

**AGENDA FOR THE REGULAR MEETING OF  
THE COUNCIL OF THE TOWN OF ONOWAY  
HELD ON THURSDAY, AUGUST 11, 2022 IN THE COUNCIL CHAMBERS OF THE  
ONOWAY CIVIC CENTRE AND VIRTUALLY VIA ZOOM  
COMMENCING AT 9:30 A.M.  
MEETING IS BEING AUDIO/VIDEO RECORDED**

**1. CALL TO ORDER**

**2. ADOPTION OF AGENDA**

*Recommendation:*

*that the August 11, 2022 Regular Council Meeting agenda be approved as presented*

*or*

*that the August 11, 2022, 2022 Regular Council Meeting agenda be approved with the following amendment(s) (as noted at meeting time)*

**3. ADOPTION OF MINUTES – July 28, 2022 Regular Council Meeting**

Pg 1-4

*Recommendation:*

*that the July 28, 2022 Regular Council Meeting minutes be approved as presented*

*or*

*that the July 28, 2022 Regular Council Meeting minutes be approved with the following amendment(s) (as noted at meeting time)*

**4. APPOINTMENTS/PUBLIC HEARINGS – n/a**

**5. FINANCIAL REPORTS- n/a**

**6. POLICIES & BYLAWS – n/a**

## 7. ACTION ITEMS

- Pg 5
- a) Ukrainian Independence Day 2022 (August 24) and Alberta Ukrainian Canadian Heritage Day 2022 (September 7) - please refer to the attached letter from Orysia Boychuk, President, UCC-APC requesting municipalities fly a Ukrainian flag or display a banner to acknowledge solidarity with Ukraine.

*Recommendation:*

*for discussion and direction as given by Council at meeting time*

- Pg 6
- b) Friends of the Onoway Public Library Society (FOPL) Fundraiser – please refer to the email received from the Onoway Library forwarding a request from FOPL for a prize donation for a fundraiser being organized for the month of October for the Onoway Public Library to support their programming, collection acquisitions and technology upgrades.

*Recommendation:*

*that Council support FOPL's request for a prize donation for the October fundraiser in the amount of \$150.00*

*or*

*some other direction as given by Council at meeting time*

- c) Reserve Policy – A Request for Decision is attached.

Pg 7-28 *Recommendation:*

*that Council approve the Reserve Policy as presented*

*or*

*some other direction as given by Council at meeting time*

- Pg 29-37
- d) Investment Policy – A Request for Decision is attached.

*Recommendation:*

*that Council approve the Investment Policy as presented*

*or*

*some other direction as given by Council at meeting time*

- Pg 38-50
- e) Strategic Planning Priorities – A Request for Decision is attached.

*Recommendation:*

*that Council identify preliminary priority focus areas in support of strategic planning and the CAO hiring process*

*or*

*some other direction as given by Council at meeting time*

- Pg 51
- f) CAO Hiring Process Update – A Request for Decision is attached.

*Recommendation:*

*that Council endorse the next steps of the CAO search process*

*or*

*some other direction as given by Council at meeting time*

- g) Funding Strategies for Capital Projects (water park/frisbee park) – Administration is preparing a report for Council's consideration that will be distributed prior to meeting time.

## **8. COUNCIL, COMMITTEE & STAFF REPORTS**

- a) Mayor's Report
- b) Deputy Mayor's Report
- c) Councillor's Reports (x 3)
- d) Chief Administrative Officer Report
- e) Public Works Report

*Recommendation:*

*that the Council, Chief Administrative Officer and Public Works written and verbal reports be accepted for information as presented*

*or*

*some other direction as given by Council at meeting time*

## 9. INFORMATION ITEMS

- Pg 52-74 a) CN Extreme Weather Risk Mitigation Plan – August 4, 2022 email from Cyrus Reporter, Vice President, Government and Regulatory Affairs
- Pg 75-85 b) Together 4 Health Headlines – AHS July 1, 2022 newsletter
- Pg 86-120 c) AHS Conversation about Healthcare in Alberta in Whitecourt – July 18, 2022 power point
- Pg 121-124 d) Alberta Provincial Policing Service (APPS) Website – August 4, 2022 email from Honourable Tyler Shandro, Minister of Justice
- e)

*Recommendation:*

*that Council accept the above noted items for information*

## 10. CLOSED SESSION – n/a

## 11. ADJOURNMENT

## 12. UPCOMING EVENTS:

- |                                           |           |
|-------------------------------------------|-----------|
| - Aug 25, 2022 – Regular Council Meeting  | 9:30 a.m. |
| - Sept 8, 2022 – Regular Council Meeting  | 9:30 a.m. |
| - Sept 22, 2022 – Regular Council Meeting | 9:30 a.m. |
| - Oct 13, 2022 – Regular Council Meeting  | 9:30 a.m. |
| - Oct 27, 2022 – Regular Council Meeting  | 9:30 a.m. |

TOWN OF ONOWAY  
REGULAR COUNCIL MEETING MINUTES  
THURSDAY, JULY 28, 2022  
COUNCIL CHAMBERS OF THE ONOWAY CIVIC OFFICE AND ZOOM  
COMMENCING AT 9:30 A.M

	<b>PRESENT</b>	<p>Mayor: Lenard Kwasny  Deputy Mayor: Lisa Johnson – via Zoom  Councillor: Bridgitte Coninx  Councillor: Robin Murray</p> <p>Administration: Tim Duhamel, Interim Chief Administrative Officer  Chris Yuen, Bloom CME Associate  Wayne Rothe, Bloom CME Associate  Carolynn Grey, Bloom CME Associate  Debbie Giroux, Recording Secretary</p> <p>6 members of the public joined the meeting via Zoom  1 member of the public attended the meeting in person</p>
	<b>ABSENT</b>	Councillor: Robert Winterford
<b>1.</b>	<b>CALL TO ORDER</b>	Mayor Lenard Kwasny called the meeting to order at 9:30 a.m. and advised that the meeting will be recorded.
<b>2.</b>	<b>AGENDA Motion 296/22</b>	<p><b>MOVED</b> by Councillor Robin Murray that Council adopt the agenda of the Regular Council meeting of Thursday, July 28, 2022 with the following additions:</p> <p>7f) Spray Park (Councillor Winterford requested)  7g) Council Code of Conduct Bylaw (Mayor Kwasny requested)  9c) Water Conservation Video (Councillor Winterford requested)</p> <p style="text-align: right;"><b>CARRIED</b></p>
<b>3.</b>	<b>MINUTES Motion #297/22</b>	<p><b>MOVED</b> by Councillor Robin Murray that the minutes of the July 14, 2022 Regular Council meeting be adopted with the following additions:</p> <p>Present: add Wayne Rothe, Bloom CME Associate</p> <p>10) Closed Session: add Chris Yuen and Wayne Rothe, Bloom CME Associates as Closed Session attendees.</p> <p style="text-align: right;"><b>CARRIED</b></p>
<b>4.</b>	<b>APPOINTMENTS/PUBLIC HEARINGS</b>	Clayton Lord attended the meeting from 9:35 a.m. until 10:00 a.m. to discuss development of a disc golf course in Onoway.

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TOWN OF ONOWAY  
REGULAR COUNCIL MEETING MINUTES  
THURSDAY, JULY 28, 2022  
COUNCIL CHAMBERS OF THE ONOWAY CIVIC OFFICE AND ZOOM  
COMMENCING AT 9:30 A.M

	<b>Motion #298/22</b>	<b>MOVED</b> by Councillor Bridgitte Coninx that, further to Council's discussion with Clayton Lord, that Administration add disc golf course construction (associated costs and locations) to the queue for Council's capital projects discussion in 2023.  <b>CARRIED</b>
<b>5.</b>	<b>FINANCIAL REPORTS</b>	n/a
<b>6.</b>	<b>POLICIES AND BYLAWS</b>	n/a
<b>7.</b>	<b>ACTION ITEMS</b>	Craig Rudderham, Public Works Foreman, attended the meeting from 10:00 until 10:15 to discuss the purchase of a snow pusher and his public works report.
	<b>Motion #299/22</b>	<b>MOVED</b> by Councillor Robin Murray that Council approve the purchase of an HLA 5500 Snow Pusher at a cost of \$10,900.00 plus GST, from general reserves.  <b>CARRIED</b>
	<b>Motion #300/22</b>	<b>MOVED</b> by Councillor Bridgitte Coninx that Council accept the proposal for the Bloom CME strategic planning process as presented, such meeting(s) to take place after the hiring of the permanent CAO has occurred, and that residents be surveyed about their priorities prior to the strategic planning meeting(s).  <b>CARRIED</b>
	<b>Motion #301/22</b>	<b>MOVED</b> by Deputy Mayor Lisa Johnson that Council direct administration to investigate the creation of an economic development committee and consider economic development duties in the director of corporate services job description.  <b>CARRIED</b>
	<b>Motion #302/22</b>	<b>MOVED</b> by Councillor Bridgitte Coninx the Council support Administration's recommendations for re-establishing capital and operating reserves.  <b>CARRIED</b>
	<b>Motion #303/22</b>	<b>MOVED</b> by Deputy Mayor Lisa Johnson that Council accept for information Administration's Code of Conduct policy (implemented on July 25, 2022).  <b>CARRIED</b>

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TOWN OF ONOWAY  
REGULAR COUNCIL MEETING MINUTES  
THURSDAY, JULY 28, 2022  
COUNCIL CHAMBERS OF THE ONOWAY CIVIC OFFICE AND ZOOM  
COMMENCING AT 9:30 A.M

