There is logic for terminating provincial school property taxes. Provincial education property taxes are largely the relic of an era when schools were primarily funded by local property taxes, and provincial governments seeking to provide some support to local school authorities did not have income or general sales taxes, or those taxes were not substantial sources of revenue. Today, the benefits of education are not closely related to property but, rather, are more closely associated with income and consumption. While the education property tax did in an earlier time provide a mechanism for supporting local schools and for evening out somewhat the fiscal capacities of local school authorities, the other revenue sources that now fund over 70 per cent of school expenditures are preferable. In reality, education property taxes simply go to the province's general revenues.

Property taxes are better suited for financing local governments because they finance local services that are closely related to property and the people living in or using the property. The net benefits from municipal services and infrastructure are often reflected in property values. The property tax is also a very transparent tax and taxpayers monitor closely the tax-service trade-offs. An adequate property tax base reduces the demands for access to alternative taxes less well suited to municipalities.<sup>26</sup>

<sup>26</sup> For further discussion, see, for example, Dahlby and McMillan (2019) and McMillan and Dahlby (2014) and references cited in those publications.

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The province should stop calling the provincial property tax an education property tax and instead designate the revenues that tax generates to fund municipal grants and possibly provide additional property tax room for municipalities. Using 2019 figures, the province collected \$2.484 billion in school tax revenues.<sup>27</sup> Total provincial transfers to the municipalities were \$2.143 billion in 2019.<sup>28</sup> Hence, if the province stopped earmarking provincial property tax revenues for education and reassigned them for municipal purposes, that revenue would have covered all the provincial grants and left \$341 million as a property tax reduction or additional tax room for municipalities.<sup>29</sup> The province would no longer appear to fund any schooling costs from provincial property taxes. Rather, school costs would be financed, as in reality they are now, from provincial general revenue. Under our proposal, provincial property taxes would fund municipal grants.

The establishment of municipal grants funded by a provincial property tax brings with it numerous issues. Most important is to continue to provide revenues sufficient to fund transfers to municipalities comparable to current levels. That could be achieved by the province committing to maintain, measure and update equalized assessments and tax those assessments at the current rate. An option might be a commitment to fund a specific percentage of municipal tax collections (e.g., education property taxes were 32.4 per cent in 2019). Furthermore, it is reasonable to expect that the provincial government would consult with the municipal governments on changes to the provincial property tax and their distribution. A municipal government advisory/management board could be a possibility.<sup>30</sup> Notable advantages of a municipal grant funded by a provincial property tax are that a) the level of transfers to municipalities would be stabilized and predictable, and b) that all property taxes would be directly related to the services of municipal governments versus about three-quarters now. Furthermore, the change would improve transparency in that schools would be seen to be financed entirely from general revenue, which in effect is the case now.

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<sup>27</sup> See Municipal Financial Statistics, 2019, Schedule K 04031 and 04035.

<sup>28</sup> *Ibid.*, Schedule D 01910 and 01920.

<sup>29</sup> The residual \$341 million implies a loss of revenue to the province. The province, however, could use the revenue to enhance provincial grants to the municipalities or to reduce provincial property taxes by that amount (although some municipalities might find encroaching on that tax room attractive). Regardless, the \$341 million is relatively modest at both the provincial and municipal level. It amounts to about \$8 per person or 13.6 per cent of the current school property taxes. Alternatively, it amounts to 3.3 per cent of total property taxes or 0.6 per cent of provincial expenditures. Of course, the province could retain the residual, at least temporarily until municipal grants grew to absorb that amount.

<sup>30</sup> Another possibility is that the municipalities collectively assume entirely the responsibilities (and costs) of any property assessment, rate setting and distribution as well as (as now for the education property tax) the collection associated with a new municipal revenue fund.