	<b>Motion #304/22</b>	<p><b>MOVED</b> by Councillor Bridgitte Coninx that spray park construction be added to the queue for Council's capital projects discussion in 2023.</p> <p style="text-align: right;"><b>CARRIED</b></p> <p>Council discussed item 7g) Council Code of Conduct Bylaw and will continue the discussion in Closed Session.</p>
8.	<p><b>COUNCIL, COMMITTEE &amp; STAFF REPORTS</b></p> <p><b>Motion #305/22</b></p>	<p><b>MOVED</b> by Councillor Bridgitte Coninx that the Council, Interim Chief Administrative Officer and Public Works written and verbal reports be accepted for information.</p> <p style="text-align: right;"><b>CARRIED</b></p>
9.	<p><b>INFORMATION ITEMS</b></p> <p><b>Motion #306/22</b></p>	<p><b>MOVED</b> by Councillor Robin Murray that Council accept the following items for information:</p> <ul style="list-style-type: none"> <li>a) Motorcycle Ride for Dad – thank you letter to the Town organizing committee</li> <li>b) Together 4 Health Headlines – AHS July 18, 2022 newsletter</li> <li>c) Water Conservation Video provided by Councillor Robert Winterford for Council to view</li> </ul> <p style="text-align: right;"><b>CARRIED</b></p>
10.	<p><b>CLOSED SESSION</b></p> <p><b>Motion #307/22</b></p>	<p><b>MOVED</b> by Deputy Mayor Lisa Johnson that, pursuant to Section 107(2) of the Municipal Government Act, Council move into a closed session at 11:20 a.m. to discuss the following items:</p> <p>Section 16(1)(c) - Disclosure harmful to business interests of a third party</p> <p>Section 17(4)(d) – Personal Privacy</p> <p>Section 27(1)(a) – Privileged Information</p> <p style="text-align: right;"><b>CARRIED</b></p> <p>A recess was held from 11:20 a.m. until 11:22 a.m. to allow Bloom AssociatesCarolynn Grey and Chris Yuen, and Debbie Giroux, Recording Secretary to leave the meeting.</p>



TOWN OF ONOWAY  
REGULAR COUNCIL MEETING MINUTES  
THURSDAY, JULY 28, 2022  
COUNCIL CHAMBERS OF THE ONOWAY CIVIC OFFICE AND ZOOM  
COMMENCING AT 9:30 A.M

		<p><b>CLOSED SESSION:</b>  The following individuals were present for the Closed Session:  Mayor Lenard Kwasny  Deputy Mayor Lisa Johnson – via telephone  Councillor Bridgitte Coninx  Councillor Robin Murray  Tim Duhamel, Interim Chief Administrative Officer  Wayne Rothe, Bloom CME Associate</p> <p>A recess was held from 12:50 p.m. until 12:52 p.m. to allow Bloom Associates Carolynn Grey and Chris Yuen, and Debbie Giroux, Recording Secretary to return to the meeting.</p> <p><b>Motion #308/22</b> <b>MOVED</b> by Councillor Robin Murray that Council move out of Closed Session at 12:52 p.m. <span style="float: right;"><b>CARRIED</b></span></p> <p><b>Motion #309/22</b> <b>MOVED</b> by Deputy Mayor Lisa Johnson that Council accept the discussion in Closed Session for information. <span style="float: right;"><b>CARRIED</b></span></p>												
<b>11.</b>	<b>ADJOURNMENT</b>	As all matters on the agenda have been addressed, Mayor Lenard Kwasny declared the regular council meeting adjourned at 12:55 p.m.												
<b>12.</b>	<b>UPCOMING EVENTS</b>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">August 11, 2022</td> <td style="width: 60%;">Regular Council Meeting</td> <td style="width: 20%;">9:30 a.m.</td> </tr> <tr> <td>August 25, 2022</td> <td>Regular Council Meeting</td> <td>9:30 a.m.</td> </tr> <tr> <td>September 8, 2022</td> <td>Regular Council Meeting</td> <td>9:30 a.m.</td> </tr> <tr> <td>September 22, 2022</td> <td>Regular Council Meeting</td> <td>9:30 a.m.</td> </tr> </table>	August 11, 2022	Regular Council Meeting	9:30 a.m.	August 25, 2022	Regular Council Meeting	9:30 a.m.	September 8, 2022	Regular Council Meeting	9:30 a.m.	September 22, 2022	Regular Council Meeting	9:30 a.m.
August 11, 2022	Regular Council Meeting	9:30 a.m.												
August 25, 2022	Regular Council Meeting	9:30 a.m.												
September 8, 2022	Regular Council Meeting	9:30 a.m.												
September 22, 2022	Regular Council Meeting	9:30 a.m.												

\_\_\_\_\_  
Mayor Lenard Kwasny

\_\_\_\_\_  
Debbie Giroux  
Recording Secretary





UKRAINIAN CANADIAN CONGRESS  
ALBERTA PROVINCIAL COUNCIL

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КОНГРЕС УКРАЇНЦІВ КАНАДИ  
ПРОВІНЦІЙНА РАДА АЛЬБЕРТИ

Date: August 2, 2022

To: Alberta Municipalities

From: Orysia Boychuk, President, Ukrainian Canadian Congress – Alberta Provincial Council

RE: Ukrainian Independence Day 2022 (August 24) & Alberta Ukrainian Canadian Heritage Day 2022 (September 7)

Ukraine's 31st Independence Day is approaching on August 24th, 2022, as well as Ukrainian Heritage Day on September 7, 2022. We would like to thank all the municipalities in Alberta that have acknowledged these important dates by lifting a Ukrainian flag or displaying a banner. This year more than ever it is important to acknowledge these dates and display Alberta's solidarity with Ukraine, those who have newly arrived fleeing the war and the diaspora that has worked tirelessly to assist the Ukrainian Nationals. The war was caused by Russian military aggression and has accounted for many lost lives, damaged infrastructure and displaced Ukrainians.

The Ukrainian Canadian Congress – Alberta Provincial Council (UCC-APC) is inviting all municipalities to raise the Ukrainian Flag, display a banner, or light up significant structures with blue and yellow colors on these 2 important dates. We appreciate all the support so many communities have provided to assist Ukrainians in their home country and on arrival to Alberta.

UCC-APC also encourages short ceremonies where possible and including all ethnic and refugee groups as appropriate. We would also appreciate receiving any photos or short notes about these events. UCC-APC will proudly display these photos on our social media pages and share with our national organization the Ukrainian Canadian Congress to showcase Alberta's commitment to this important cause and that we remain the cradle of Ukrainian settlement in Canada.

Orysia Boychuk, President

UCC-APC



August 2020

Dear Friends and Neighbours

The Friends of the Onoway Public Library Society is planning an exciting fundraiser to take place throughout the month of October 2022 in support of the Onoway Public Library.

The **Fall into Autumn** event will resemble the October 2022 calendar with a prize specified for each day. Calendars would be purchased, and each calendar allows the purchaser the opportunity to win the prize selected for that day – 31 days = 31 prizes to be won.

We are asking the community members and business for support with the donation of a gift, service, seasonal articles, or even cash. Your donation would be recognized and reflected in the calendar in this format:

YOUR NAME YOUR DONATION here	2	3	4	5
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All proceeds from the sale of calendars will be directed from the Friends of the Onoway Public Society directly into the Onoway Public Library to support Programing, Collection Acquisitions, and technology upgrades.

Please contact the Onoway Library at 780 967 2445 or email [fopl2019@gmail.com](mailto:fopl2019@gmail.com) to arrange for pick up or drop off of your donation prior to 1 September 2022.

*Thank You for Your Consideration*

*Corrine Feth*

Corrine Feth,  
Chair, Friend of Onoway Public Library Society

Friends of Onoway Public Library Society

Box 213, Onoway, AB T0E 1V0 Email: [fopl2019@gmail.com](mailto:fopl2019@gmail.com) Phone: 780-967-2445

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**Town of Onoway**

**Request for Decision**

Meeting:	<b>Council Meeting</b>
Meeting Date:	August 11, 2022
Presented By:	Tim Duhamel, Interim CAO
Title:	Reserve Policy

**BACKGROUND / PROPOSAL**

Municipal long term financial sustainability is largely achieved through responsible budgeting, effective fiscal resource management, and prudent long-term financial planning. Long term financial planning is supported by the appropriate establishment of operating and capital reserves through policy. This request for decision is recommending a reserve policy be established.

**DISCUSSION / OPTIONS / BENEFITS / DISADVANTAGES**

The purpose of this policy is to maintain consistent standards and guidelines for the management of Reserves and execution of Reserve Transactions, and to ensure that all Reserve Transactions are approved by Council and carried out in accordance with Council's approval.

Previously, council approved the establishment of reserves into 3 categories.

**Committed Reserves**

Onoway Regional Fire Services -	\$17,124
Parks (donation)	\$60,000

**Operating**

General and Specific Use	\$206,561
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**Capital**

General and Specific Use	\$350,000
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The recommended reserve policy sets out:

1. Required operating and capital reserve uses
2. Rules for how reserves can be accessed
3. Reserve descriptions under the three categories above
4. Reserve descriptions
5. Funding options

## **STRATEGIC ALIGNMENT**

Financial Sustainability

## **COSTS / SOURCE OF FUNDING**

Reserves will be funded as required through

1. Budgeted transfers
2. Year end surplus allocations
3. Other sources approved by Council

## **RECOMMENDED ACTION**

That Council approve the Reserve Policy as presented.

# Policy

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## Financial Reserves

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### Policy Statement

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A Reserve Policy is a prudent business practice that will enhance the Town of Onoway's financial strength, flexibility, cash flow management, and ability to achieve the Council Vision and the Strategic Plan priorities.

A Reserve Policy is required to establish, maintain and manage Reserve funds that:

- maintain and improve Onoway's working capital requirements;
- provide for future funding requirements; and
- provide stabilization for fluctuations in operating and capital activities.

### Purpose

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The purpose of this policy is to maintain consistent standards and guidelines for the management of Reserves and execution of Reserve Transactions, and to ensure that all Reserve Transactions are approved by Council and carried out in accordance with Council's approval.

### Definitions

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1. **Committed Balance** - Financial Reserves policy to be applied towards specific expenditures.
2. **Designated Balance** - Funding designated to Reserves for a specific purpose, which has not yet been approved by Council to be applied towards specific expenditures.
3. **Infrastructure Lifecycle, Maintenance and Replacement Reserves** - A reserve description for reporting which captures all reserves that tie to Infrastructure Lifecycle, Maintenance and Replacement of Onoway tangible capital assets.
4. **Optimal Balance** - Where applicable, Reserves will require a minimum or maximum recommended balance for the Reserve. These recommendations will be a formula based on adequate levels to maintain services as determined by departments, endorsed by the CAO, and approved by Council.
5. **Projects Reserves** - A Reserve roll up description for reporting which captures all Reserves that tie to the non-cyclical Reserve needs of departments including operating and capital projects.
6. **Redesignation of Reserve Funds** - The process to change the purpose of Reserved funds from one Reserve to another.

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7. **Release of Reserve Funds** – Reserve funds for which the purpose has been fulfilled or changed and is consequently closed. Any funding resulting from the release of a Reserve will be identified for redesignation to another Reserve or general surplus.
8. **Reserve** – Reserves are created when funds are set aside (designated) for a future purpose. Funds within a Reserve are restricted and will be applied as outlined in the approved Reserve Description.
9. **Reserve Description** – A listing of Reserve Descriptions is found in Schedule “B” of this policy. Each Reserve Description contains the following:
  - the overall purpose of the Reserve;
  - the source of the Reserve funds;
  - when the Reserve can be accessed (the application);
  - the duration; and
  - interest entitlement.
10. **Reserve Transaction** – The following activity is considered a Reserve Transaction:
  - contributions to the Reserve from internal or external sources
  - withdrawals from the Reserve to fund expenditures
  - Redesignation of the Reserve Funds
  - Release of the Reserve Funds.
11. **Special Purpose Reserves** – A Reserve roll up category for reporting which captures unique Reserves that have a one to one relationship with the Reserve Description. For these Reserves, a policy is in place as referenced in the Reserve Description, or external influences are a factor.
12. **Stabilization and Contingency Reserves** - A Reserve roll up category for reporting which captures all Reserves that maintain funds to aid in stabilizing and smoothing the temporary impact of unforeseen events, or planned fluctuations in activity.

## **Guidelines**

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1. All Reserve Transactions will be ratified by Council.
2. All Reserves will be administered in accordance with current municipal policies and the Public Sector Accounting Standards.
3. All Reserves must fall under the operating or capital Reserves and be classified with a Description. The establishment of a new Reserve, which will require a new Reserve Description, must be approved by Council.
4. Reserves will be funded from internal or external sources as defined in the Reserve Descriptions.
5. Funding to and from the Reserve will be approved through Council via:
  - existing municipal policies;
  - the annual budget process;
  - the year end Reserve request and approval process;
  - the approved Reserve Description; or
  - Council resolution.
6. As part of the year end Reserve request and approval process, any potential Release of Reserve Funds or Redesignation of Reserve Funds will be identified.

7. Interest earnings will be applied to the Reserves which have been deemed interest bearing as indicated in the Reserve Description.
8. Reporting
  - Regular reporting on the Reserves will occur through the quarterly management report. The quarterly reporting will indicate the total of Reserves as grouped in the four Reserve roll up categories, and will include the current balance, segregated between Committed Balance and Designated Balance.
  - The Consolidated Financial Statements of the Town report Reserves within accumulated surplus, along with equity in tangible capital assets and unrestricted surplus (deficit).

ATTACHMENTS:  
Schedule "A" Reserve Descriptions

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## **Policy Record**

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**Date of Approval by Council:** August 11, 2022

**Next Review Date:** August 11, 2025

**Last Review Date:** Aug 11, 2022

**Administrative Review:** CAO





**SCHEDULE A**  
**Onoway Financial Reserves**

**Reserve Descriptions**

**Municipal Reserves**

**Stabilization and Contingency Reserves**

R2) Stabilization and Contingency Reserve

**Projects Reserves**

R3) Year End Carry Forwards – Municipal Reserve

R4) Municipal Projects Reserve

**Infrastructure Lifecycle, Maintenance and Replacement Reserves**

R5) Municipal Infrastructure Lifecycle, Maintenance and Replacement Reserve

**Special Purpose Reserves**

R6) Council Priority Funds

R7) Public Reserve Trust

R8) General Land

R 9) Municipal Levy Debt Repayment Reserve

R10) R12) Cultural Development Fund

R11) Internal Financing

**Utilities Reserves**

**Stabilization and Contingency Reserves**

RU1) Utility Rate Stabilization and Contingency

**Projects Reserves**

RU2) Year End Carry Forwards – Utilities Reserve

RU3) Utilities Projects Reserve

**Infrastructure Lifecycle, Maintenance and Replacement Reserves**

RU4) Utilities Infrastructure Lifecycle, Maintenance and Replacement Reserve

**Special Purpose Reserves**

RU5) Utility Levy Debt Repayment Reserve

Financial Reserves – Description R2	
Type:	Municipal
Roll up Category:	Stabilization and Contingency Reserve
Name:	Stabilization and Contingency Reserve
Purpose:	To provide funds to smooth the future property tax dollar increases in periods of high inflation, to stabilize fluctuations in operating and capital activity, to address the risk of revenue or expenditure volatility; to stabilize the temporary impact of unforeseen, non-recurring, emergent, one-time expenditures or losses of revenue; and to ensure the orderly provision of services to citizens. Examples of these contingencies would include, but not be limited to, Unforeseen Climatic Conditions and Protective Services Extraordinary Circumstances.
Source of Funding:	<ul style="list-style-type: none"> <li>a) Budgeted transfers as approved by Council.</li> <li>b) Allocation of the Year-End Operating surplus as approved by Council</li> <li>c) Released funds from the Year End Carry Forwards – Municipal Reserve.</li> <li>d) Gains received from the sale of investments by virtue of this Reserve Description are authorized to be transferred to this Reserve</li> <li>e) Other sources as approved by Council.</li> </ul>
Application:	Funds from this Reserve will be used for stabilizing periods of high inflation or other items that would result in volatility of future property tax dollar requirements, and for stabilizing unbudgeted impacts resulting from unanticipated events. Examples are unforeseen increases in emergency response costs, unforeseen climatic conditions, reductions in the carrying cost of investments, losses incurred due to assessment changes, extraordinary events, insurance premiums and/or deductible payment fluctuations, or other items that would result in an overall deficit to the municipal operation.
Duration:	Ongoing
Interest Bearing:	No

Financial Reserves – Description R3	
Type:	Municipal
Roll up Category:	Projects Reserves
Name:	Year End Carry Forwards – Municipal Reserve
Purpose:	To carry the funding for specific operating programs and projects where the service or acquisition was not completed or received by year end, but will occur in the following year, to eliminate the requirement to re-budget or cancel partially completed projects.
Source of Funding:	The funding required to complete a specific program or project which was previously approved by Council in the operating budget and will need to continue into the following year. Budgeted operating projects to be funded by reserve not completed in the current budget year are authorized to be transferred to this reserve by virtue of this Reserve Description.
Application:	Funds from this Reserve will be used to fund expenditures for the intended purpose as included in the budget approved by Council.
Duration:	<ul style="list-style-type: none"> <li>a) Projects or programs not completed in the fiscal year they were budgeted will be carried forward as part of the annual Reserve request and approval process.</li> <li>b) Any project that has not been completed within one year of being carried forward will be automatically released unless decided otherwise at the direction of the Chief Commissioner. By virtue of this Reserve Description, balances from the released funds will be redesignated into the Stabilization and Contingency Reserve.</li> </ul>
Interest Bearing:	No

Financial Reserves – Description R4	
Type:	Municipal
Roll up Category:	Projects Reserves
Name:	Municipal Projects Reserve
Purpose:	To provide funding for operating and capital multi-year projects that will be undertaken in the future, to build funding for non-annual programs, and to assist in meeting future funding requirements for projects
Source of Funding:	<ul style="list-style-type: none"> <li>a) Annual budget transfers as approved by Council.</li> <li>b) Allocation of the Year-End Operating surplus as approved by</li> <li>c) Proceeds received from the sale of disposed assets by virtue of this Reserve Description are authorized to be transferred to this Reserve</li> <li>d) Other sources as approved by Council.</li> </ul>
Application:	This Reserve will be used to fund expenditures relating to the specific projects as originally presented to Council, or approved through the budget.
Duration:	Ongoing
Interest Bearing:	No

<b>Financial Reserves – Description R5</b>	
Type:	Municipal
Roll up Category:	Infrastructure Lifecycle, Maintenance and Replacement Reserve
Name:	Municipal Infrastructure Lifecycle, Maintenance and Replacement Reserve
Purpose:	To provide funds for Infrastructure Lifecycle, Maintenance and Replacement projects including, but not limited to: <ul style="list-style-type: none"> <li>a) Meeting future municipal requirements for existing assets</li> <li>b) The scheduled replacement, refurbishment and maintenance of Strathcona County's vehicle and transit fleet.</li> <li>c) The overlay and construction of arterial roads in the Urban Services Area</li> <li>d) Annual Transportation</li> <li>e) Annual equipment replacement programs</li> </ul>
Source of Funding:	<ul style="list-style-type: none"> <li>a) Budgeted transfers as approved by Council</li> <li>b) Allocation of the Year-End Operating surplus as approved by Council in accordance with Policy FIN-001-008</li> <li>c) Proceeds received from the sale of disposed infrastructure lifecycle assets by virtue of this Reserve Description are authorized to be transferred to this Reserve</li> <li>d) Other sources as approved by Council</li> </ul>
Application:	This Reserve will be used to fund the replacement, refurbishment and maintenance of the Strathcona County's infrastructure assets as approved through the budget, or as presented to Council to smooth out fluctuation impacts in annual costs.
Duration:	Ongoing
Interest Bearing:	No

(16)

Financial Reserves – Description R6	
Type:	Municipal
Roll up Category:	Special Purpose Reserves
Name:	Council Priority Funds
Purpose:	To assist with the management of Council Priority Funds
Duration:	Ongoing
Interest Bearing:	No

Financial Reserves – Description R7	
Type:	Municipal
Roll up Category:	Special Purpose Reserves
Name:	Public Reserve Trust
Purpose:	To set aside proceeds from the sale of public reserve
Application:	Funds from this Reserve may be applied in accordance with the Land Management Policy (SER-012-011).
Duration:	Ongoing
Interest Bearing:	Yes



Financial Reserves – Description R8	
Type:	Municipal
Roll up Category:	Special Purpose Reserves
Name:	General Land
Purpose:	To set aside funds to acquire and maintain lands for the General Land Reserve
Application:	The General Land Reserve may be used to fund the acquisition and maintenance of lands classified under the General Lands Inventory
Duration:	Ongoing
Interest Bearing:	No