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## 6. CONCLUDING SUMMARY<sup>31</sup>

A striking feature of municipal finances in Alberta has been the doubling of the municipal infrastructure stock since 2005. The large increase was the result of a surge of investment that peaked in 2009-12. Current investment is just maintaining the now larger per capita capital stock. Municipalities finance their infrastructure investments from four main sources — borrowing, drawing upon their financial assets, using current year own-source revenues and applying transfers from the federal and provincial governments. Cities are the most reliant on debt financing of capital spending, although this has financed less than 25 per cent of their tangible capital asset purchases in recent years. Debt has not been an important source of funds for the other types of municipalities. Consequently, most municipalities' debt and debt service levels are well below the limits established by the provincial government. Drawing on financial assets is an important source of capital financing for the municipal districts and specialized municipalities, and many have financial reserves that are large relative to their needs for financing new and replacement capital assets. Government grants, and especially provincial government grants, are important sources of funding for municipal infrastructure investments. Villages and summer villages rely almost entirely for capital on grants to finance their capital expenditures. A major trend since the early 1990s has been the shift from provincial transfers for non-capital purposes to predominantly capital grants.

The allocation formula of the Municipal Sustainability Initiative, the largest grant program, is complex and reflects a desire to provide more per capita funding to smaller municipalities. The formula also allocates part of the grant based on the municipalities' shares of the total education property tax requisitions, which means that municipalities with greater fiscal capacity, as measured by their property tax bases, tend to receive larger capital transfers. While provincial capital transfers funded about half of the capital purchases of a typical Alberta municipality, the contributions among the municipalities were most uneven. The fact that capital transfers cover a high percentage of the cost of capital purchases by an average municipality, while non-capital or operating expenditures receive little or no support from the province, poses the question of whether this biases spending decisions towards capital undertakings.

There are substantial disparities in per capita property assessments among Alberta municipalities, especially among the municipal districts and specialized municipalities. These disparities are associated with large differences in municipalities' fiscal capacities as measured by the effective property tax rates on residential property, the dollar amounts that residential taxpayers pay and the burden of residential property taxes relative to family incomes.

Our overall conclusion from reviewing the allocation of provincial capital transfers and the disparities in the municipalities' fiscal capacities is that currently, capital transfers are not closely related to municipal capital purchases, and the system tends to favour "have" municipalities with above average fiscal capacities.

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<sup>31</sup> A more detailed version of this paper is available online.

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This perverse allocation of grants has led us to propose a new system of provincial transfers to municipalities with two components. One component would provide matching grants to municipalities for spending on infrastructure, such as roads and water treatment facilities, that directly benefit non-residents and that generate fiscal benefits for the provincial government from increases in economic activity and tax revenues. A second component would provide grants to municipalities with deficient property tax bases.

We also propose a revenue-neutral change in the way provincial transfers to municipalities are funded. The province should stop designating the provincial property tax revenues for education spending and instead use those revenues to fund municipal grants. Education spending would be funded from provincial general revenues, and all property taxes would be used to fund municipal services. Using provincial property tax revenues to fund municipal grants would bring three main benefits. First, it would make transfers to municipalities more predictable, stable and transparent. Second, all property taxes would directly fund municipal services and infrastructure. Third, the system would be more transparent in how education spending is currently funded, which, in effect, is out of the province's general revenues.

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## ABOUT THE AUTHORS

**Bev Dahlby** was a Professor of Economics at the University of Alberta from 1978 to 2012 and Research Director of the School of Public Policy at the University of Calgary from 2012 to 2020. He has published extensively on tax policy and fiscal federalism and served as a policy advisor to the federal and provincial governments and international agencies. Bev was a member of the Expert Panel on Federal Support to Research and Development (Jenkins Panel). In 2016, he served as Chair of the British Columbia Commission on Tax Competitiveness. In 2019, Bev was a member of the Blue Ribbon Panel which reported on the Government of Alberta's finances. Bev is currently a Research Fellow of the School of Public Policy and Senior Fellow of the Fraser Institute.