Financial Reserves – Description R9	
Type:	Municipal
Roll up Category:	Special Purpose Reserves
Name:	Municipal Levy Debt Repayment Reserve
Purpose:	To set aside funds for the repayment of approved municipal levy supported debentures.
Source of Funding:	This Reserve will be funded from off-site developer levy revenues for approved levy debt. By virtue of this Reserve Description, municipal levy developer revenue is authorized to be transferred to the Municipal Levy Debt Repayment Reserve in accordance with approved capital project funding, municipal levy debt bylaws or to repay interim financing.
Application:	This Reserve will be used to repay the principal and interest of outstanding approved levy debentures over the term of the debt, in accordance with approved municipal levy debt (borrowing) bylaws.
Duration:	Ongoing
Interest Bearing:	No

Financial Reserves – Description R10	
Type:	Municipal
Roll up Category:	Special Purpose Reserves
Name:	Major Recreation Debt Repayment Reserve
Purpose:	To set aside funds for the repayment of approved debentures applied towards the construction of recreation facilities
Source of Funding:	This Reserve may be funded from Major Recreation Facility contributions. By virtue of this Reserve Description, Recreation Facility contribution revenues are authorized to be transferred to the Facility Debt Repayment Reserve in accordance with approved capital project funding and municipal levy debt bylaws.
Optimal Balance:	See Schedule A
Application:	This Reserve will be used to repay the principal and interest of outstanding debentures applied towards the construction of Recreation Facilities over the term of the debt.
Duration:	Ongoing
Interest Bearing:	No

Financial Reserves – Description R11	
Type:	Municipal
Roll up Category:	Special Purpose Reserves
Name:	Community/Culture Development Fund
Purpose:	To provide funds that will assist in the delivery of cultural services by community organizations and Recreation, Parks & Culture.
Source of Funding:	<ul style="list-style-type: none"> <li>a) Budgeted transfers as approved by Council.</li> <li>b) Allocation of the Year-End Operating surplus as approved by Council</li> <li>c) Donations and fund raising</li> <li>d) Other sources as approved by Council.</li> </ul>
Application:	This Reserve will be used to provide funding assistance to foster, strengthen and support arts, culture and heritage development of our community, and to fund the Public Art program. Examples of such initiatives include but are not limited to: art conservation and maintenance, education and awareness, temporary exhibits and special events, community public art, and Public Art Plan updates.
Duration:	Ongoing
Interest Bearing:	No

Financial Reserves – Description R12	
Type:	Municipal
Roll up Category:	Special Purpose Reserves
Name:	Internal Financing
Purpose:	To provide funds for internal financing of approved projects.
Source of Funding:	<ul style="list-style-type: none"> <li>a) Budgeted transfers as approved by Council.</li> <li>b) Allocation of the Year-End Operating surplus as approved by Council</li> <li>c) Other sources as approved by Council.</li> </ul>
Application:	This Reserve will be used as a source of funds for the internal financing of operating and capital projects as approved by Council, in accordance with Policy FIN-001-025 Debt Management Policy, guideline 9.
Duration:	Ongoing
Interest Bearing:	No

Financial Reserves – Description RU1	
Type:	Utilities
Roll up Category:	Stabilization and Contingency Reserves
Name:	Utility Rate Stabilization and Contingency
Purpose:	To stabilize solid waste, water, and wastewater rates in the event of unforeseen, non-recurring, emergent expenditures or losses of revenue; to stabilize fluctuations in operating and capital activity; and to address the risk of revenue or expenditure volatility.
Source of Funding:	<ul style="list-style-type: none"> <li>a) Budgeted transfers as approved by Council.</li> <li>b) Allocation of the Year-End Operating surplus as approved by Council</li> <li>c) Other sources as approved by Council.</li> </ul>
Application:	Funds from this Reserve will be used to smooth the impact of utility rate increases within the annual operating budget, and for stabilizing unbudgeted impacts resulting from the unanticipated events.
Duration:	Ongoing
Interest Bearing:	Yes

Financial Reserves – Description RU2	
Type:	Utilities
Roll up Category:	Projects Reserves
Name:	Year End Carry Forwards – Utilities Reserve
Purpose:	To carry the funding for specific operating programs and projects where the service or acquisition was not completed or received by year end, but will occur in the following year, to eliminate the requirement to re-budget or cancel partially completed projects.
Source of Funding:	The funding required to complete a specific project or program which was previously approved by Council in the operating budget and will need to continue into the following year.
Application:	Funds from this Reserve will be used to fund expenditures for the intended purpose as included in the budget approved by Council.
Duration:	<ul style="list-style-type: none"> <li>a) Projects or programs not completed in the fiscal year they were budgeted will be carried forward as part of the annual Reserve request and approval process.</li> <li>b) Any project that has not been completed within one year of being carried forward will be automatically released into the Utilities Infrastructure Lifecycle, Maintenance and Replacement Reserve, unless decided otherwise at the direction of the Chief Administrative Officer</li> </ul>
Interest Bearing:	No



Financial Reserves – Description RU3	
Type:	Utilities
Roll up Category:	Projects Reserves
Name:	Utilities Projects Reserve
Purpose:	To provide funding for operating and capital multi-year projects that will be undertaken in the future, to build funding for non-annual programs, and to assist in meeting future funding requirements for projects
Source of Funding:	<ul style="list-style-type: none"> <li>a) Budgeted transfers as approved by Council.</li> <li>b) Allocation of the Year-End Operating surplus as approved by Council</li> <li>c) Other sources as approved by Council.</li> </ul>
Application:	This Reserve will be used to fund expenditures relating to the specific projects as originally presented to Council or approved through the budget.
Duration:	Ongoing
Interest Bearing:	No

Financial Reserves – Description RU4	
Type:	Utilities
Roll up Category:	Infrastructure Lifecycle, Maintenance and Replacement Reserves
Name:	Utilities Infrastructure Lifecycle, Maintenance and Replacement Reserve
Purpose:	<p>To provide funds to assist in meeting future requirements for the expansion, replacement, refurbishment and maintenance of tangible capital assets managed by Utility Operations.</p> <p>These requirements include, but are not limited to:</p> <ul style="list-style-type: none"> <li>a) water transmission and distribution systems;</li> <li>b) wastewater collection, trunk and storm systems;</li> <li>c) solid waste systems; and</li> <li>d) related supplemental works as may be required from time to time</li> </ul>
Source of Funding:	<ul style="list-style-type: none"> <li>a) Budgeted transfers as approved by Council.</li> <li>b) Allocation of the Year-End Operating surplus as approved by Council in accordance with Policy FIN-001-008.</li> <li>c) Release of Reserve balances not used in the Year End Carry Forwards – Utilities Reserve.</li> <li>d) Proceeds received from the sale of disposed infrastructure lifecycle assets by virtue of this Reserve Description are authorized to be transferred to this Reserve</li> <li>e) Other sources as approved by Council.</li> </ul>
Application:	Reserve funds will be used to provide for operating and capital projects required to meet the customer service delivery objectives and other costs associated with Utilities Infrastructure Lifecycle, Maintenance and Replacement as identified and approved in the Utility annual budget and capital plan.
Duration:	Ongoing
Interest Bearing:	Yes

Financial Reserves – Description RU5	
Type:	Utilities
Roll up Category:	Special Purpose Reserves
Name:	Utility Levy Debt Repayment Reserve
Purpose:	To set aside funds for the repayment of approved utility levy supported debentures.
Source of Funding:	This Reserve is funded from off-site developer levy revenues for approved levy debt. By virtue of this Reserve Description, utility levy developer revenue is authorized to be transferred to the Utility Levy Debt Repayment Reserve in accordance with the approved capital project funding, utility levy debt bylaws or to repay interim financing.
Application:	This Reserve will be used to repay the principal and interest of outstanding approved levy debentures over the term of the debt, in accordance with approved utility levy debt (borrowing) bylaws.
Duration:	Ongoing
Interest Bearing:	No



**Town of Onoway**

**Request for Decision**

Meeting:	<b>Council Meeting</b>
Meeting Date:	August 11, 2022
Presented By:	Tim Duhamel, Interim CAO
Title:	<b>Subject: Investment Policy</b>

**BACKGROUND / PROPOSAL**

The 2022 budget review revealed a lack of investment revenue for the town. This is due to the lack of investing done by the town in the absence of an investment policy.

The town bank account fluctuates approximately between \$600 thousand to \$2 million dollars over the year. This is due to approximately \$600 thousand in town reserves, and approximately \$1.5 million dollars of taxation revenue that is collected annually. The \$2 million bank account peak occurs in late July / early August when taxes are collected. This amount dissipates over the year as operating funds are required.

**DISCUSSION / OPTIONS / BENEFITS / DISADVANTAGES**

Investment income could be realized while also ensuring funds are safe through prudent investments. To meet the goal of investment revenue maximization while also maintaining the safekeeping of the town's financial assets, requires a comprehensive investment policy.

An investment policy will provide strict guidelines for making investments including specific identification of allowable investments.

To this end, administration has drafted investment policy for council review and consideration.

**STRATEGIC ALIGNMENT**

Financial Sustainability

**COSTS / SOURCE OF FUNDING**

N/A

**RECOMMENDED ACTION**

That Council approve the investment policy as presented

# Policy

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## Investments

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### Policy Statement

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It is the policy of the Town of Onoway to invest public funds in a prudent manner that will provide optimum investment returns with the maximum security while meeting the Town's cash flow requirements and conforming to the Municipal Government Act and all other provincial statutes and regulations governing the investment of municipal funds.

### Purpose

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#### Objectives

This investment policy has the following objectives listed in the order of their priority:

**1. Capital Preservation**

The Town of Onoway recognizes its fiduciary responsibility for the stewardship of public funds with which it has been entrusted. Therefore, the prime objective of this policy is to ensure that the principal amount of each investment is safe from losses due to market conditions and issuer default. To accomplish this objective the Town's minimum standards are set to ensure the credit quality of all investments meets or exceeds those standards as defined in the attached Schedule I – Schedule of Approved Investments.

**2. Maintenance of Liquidity**

The Town of Onoway's investment portfolio will be sufficiently liquid in order to enable the Town to meet its operating cash flow requirements which might be reasonably anticipated in the short and long term. For the purposes of this policy the Town defines Liquidity as the ability to convert an investment into cash without a substantial loss of principal or interest.

**3. Rate of Return**

The Town of Onoway's investment portfolio will be effectively managed to ensure that an optimum Rate of Return is realized on all investments within the parameters of the objectives established within this policy.

**4. Compliance with the Municipal Government Act**

The Town of Onoway will ensure that all investments purchased and owned by the Town are in accordance with the Municipal Government Act, RSA 2000, c. M-26 (Section 250).

## **Guidelines**

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### **1. Authority**

The Chief Administrative Officer is ultimately responsible and accountable for the control, management, and administration of the Town of Onoway's investments in accordance with the investment policy approved by Council. The Chief Administrative Officer may delegate this responsibility.

### **2. Responsibilities of the Chief Administrative Officer or Appointed Delegate**

The Chief Administrative Officer or Appointed Delegate shall establish appropriate guidelines, procedures, and internal controls;

- a) To achieve the objectives identified within this policy.
- b) For authorizing officers, employees and persons to engage in investment activities.
- c) For the accounting, Safekeeping, and reporting of investment activities.

### **3. Authorized Investments**

The Schedule of Approved Investments identifies the Securities that the Chief Administrative Officer or Appointed Delegate can purchase on behalf of and in the name of the Town .

### **4. Safekeeping and Custody**

The Chief Administrative Officer or Appointed Delegate shall ensure that:

- a) All Securities shall be held in the name of the Town of Onoway.
- b) All Securities shall be held for Safekeeping by the financial institution where the investment accounts are maintained.
- c) The financial institution shall issue a Safekeeping receipt to Town of Onoway listing the specific investment, interest rate, maturity, and other pertinent information. On a monthly basis or at a minimum quarterly, the financial institution will provide reports which list all Securities held for the Town , the book value of the holdings and the market value as at month-end.

### **5. Prudence**

Investments shall be made with judgment and care under circumstances then prevailing. All reasonable steps shall be taken to ensure that the management of the Town 's investment portfolio is in accordance with this policy. Officers, employees, and persons involved in investment activities shall exercise the degree of care, diligence, skill, and prudence that a reasonable person would exercise in the administration of their own affairs and in doing so shall attempt to maximize the investment earnings of the portfolio within the parameters of the objectives established within this policy.

## **6. Ethics & Conflict of Interest**

Officers, employees, and persons involved in the investment process shall refrain from personal business activity that could conflict with the proper execution of their responsibilities, or which could impair their ability to make impartial investment decisions. Officers and employees shall disclose to the Chief Administrative Officer any material interests in financial institutions with which they conduct business. They shall further disclose any personal/financial investment positions that could be related to the performance of the investment portfolio. Employees and officers shall not undertake personal investment transactions with the same individual with whom business is conducted on behalf of the Town.

## **7. Reporting**

The Chief Administrative Officer or Appointed Delegate will report to Council quarterly

The Chief Administrative Officer will review the following information on a quarterly basis:

- a) Total assets within the investment portfolio.
- b) A summary of holdings within the investment portfolio.
- c) Evaluation of portfolio performance to applicable Benchmarks.

## **Definitions**

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### **1. Securities**

Investments issued by a government agency or corporation offered for purchase to investors. Securities as defined by the Municipal Government Act include: bonds, debentures, trust certificates, guaranteed investment certificates, certificates of deposits, deposit receipts, bills, notes and mortgages, rights or interest in respect of a security.

### **2. Corporate Bonds**

These instruments are interest bearing debt that is secured by the assets of the issuing corporation. These Securities generally have a maturity which is greater than one year and form a part of the money markets only when the long-term debt approaches maturity. These instruments are actively traded within the markets and do have some degree of Liquidity.

### **3. Managed Funds**

A professionally managed investment portfolio which includes a diverse range of investments. In reference to this policy, Managed Funds will only include a narrow range of investments as defined within the Municipal Government Act. The objective of a managed portfolio is to minimize interest rate and credit risk and generate above average growth through active portfolio management.



**4. Schedule "1" Chartered Banks**

Banks that are allowed to accept deposits and which are not subsidiaries of a foreign bank. Chartered banks receive their charters from the federal government under the Bank Act. Schedule "1" Chartered Banks are widely held (no single person or corporation may hold more than 10% of the voting stock and foreign ownership is limited to 25%).

**5. Non-viable Contingent Capital Sub-debt (NVCC)**

This type of debt is specifically issued by Schedule "1" Chartered Banks around the potential for a financial event where the debt issued by the bank can be converted to corporate shares. Corporate shares are not a qualified investment under the Municipal Government Act.

**6. Liquidity**

In the context of a firm, Liquidity is the ability to meet its financial obligations as they become due. In the context of investments, Liquidity refers to the ability to convert the security on short notice into cash without a substantial loss of principal or accrued interest.

**7. Safekeeping**

Occurs when a bank or broker holds Securities that are registered in the client's name for the client. This allows for physical protection and makes them readily available to sell at the client's instruction.

**8. Effective Rate of Return**

The actual Rate of Return based on the purchase price of the investments and the interest accrued to a specific date. Market values, gains, and losses are excluded from the calculation.

**9. Benchmark**

A standard against which the performance of an investment portfolio can be measured which often includes a market index.

**10. Bond Rating Services**

A bond rating is a grade given to a bond that indicates its credit quality. Private, independent rating services such as Standard & Poor's (S&P) and Dominion Bond Rating Services (DBRS) provide evaluations of a bond issuer's financial strength, or its ability to pay a bond's principal and interest in a timely fashion.

<b>DEBT RATING COMPARISON CHART</b>		
<b>Credit Quality</b>	<b>Long-Term Credit Rating S&amp;P</b>	<b>Short-Term Credit Rating DBRS</b>
Superior	AAA	R-1 (High)
	AA	R-1 (Mid)
Good	A	R-1 (Low)
		R-2 (High)
Adequate*	BBB	R-2 (Mid & Low)
Speculative	BB	
Highly Speculative	B	
	CCC	
	CC	

\*Adequate - ratings in this category are considered "Investment Grade"

**Schedule of Approved Investments – Operating Portfolio  
Temporary & Short-Term (Less than 1 year)**

Investment Description	Approved Institution Limit	Total Portfolio Limit	DBRS Minimum Rating	Maximum Term of Maturity
<b>Government:</b>				
Securities issued or guaranteed by: Federal or Provincial Government	Unlimited	Unlimited	R-1 (M)	1 year
<b>Chartered Banks:</b>				
Securities issued or guaranteed by: Schedule "1" Chartered Banks	40 %	75 %	R-1 (M)	1 year
<b>Other Financial Institutions:</b>				
Securities issued or guaranteed by: ATB Financial	Unlimited	Unlimited	R-1 (M)	1 year
<ul style="list-style-type: none"> <li>• The above financial institutions' deposits are 100 % guaranteed by the Government of Alberta.</li> <li>• Should the guarantee change, the holdings will be immediately reassessed to determine their DBRS credit rating and allowable percentages within the portfolio.</li> <li>• If the minimum credit rating does not meet R1 (M-mid) status, the investments will be liquidated as necessary.</li> </ul>				

### Schedule of Approved Investments – Mid-Term Portfolio (1 – 10 years)

Investment Description	Approved Institution Limit	Total Portfolio Limit	S&P Minimum Rating	Maximum Term of Maturity
<b>Government:</b>				
Securities issued or guaranteed by: Federal or Provincial Government	Unlimited	Unlimited	A-	10 years
<b>Other Financial Institutions:</b>				
Securities issued or guaranteed by: ATB Financial	Unlimited	Unlimited	A-	5 years
<ul style="list-style-type: none"> <li>• The above two financial institutions' deposits are 100 % guaranteed by the Government of Alberta.</li> <li>• Should the guarantee change, the holdings will be immediately reassessed to determine their DBRS credit rating and allowable percentages within the portfolio.</li> <li>• If the minimum credit rating does not meet R1 (M-mid) status, the investments will be liquidated as necessary.</li> </ul>				
<b>Corporate Bonds:</b>				
Bonds issued or guaranteed by: Schedule "1" Chartered Banks excluding Non-viable Contingent Capital Sub-debt (NVCC)	20 %	40 %	A-	10 years

### Schedule of Approved Investments – Long-Term Portfolio (10 plus years)

Investment Description	Approved Institution Limit	Total Portfolio Limit	S&P Minimum Rating	Maximum Term of Maturity
<b>Government:</b>				
Bonds issued or guaranteed by: Federal/Provincial Governments including Crown Corporations	Unlimited	Unlimited	A-	30 years
<b>Corporate Bonds:</b>				
Bonds issued or guaranteed by: Schedule "1" Chartered Banks excluding Non-viable Contingent Capital Sub-debt (NVCC)	20 %	40 %	A-	20 years
<b>Managed Funds:</b>				
In accordance with the Alberta Municipal Government Act		25 %		30 years

## **Policy Record**

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**Date of Approval by Council:** August 11, 2022

**Next Review Date:** August 11, 2025

**Last Review Date:** N/A

**Administrative Review:** Chief Administrative Officer

**Town of Onoway**

**Request for Decision**

Meeting:	<b>Council Meeting</b>
Meeting Date:	August 11, 2022
Presented By:	Tim Duhamel, Interim CAO
Title:	<b>Subject: Strategic Planning Priorities</b>

**BACKGROUND / PROPOSAL**

The Town of Onoway is currently without a current strategic plan. One goal of a strategic plan is to identify four to six priority focus areas that are aligned with Council's long-term vision for the community. This begins with a high-level discussion on priorities. The town is currently conducting a search for a new Chief Administrative Officer (CAO). Administration feels it is prudent to get an initial indication from council as to what the town priorities are in order to support council's decision on its new CAO.

**DISCUSSION / OPTIONS / BENEFITS / DISADVANTAGES**

Completing a strategic plan process will clarify council's priorities and vision for the town of Onoway. The process will support the identification of short, mid, and long-term strategic objectives.

This presentation will initiate and support Council's discussion related to strategic priorities. The discussion will integrate into a council workshop focused on strategic planning at a later date. The outcome of the discussion will help support the choice for a new CAO.

**STRATEGIC ALIGNMENT**

Good Governance, Service Excellence.