**Melville McMillan** is Professor Emeritus in the Department of Economics and a Fellow of the Institute of Public Economics at the University of Alberta. His BA and MSc are from the University of Alberta and his PhD is from Cornell University. He was on the faculty of the University of Wisconsin (Madison) before joining the University of Alberta in 1975. McMillan's research and teaching interests are in public economics and, in particular, public finance, urban and local economics, fiscal federalism, and the demand for and supply of public goods and services. These interests were the focus of his research while on leaves at the Australian National University, Canberra and at the University of York, England. He has published extensively in these areas and has also advised governments and organizations nationally and internationally (e.g., the World Bank). McMillan served as Chair of the Department of Economics from 1987 to 1997. From 1994 to 2011, he was active as a faculty association representative on the Sponsors Working Group of the Universities' Academic Pension Plan. Although "retired", Melville McMillan has remained active in academic and policy matters but, since June 2022, he no longer maintains his office in the Department of Economics

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## ABOUT THE SCHOOL OF PUBLIC POLICY

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**Alberta Beach Village Office**

**From:** Crystal Zevola <Crystal@abmunis.ca> on behalf of Dan Rude <dan@abmunis.ca>  
**Sent:** September 15, 2022 3:15 PM  
**To:** Kathy Skwarchuk  
**Subject:** Power+ Process Update

Dear Kathy,

As an important participant in **Alberta Municipalities Power+**, we are pleased to update you on our advances in the procurement process.

You are among more than 120 municipalities and not-for-profit organizations from across Alberta who have combined their purchasing power in one of Alberta’s biggest ever community-based energy procurements. By establishing this large, exclusive buying group, we are accessing energy right from the generator. As a result, you will benefit from the lowest possible price and enjoy price certainty for many years into the future.

**WHERE WE ARE**

The first three stages of Power+ have concluded successfully – the establishment of a buying group, followed by going to market with a Request for Qualifications, and then a Request for Proposals. We are now in the last of the four stages of the procurement process. It is at this stage that we engage in the formalization of the procurement. We are extremely pleased with the progression to date and look forward to finalizing the details soon and in turn sharing them with you.

**NEXT STEPS**

We will keep you updated on our progress and look forward to sharing the results. Should you have any questions regarding Power+, please e-mail us.

Thank you for your continued support of Alberta Municipalities. We look forward to connecting with you again soon.

Regards,

**Dan Rude** | Chief Executive Officer  
**ALBERTA MUNICIPALITIES**

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## Alberta Beach Village Office

**From:** FCM Communiqué <communiqué@fcm.ca>  
**Sent:** August 17, 2022 8:40 AM  
**To:** aboffice@albertabeach.com  
**Subject:** RCMP retroactive costs: Take action today by contacting your MP

View email in browser



August 17, 2022



# RCMP retroactive costs: Take action today by contacting your MP

Almost a year since the RCMP ratified their collective agreement with the National Police Federation, municipalities that have had retroactive costs imposed on them without consultation have been given some breathing room in the form of delayed invoices. Still, as FCM continues to stress to the federal government and in the media, the underlying issue remains unsolved. FCM has released a statement today to that effect. For more context, refer to our last update on RCMP retroactive pay.

With Members of Parliament (MPs) in their ridings over the summer, we're looking for your continued help to keep the pressure up by emailing your MP. Our team has prepared a simple email template you can customize with examples of how the proposed RCMP retroactive costs would impact your community, such as forcing service cuts or property tax increases. These kinds of tangible examples go a long way to demonstrate why this issue is so important.

### How to take action

- Download and customize our template email. [[English](#) | [French](#)]
- Send your customized email to your MP ([find your MP's contact information here](#)) and copy [abhatnagar@fcm.ca](mailto:abhatnagar@fcm.ca)
- Now that you have examples pertinent to your community, draw public attention to the issue by sharing them on social media and tagging your MP.

Thank you for taking a few minutes to add your voice as part of our push. Your efforts, alongside ongoing advocacy by FCM staff and our provincial counterparts, will help to ensure this issue stays top of mind for MPs from all parties in the coming months.