**COSTS / SOURCE OF FUNDING**

Bloom is offering to facilitate the process at no cost.

**RECOMMENDED ACTION**

That council identify preliminary priority focus areas in support of strategic planning and the CAO hiring process.

# Council Strategic Priorities



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# Municipal Service Equation

Capital is the Foundation

- Municipalities are in the “**quality of life**” **business** providing value for taxes, rates, fees and charges.
- Hundreds of critical and quality of life services are delivered each day and are supported by **dedicated staff** and **well maintained capital assets**





# Municipal Roles Council and Administration

## Municipal Government

### Municipal Council and a Municipal Administration

#### Council

A community's elected municipal council makes **decisions** and **passes bylaws** and resolutions on behalf of the community.

- Review
- Evaluate
- Decide
- Direct
- Priorities
- Strategic planning
- **"What"**

#### Administration

Municipal administration **manages** the community's **day-to-day** programs and services. The administration **carries out the municipal council's decisions** and **manages community functions**.

- Advise
- Recommend
- Plan
- Endorse
- **"How"**
- **"Do"**



# Strategic Planning Defined

## Strategic Planning

- Involves **setting goals, determining actions** to achieve the goals, and **mobilizing resources** to execute the actions.
- Is an **organization's process** of **defining its strategy = direction**.
- Guides **decision making** to pursue strategic goals.
- Guides the **allocation of resources** to support the **achievement of strategic goals**.



# Strategic Plan – Vision Community Plan

- ✓ A strategic plan is a **council driven** document
- ✓ Identifies the municipality's **mission statement**
- ✓ Identifies **core values** for the organization
- ✓ Identifies key **priority focus areas, goal statements** and **objectives**
- ✓ has a **long-term vision** usually **10 to 20 years** in length





## GFOA Strategic Planning Musings

- **Strategic planning** is about **influencing the future** rather than simply preparing or adapting to it.
- The focus is on **aligning organizational resources** to **bridge the gap** between **present conditions** and the **envisioned future**.
- While it is important to **balance the vision** of community with available resources, the resources available **should not inhibit the vision**.
- The organization's **objectives for a strategic plan** will help determine how the resources available can be tied to the future goals.



# Strategic Planning – As a Process

Identifying Priority Focus Areas

Setting Goals

Determining Actions

Allocate Resources to Execute Actions



# Municipal Vision = Change for the Better

- Economy
- Infrastructure improvement
- Service levels enhancement
- Service expansion
- Financial position betterment
- Intermunicipal relationships
- Business attraction increase
- Resident satisfaction improvement





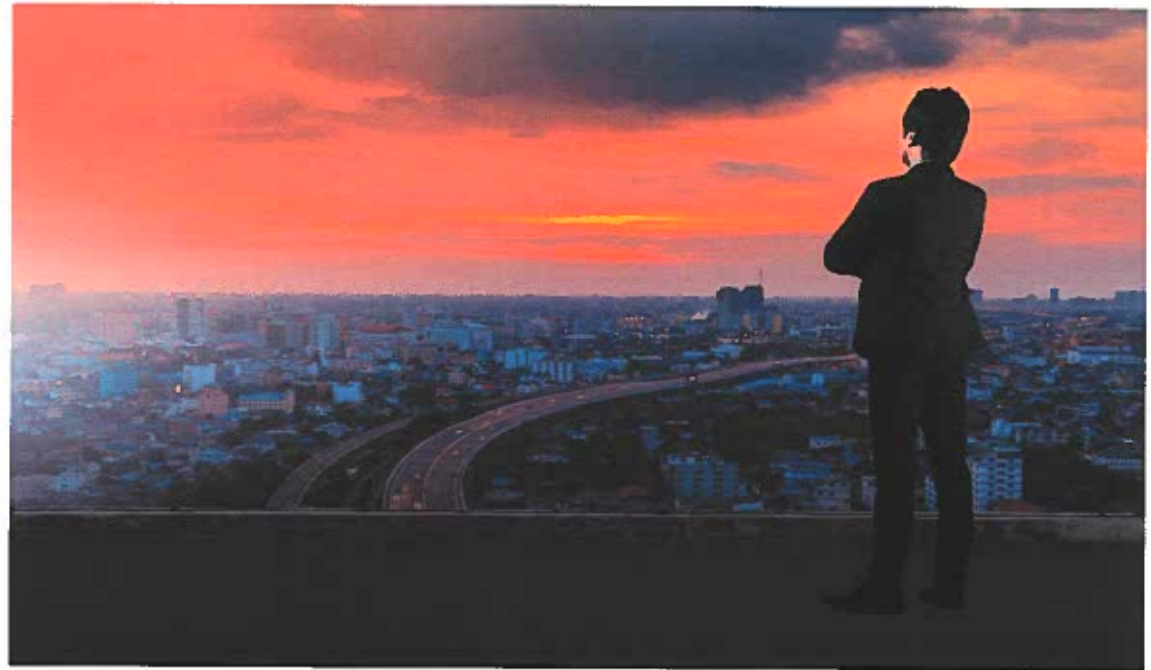
# Livable Community

- 1 Governance**  
(democracy, communication, public connection)
- 2 Housing**  
(affordability, senior, multifamily, diversity)
- 3 Neighborhood**  
(shopping access and convenience, land use policy outcomes)
- 4 Access to Greenspace**  
(parks, vegetation maintenance, trails)
- 5 Safety**  
(bylaw, police, fire department, emergency services)
- 6 Transportation** (roadways, walking/cycling trails, cycling corridors, public transit - walkable community)
- 7 Culture and Pride** (festival, committee events, community pride, community identity, well kept community, public display of community)

- 8 Health**  
(hospitals, recreation opportunity)
- 9 Engagement** (social interaction, civic action, internet access)
- 10 Opportunity** (education, jobs, "working in the community I grew up in")
- 11 Economy** (business, jobs)
- 12 Social Opportunity** (minor sports, clubs, social events)
- 13 Amenities** (culture facilities, libraries, recreation complexes, shopping malls, walking trails, theatres, restaurants, service related businesses)
- 14 Value for Taxes** (service levels, satisfaction surveys, service inventory menu, public perception, municipal equation)

# Vision is the Key

- The most important part of any strategic plan is the vision!
- Elected officials are the visionaries.
- What do citizens value?
- What do you want your community to be?
- What are the priorities?
- Strategic planning starts with the end.





# Vision – Plan for Success

## Potential Corporate Values

Integrity  
Honesty  
Achievement  
Respect  
Leadership  
Transparency  
Cooperation  
Collaboration  
Commitment

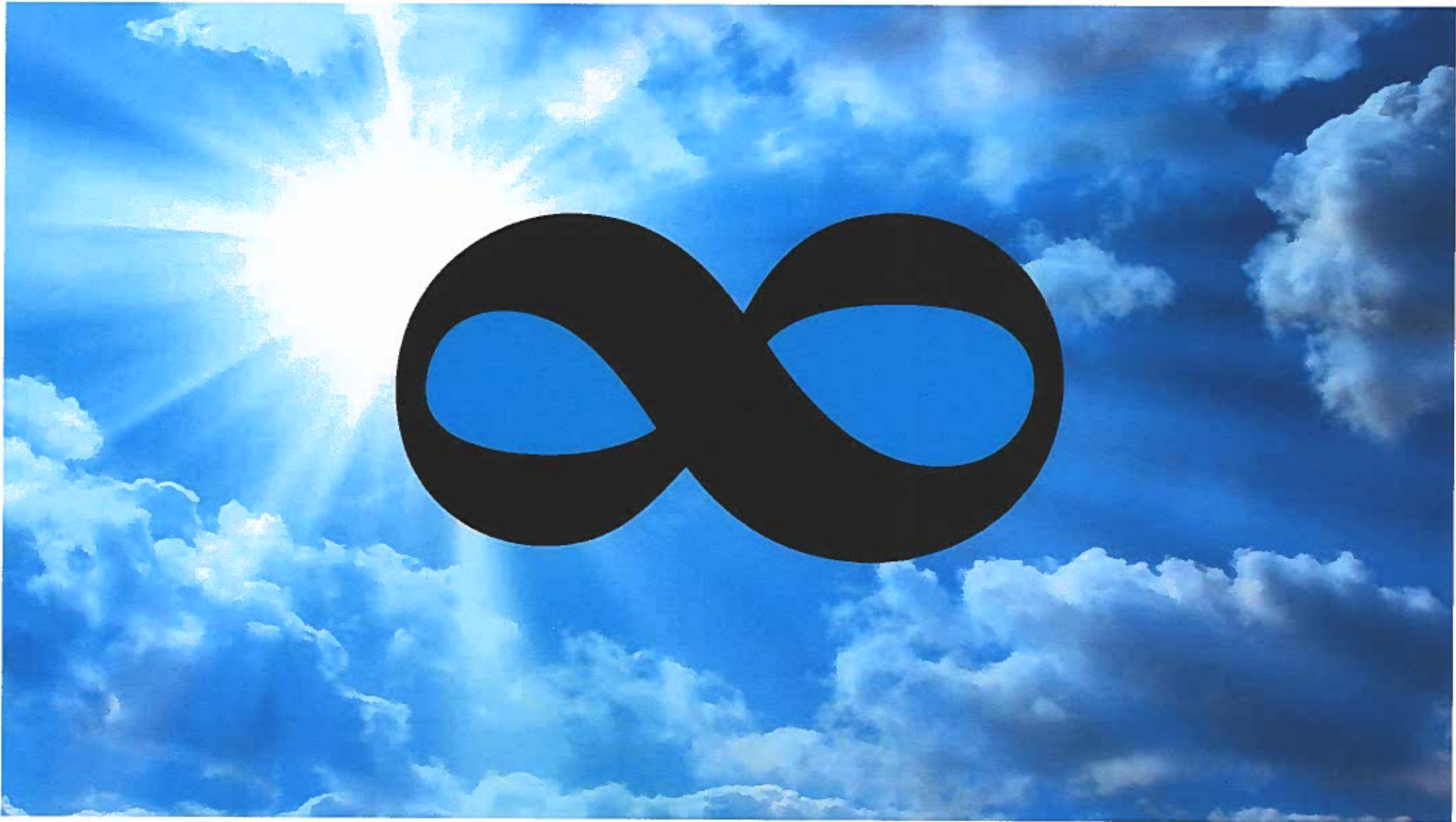
## Potential Priority Focus Areas

Financial sustainability  
Infrastructure sustainability  
Value ad services  
Environment  
Community beautification  
Service excellence  
Safe community  
Good governance  
Economic growth

## Potential Priority Focus Areas

Business/commercial development  
Service enhancement  
Recreation and wellness  
Community identity/spirit  
Communication strategy  
Connected communities  
Intermunicipal relationships  
Employer of choice





**Town of Onoway**

**Request for Decision**

Meeting:	<b>Council Meeting</b>
Meeting Date:	August 11, 2022
Presented By:	Tim Duhamel, Interim CAO
Title:	<b>CAO Hiring Process Update / Next Steps</b>

**BACKGROUND / PROPOSAL**

The town of Onoway is currently searching for a new Chief Administrative Officer (CAO). The close date for the competition was Friday August 5<sup>th</sup>. This report provides an update and clarifies the next steps in the CAO search process.