Sincerely,

Taneen Rudyk  
 FCM President

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24 Clarence Street  
Ottawa, Ontario K1N 5P3

T. 613-241-5221 | F. 613-241-7440

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## Federal government must absorb RCMP retroactive costs



August 17, 2022

*The Federation of Canadian Municipalities (FCM) President Taneen Rudyk issued the following statement on contract policing and unbudgeted costs from the new RCMP collective agreement.*

“Ensuring the safety of our communities through effective police services is a top priority for local governments across the country. To prevent serious repercussions on residents and community services, the Federation of Canadian Municipalities, along with provincial and territorial associations in impacted regions, has been calling on the federal government to absorb all retroactive costs associated with the signing of the new RCMP bargaining agreement.

“Municipalities are paying a growing share of policing costs, but they cannot run deficits and have limited revenue tools. The federal government needs to absorb costs related to the retroactive pay instead of shifting the burden to those who can least afford it: communities and residents.

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Municipalities were not at the table for these negotiations. And while cost estimates were provided to some municipalities, these turned out to be far below the final agreement's increase over six years, with retroactive pay going back to 2017. Facing such unplanned costs, many local governments across the affected provinces are concerned about how they are supposed to pay.

"A recently announced pause in invoicing is a common-sense step and an important short-term breather but it doesn't solve the problem; the issue is far from over. Together with the federal government, we must find an immediate solution to cover retroactive policing bills. Without a solution, municipal councils will be forced to make incredibly tough decisions: to make cuts to essential services or pass the bill along to residents through major property tax increases.

"Going forward, municipalities need to have a voice in the process to ensure this situation doesn't occur again. Growing our partnership on public safety across orders of government is the best way to maintain the service levels necessary for community safety and the financial sustainability of contract policing services across Canada."

See how the RCMP contract policing issue is affecting communities here.

*The Federation of Canadian Municipalities (FCM) unites more than 2,000 local governments at the national level, representing more than 90 per cent of Canadians in every province and territory.*

**For more information:** FCM Media Relations, (613) 907-6395, [media@fcm.ca](mailto:media@fcm.ca)

Municipal finance

Policing

Rural communities



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**Alberta Beach Village Office**

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**From:** angeladuncan@albertabeach.com  
**Sent:** August 30, 2022 1:20 PM  
**To:** aboffice@albertabeach.com  
**Subject:** FW: Correspondence from the Minister of Crown-Indigenous Relations

For inclusion in our next meeting package.

Thanks,

**Angela Duncan**  
Mayor, Alberta Beach  
Vice President, Villages & Summer Villages, Alberta Municipalities  
[angeladuncan@albertabeach.com](mailto:angeladuncan@albertabeach.com)

**From:** Ministre des Relations Couronne-Autochtones / Minister of Crown-Indigenous Relations <minister@rcaanc-cirnac.gc.ca>  
**Sent:** August 30, 2022 10:33 AM  
**To:** angeladuncan@albertabeach.com  
**Cc:** Prime Minister | Premier Ministre <PM@pm.gc.ca>; gerald.soroka@parl.gc.ca; lynn.varty@gov.ab.ca  
**Subject:** Correspondence from the Minister of Crown-Indigenous Relations

Ministre des  
Relations Couronne-Autochtones



Minister of  
Crown-Indigenous Relations

Ottawa, Canada K1A 0H4

August 30, 2022

Angela Duncan  
Mayor of Alberta Beach  
Alberta Beach Administration  
Box 278  
ALBERTA BEACH AB T0E 0A0

Dear Mayor Duncan:

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I am writing in response to your correspondence of June 7, 2022, which was forwarded to me regarding the Lac Ste. Anne Pilgrimage and the visit of Pope Francis to Alberta this past July. I apologize for the delay in responding.

I acknowledge your concern about the impact the papal visit must have had on your community. As you may know, the Government of Canada is committed to implementing the Calls to Action from the Truth and Reconciliation Commission. Call to Action 58 calls on the Pope to issue an apology in Canada to residential school Survivors, families, and communities. The Pope's apology served as recognition of the systemic nature of this tragedy that was both instigated and perpetuated by the Government of Canada and the churches, including the Catholic Church. Pope Francis acknowledged that concrete actions are needed, including the repatriation of Indigenous artifacts, access for Survivors to residential schools documents, and ensuring justice for Survivors. The Government of Canada will continue to work with First Nations, Inuit, and Métis on their priorities they've identified to advance reconciliation and healing.

In the spirit of reconciliation, the Government of Canada has supported Indigenous communities and organizations to meet the needs of Survivors, families, and communities throughout the formal visit and afterwards. This includes community-led initiatives related to the papal visit and the legacy of residential schools—such as healing activities, events, ceremonies, and travel for Survivors.

However, the Government of Canada was not involved in providing logistical support to provinces or municipalities during the papal visit this past July. I recommend contacting acting Assistant Deputy Minister Lynn Varty ([lynn.varty@gov.ab.ca](mailto:lynn.varty@gov.ab.ca) or 780-913-7581) from the Alberta Ministry of Transportation to inquire about any assistance that you may still require or that may still be available following the papal visit and the annual pilgrimage.

Thank you again for taking the time to write and share your concerns with us.

Sincerely,



The Honourable Marc Miller, PC, MP

c.c.: The Right Honourable Justin Trudeau, PC, MP  
The Honourable Gerald Soroka, MP  
A/Assistant Deputy Minister Lynn Varty, Alberta Ministry of Transportation

Canada

**Alberta Beach Village Office**

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**From:** Ministry of Justice <ministryofjustice@gov.ab.ca>  
**Sent:** August 16, 2022 3:02 PM  
**Cc:** MA Minister  
**Subject:** Alberta Police Service: Detachment Deployment Model  
**Attachments:** Alberta Police Service\_ Deployment Model Report.pdf; Alberta Police Service\_Detachment Deployment Model summary.pdf; FAQ\_Alberta Police Service Deployment Model.pdf

Dear Mayor/Reeve and Council,

Today, I announced a proposed deployment model for a provincial police service that would add **275 frontline police officers to the smallest 42 detachments in Alberta**. The attached deployment model report outlines a deployment and detachment model for a proposed Alberta police service. This deployment model addresses the distinct needs of rural, urban and Indigenous communities while ensuring they all receive consistent access to services they rely on. [Click here to read the news release.](#)

Specifically, this deployment model would:

- Increase the number of police officers throughout rural Alberta to aggressively tackle rural crime by implementing a minimum detachment size of 10 police officers (compared to the status-quo, which can see detachments operating with as few as three police officers).
- Rebalance deployment of police officers towards rural communities and reducing the number of provincial police officers deployed in headquarters or administrative roles.
- Redistribute specialist provincial policing resources and services out of large urban centers such as Edmonton and Calgary, and into detachments serving rural and smaller urban communities. This would make it easier for rural, remote and Indigenous communities to access specialist provincial policing services, as well as improving response times and service delivery.

Over the last few months, I have met with many municipal leaders, many of whom have asked for more detailed information. In response, we created [futureofabpolicing.ca](https://futureofabpolicing.ca). I encourage you to visit the website to learn more on how Alberta's review of provincial policing is just one aspect of a larger Canadian conversation regarding the future of RCMP contract policing.

I would also like to take this opportunity to draw your attention to this op-ed (<https://torontosun.com/opinion/columnists/fadden-canadian-policing-its-time-for-change>) by Richard Fadden, formerly: National Security Advisor to the Prime Minister; Deputy Minister of National Defence; and past Director of the Canadian Security Intelligence Service (CSIS).

No decisions have been made on whether Alberta will transition to an Alberta provincial police, and Alberta's government is continuing to listen to a wide variety of viewpoints on this topic. I look forward to continuing this conversation and working with you to ensure that all Albertans feel safe, secure, and protected in their communities, no matter where they live.

Sincerely,

Honourable Tyler Shandro, QC, ECA  
Minister of Justice and Solicitor General

cc: Honourable Ric McIver, ECA  
Minister of Municipal Affairs

Classification: Protected A