**DISCUSSION / OPTIONS / BENEFITS / DISADVANTAGES**

The town received 27 resumes for competition. The next steps in the process are:

1. Review the resumes against the CAO attribute criteria deemed desirable by council, and sort into A, B and C piles.
  - a. leadership
  - b. strategic planning
  - c. financial acumen
  - d. staff relationship building
  - e. problem solving
2. Review candidate resumes with Council and receive direction on candidate choices for interview. It is recommended that 5 Individuals be interviewed for the CAO position.
3. Council is to review of the questions developed by Bloom for the CAO candidate interviews. Council will provide feedback, direction, and then finalize the CAO interview questions.
4. Interview scheduling will be completed after getting council's final list of CAO candidates to be interviewed and endorsement of the interview questions.

**STRATEGIC ALIGNMENT**

Good Governance

**COSTS / SOURCE OF FUNDING**

N/A

**RECOMMENDED ACTION**

That council endorsed the next steps of the CAO search process

**debbie@onoway.ca**

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**From:** penny@onoway.ca  
**Sent:** August 4, 2022 9:22 AM  
**To:** cao@onoway.ca  
**Cc:** debbie@onoway.ca  
**Subject:** FW: CN Extreme Weather Fire Risk Mitigation Plan  
**Attachments:** CN-Extreme-Weather-Plan-EN.pdf; CN-Extreme-Weather-Plan-FR.pdf

Penny Frizzell

[penny@onoway.ca](mailto:penny@onoway.ca)

Municipal Clerk & Records Management  
Town of Onoway  
Box 540  
Onoway AB  
T0E 1V0  
780-967-5338

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**From:** Cyrus Reporter <cyrus.reporter@cn.ca>  
**Sent:** August 4, 2022 6:33 AM  
**To:** Judith Tracy <info@onoway.ca>  
**Cc:** Wendy Wildman <cao@onoway.ca>; Jason Madge <jason@onoway.ca>  
**Subject:** CN Extreme Weather Fire Risk Mitigation Plan

Dear Mayor Tracy:

At CN, safety is a core value. That focus, dedication and care extends to our employees as well as our customers and the communities in which we operate. Operating safely and creating safe working conditions can sometimes be challenged by extreme weather events such as intense heat, which can increase the risk of wildfires.

Approximately 8,000 wildfires occur in Canada on an annual basis. The majority are started by lightning or human error and impact an average of 2.5 million hectares each year. CN has a robust Fire Plan to address these conditions and mitigate these risks, and we have also developed additional measures to increase prevention, monitoring and response to wildfire risks during the fire season. These additional measures are included in our Extreme Weather Fire Risk Mitigation Plan. This plan is in compliance with Transport Canada's Railway Extreme Heat and Fire Risk Mitigation Rules, and allows us to continue to serve our customers while protecting our infrastructure and the communities near our lines.

We welcome your safety related comments on the Extreme Weather Fire Risk Mitigation Plan. As we better understand your perspectives, as well as other potential risk mitigations we will continue to adjust our Extreme Weather Risk Mitigation Plan, leveraging the latest best-practices, technology and innovations.

Attached is a copy of the Plan.

Please [click here](#) to provide feedback on the plan. If you are having issues with the online form, you can contact us at 1-888-888-5909.

Yours sincerely,

Cyrus



**Cyrus Reporter**

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*What's New at CN | Quoi de neuf au CN*



## EXTREME WEATHER FIRE RISK MITIGATION PLAN

**Date: July 15, 2022**



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## 1. INTRODUCTION

Transport Canada's *Prevention and Control of Fires on Line Works Regulations* (the Regulations) require that when a railway company becomes aware of a fire on the right of way, it must ensure that steps are taken to extinguish or control the fire as soon as practicable. These steps are set out in more detail in CN's Fire Preparedness Plan and Fire Hazard Reduction Plan, a copy of which can be found at <https://www.cn.ca/extremeweatherplan>.

These steps must include (a) the notification of the fire service that is responsible for the area where the fire is located if the fire cannot be extinguished or controlled without fire service assistance; and (b) the notification, if applicable, of the railway company that operates or maintains the line work.

Additionally, Transport Canada's *Railway Extreme Heat and Fire Danger Rules* supplement the requirements of the Regulations and require, among other, that railways develop and adhere to an Extreme Weather Fire Risk Mitigation Plan (Fire Risk Mitigation Plan) that will be in effect during the fire season. The following sets out CN's Extreme Weather Fire Risk Mitigation Plan which will be in effect during the fire season from April 1 to October 31.

## 1. MONITORING OF FIRE RISK LEVELS

Fire danger levels will be monitored by CN employees through the Canadian Wildland Fire Information System (CWFIS) as published on the Department of Natural Resources Website on a consistent basis throughout fire season.

## 2. ADDITIONAL MEASURES DURING PERIODS OF EXTREME WEATHER

CN's Fire Preparedness Plan sets out CN's requirements for internal and external notification of a fire that is detected as well as procedures for extinguishing or controlling a fire. CN's Fire Hazard Reduction Plan sets out among other, CN's primary Wildfire Prevention Strategies in connection with known fire hazards. These plans detail measures taken by CN to reduce or eliminate fire hazards, including, detectors used to detect hot wheel bearings and wheels on railway cars, equipment maintenance procedures, operating instructions and track standards. For reference, attached is **Appendix B** – Additional operating instructions provided to CN employees and contractors, **Appendix C** - An excerpt of the current track standards, **Appendix D** – An inventory of CN Detectors by Subdivision. To enhance these measures, CN undertakes the following measures to address potential fire risks during periods of extreme fire danger level.



## 2.1.ADDITONAL METHODS OF FIRE DETECTION

In addition to the requirements of the CN's Fire Preparedness and Fire Hazard Reduction Plans, CN implements the following additional measures to detect, mitigate and respond to fire risks along its railway during periods of "extreme" fire danger level.

- Engineering will complete a fire patrol when ambient temperature is over 30 degrees Celsius and fire rating is Extreme between hours of 11:00 and 22:00, aligning with typical peak burn period where risk of fire is greatest, unless no trains have passed on that calendar day
- Engineering will patrol specific areas under extreme fire danger conditions when the following occurrences have been reported:
  - Dragging equipment/broken wheel identified visually or through way side inspection
  - Hot wheels or bearings identified visually or through way side inspection
- CN will continue to evaluate future technology options to enhance its ability to detect fire, such as Satellite Detection, Cameras with Optical Artificial intelligence

## 2.2.ADDITIONAL FIRE SUPPRESSION CAPACITY

CN's Fire Preparedness Plan details CN's procedures for extinguishing or controlling fires. Specifically, it requires that if a fire on the right of way poses any danger to safe operation or the public in general, rail traffic must be halted, and immediately request assistance from the appropriate fire service. If considered safe to do so, immediate suppression action must be taken using the resources reasonably and lawfully available to contain the fire. Employees are required to stay at the scene of the fire until released. It is important to note that CN employees are not trained fire fighters and are not expected to put themselves or others at risk to extinguish fires. The proper authorities will be notified in the event of an uncontrollable fire. CN's Fire Preparedness Plan also details CN's available firefighting equipment across its network.

In addition to requirements contained in CN's Fire Preparedness Plan, CN provides the following additional details on fire suppression capacity available during periods of Extreme fire danger levels as well as additional measures put in place to reduce associated risk.

### 2.2.1. Right of Way Maintenance

Fire suppression equipment for the maintenance of CN's right of way is used to prevent fires from occurring or to extinguish fires while in the incipient stage resulting from normal work operations. Planned work on the CN right of way includes an assessment of fire conditions and mitigation measures when a fire risk exists. Fire suppression equipment

for right of way maintenance varies throughout the CN network and by subdivision. Minimum required equipment is dependent on work being performed and fire risk.

Track crews which perform track installation and track repairs have backpack sprayers (soft or poly) with inline pumps, Class A foam and various hand tools such as Pulaski tools, shovels, adzes, and fire flails. In addition, depending on work performed and location, truck mounted skid units or water tanks with pumps and hose with laydown equipment are on site.

Bridges and Structures crews have sprinkler systems that provide protection for 1,000 feet of timber deck ties. Sprinkler system contains hose, sprinkler heads, and pumps. CN currently has 81 of these sprinkler kits at various locations across Canada. A sprinkler kit is onsite with work crews while work is being performed areas when dry conditions exist. Additionally, Bridges and Structures crews are equipped with backpack sprayers (soft or poly) with inline pumps, Class A foam and various hand tools such as Pulaski tools, shovels, adzes, and fire flails.

### 2.2.2. Non Right of Way Maintenance

CN has access to firefighting trailers through mutual aid, contracted agreement and CN company-owned equipment that is staged at strategic locations across the network. CN's firefighting trailers are designed and positioned for flammable liquid and liquefied petroleum gas movements but have fire pumps, hoses, frameless dump tanks and laydown equipment applicable to other types of fires along the right of way if required.

In addition, across Canada, CN has access to water tenders, pumps, foam, and hose with laydown equipment of various sizes and capacities through CN's contractor network. Water tenders can transport water to sites for direct use or for filling of dump tanks or bladders. Pumps, depending on the type, can deliver high volume water (dewatering pump) or high pressure (centrifugal pump). Hoses and laydown equipment are available from 1-inch forestry hose for suppression activities up to 10-inch hose for high volume distribution.

CN maintains two 20,000-gallon upfitted tank cars for water distribution. These tank cars are equipped with multiple fire pumps, a deck gun and hose with laydown equipment. The use of fire tank cars is limited when rail operations are shut down or forbidden from operations.

CN has upfitted a specialized bulkhead flat railcar equipped with two 4200 US Gallon water tanks, sprinkler heads capable of dispersing water along the right of way, deck guns, and fire pumps. The flat car can also receive water directly from two 20,000-gallon water tender cars.

Attached as **Appendix A** is a map indicating location of firefighting assets available to CN.

### 2.2.3. Estimated Response Times

CN operates 24 hours a days with on duty staff across the entire network supported by on-call staff and contracted services to respond immediately to any reported condition and utilize the resources on hand to assist first responders including provincial fire services to respond to a reported fire on or near the right-of-way. The following describes CN's estimated response times for deployment when a fire is detected under three distinct scenarios.

#### *Engineering Work – Estimated Response Time - Immediate*

If a fire occurs as part of CN's normal maintenance or planned work activities, CN will immediately request assistance from the appropriate fire service through the CN Notification Process. CN personnel on site will take immediate suppression action while in the incipient stage using the resources on site if considered safe to do so. Additional CN resources or contracted resources will be mobilized to extinguish or contain the fire.

#### *Fire called in by Train Crew – Estimated Response Time – Diligent*

Any train crew that spots a fire or smoldering areas will immediately report the fire to CN's Rail Traffic Control (RTC). RTC will follow the CN Notification Process that will notify the appropriate fire services for the area and CN departments for resource mobilization of the closest fire asset.

#### *Fire called in by General Public – Estimated Response Time – Diligent*

Any report of a fire by the public through CN's Emergency Line will follow the CN Notification Process that will notify the appropriate fire services for the area and CN departments for resource mobilization of the closest fire asset.

For the purposes hereof, "immediate" response means immediate action upon trigger event (fire occurrence/determination that fire cannot be extinguished in the incipient stage), and "diligent" response means prompt response, taking into consideration all circumstances.

## 2.3. ENHANCEMENTS TO VEGETATION CONTROL MEASURES

As outlined in CN's Fire Preparedness and Fire Risk Reduction Plans, CN practices Integrated Vegetation Management (IVPM) throughout its operations, which is aligned with CN's goal to take all reasonable steps to prevent wildfires. CN's IVMP is applicable to all CN operations and includes all track ballasts, right-of-way (ROW) and station grounds including rail yards and all property owned or controlled by CN. CN's IVMP utilizes the principles of Integrated Vegetation Management. CN conducts all vegetation management activities in a sustainable and responsible manner to minimize any potential negative impacts within environmentally sensitive areas.

During periods of Extreme fire danger levels, CN will also implement the following enhancements to its IVPM.

- CN personal will identify debris or waste vegetation generated from the act of brush cutting on the CN Right-of-Way that represents a significant fire hazard and arrange for its removal if safe to do so.
- No brush cutting will be performed during periods of extreme fire danger except in the case of emergencies or where required to maintain safe railway operations (eg. obstruction to crossing sightlines).
- All the debris or waste vegetation generated during periods of extreme fire danger from the act of brush cutting must be removed from the CN Right-of-Way as it is generated if safe to do so.
- Weed spraying is not considered a high risk
  - Trucks spray 8' from centre line of track, only covering the ballast portion of track
  - Vegetation decomposes within 2 weeks

### 3. ACTIVE FIRE EVENTS

#### 3.1. RESPONDING TO ACTIVE FIRE EVENTS

During an active fire event, CN will assess conditions and implement appropriate mitigations in order to maintain safe railway operations, including adjustments to train operations including the following:

If a fire on the right of way poses any danger to safe operation or the public in general, rail traffic must be halted and, if considered safe to do so, immediate suppression action must be taken using the resources reasonably and lawfully available to contain the fire. Employees are required to stay at the scene of the fire until released. If CN personnel cannot extinguish the fire easily, they must immediately request assistance from the appropriate fire service.

#### 3.2. REPORTING OF ACTIVE FIRE EVENTS

Fires on or near the right of way must be reported as soon as possible (verbally) through the RTC, along with the exact location and approximate size of the fire, by calling by radio or by phone 1-780-472-3999.

The RTC is responsible for notification to the CN Emergency Communication Centre. All operational communication is routed through CN's main control centre

in Edmonton. This centre maintains contact with all operating CN trains and other vehicles in the province through VHF radio. In addition, portable radios are used by ground personnel to monitor and communicate with trains, vehicles, and control centres.

The general CN radio emergency frequency is: Channel 1, Frequency 161.415.

For the safety of CN personnel, air-tankers will use CN's Channel 1 to notify CN crews of planned or imminent air-tanker actions against wildfires on or affecting CN's right-of-way.

### 3.3. PROCEDURES FOR NOTIFYING FIRE SERVICES

CN Emergency Communication Centre is responsible for maintaining a current contact list of the local Public Safety Answering Point (PSAP) telephone numbers who are ultimately responsible for notifying and communicating with the fire services along CN's network in Canada.

CN Emergency Communication Centre is to contact the PSAP which is usually the local 911 Centre who is responsible for dispatching emergency services (Police, Fire, and Ambulance) within the jurisdiction in which an incident is occurring. This is the most effective protocol that ensures that all necessary responders are contacted in a timely fashion. Furthermore, CN's procedures also stipulate that the CN Emergency Communication Centre is required to ask the Local 911 emergency service dispatcher to ensure they advise their local fire department for specific incident types including:

- Dangerous Goods Incident
- Derailment
- Blocked Crossing
- Bomb/Explosion
- Fires
- Leakers

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# Appendix A

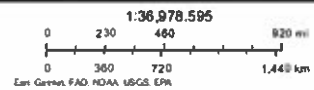
## MAP – LOCATION OF SPECIALIZED FIRE-FIGHTING ASSETS AVAILABLE TO CN

### CN Wildfire Resources Map



7/8/2022, 7:28:54 AM

- Fire Trailer
- High Volume Water Supplier
- Contractor Fire Suppression Pump
- Water Tender
- Fire Apparatus
- CN
- Non CN
- CN Bridge Sprinkler Kit



This is a product of the Canadian National Railway

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## Appendix B

### EXCERPTS FROM GENERAL OPERATING INSTRUCTIONS

Operating instructions provided to CN employees and contractors

#### General Additional Operating Instructions

1. Grass or weeds may not be burned on the right-of-way without proper authorization. Any required federal, provincial or local permits must be obtained before burning begins. All applicable fire regulations shall apply.
2. There shall be no smoking, use of open flames or ignition sources where flammable materials are stored or handled.
3. All flammable liquids/substances are to be placed in approved containers and Workplace Hazardous Materials Information System (WHMIS) labels applied. Ensure the availability of Material Safety Data Sheets where applicable.
4. Flammable liquids/substances shall not be disposed of in sewer systems, drains or garbage containers used for general disposal
5. Flammable liquids/substances shall not be stored in open containers. Ensure proper storage procedures with proper ventilation away from sources of heat or ignition.
6. Compressed gas cylinders must be stored in a designated location offering protection from passing vehicles or falling objects. All cylinders shall be secured in a vertical position with empty cylinders separated from full ones. Cylinders shall be stored in accordance with applicable fire codes.
7. Metal contact (ground /bonding cable) must be maintained between containers while transferring flammable liquids.
8. Filling gasoline tanks inside buildings or other enclosed spaces or while an internal combustion engine is running is prohibited.
9. Firefighting equipment must be maintained in operating condition and must be readily accessible at all times. If fire extinguishers are discharged for any reason, they must be re-charged immediately or replaced by fully charged extinguishers.
10. Fire doors must never be locked, blocked or tied open.



## **Fire prevention on locomotives**

In the event of a fire on a locomotive, whether at the engine or in the electrical equipment, the following procedure should be followed:

- Shut down engine immediately.
- Pull battery switch if practicable.
- Pull all cables and disconnect hoses between the locomotive on fire and other locomotives in the consist.
- If possible, determine the location of the fire. It may be necessary to break electrical cabinet seals in order to properly direct fire extinguisher at flames.
- If it appears that the fire cannot be brought under control, a member of the operating crew should immediately notify the proper authorities so that assistance may be obtained as soon as possible.
- Using the remaining locomotives of the consist, the locomotive on fire should be placed on a siding in a remote location, (properly secured) to prevent further damage to railway and private property.



## Appendix C

### EXCERPTS FROM CN STANDARDS FOR FIRE PREVENTION (AS PER ENGINEERING TRACK STANDARDS T.S.11.0)

#### **FIRE PREVENTION**

1. Prevention of fires on to property and structures must be considered at the beginning of each task when working on the right of way.
2. Fire risk is highest during spring when dry grasses are prevalent. Fire risk can also rise in the summer during extreme hot and dry periods, and anytime work is performed near wooden structures. Local, State or Provincial agency warnings or advisories should be noted when working in these types of conditions. Use the higher of the agency or CN activity rating.
3. HOT WORK is any activity which involves cutting, grinding, welding or open flames.
4. The RIGHT OF WAY AND BRIDGE FIRE RISK ASSESSMENT, MITIGATION AND EMERGENCY RESPONSE form must be completed prior to performing any hot work when fire risk exists.
5. FIRE WATCH is a person assigned to observe a location during and after hot work. The fire watch will:
  - a. Have communications and contact information adequate to request assistance or contact the RTC.
  - b. Be equipped with sufficient firefighting equipment to suppress flare-ups.
    - i. The firefighting equipment will be a minimum of a filled 5 gallon back pack sprayer, and
    - ii. One round nose shovel and adze.
  - c. Be stationed in a safe position to fight fires as work is being performed.
  - d. Remain at the location for a minimum of two hours after the work is completed.
6. Fire prevention, fire awareness training and firefighting preparedness are mandated in Canada by Transport Canada's "Rules for the Control and Prevention of Fires on Railway Rights-of-Way". These rules outline:
  - a. The right's of a fire service inspector to request inspection of the right-of-way assess fire risk and training.
  - b. The requirements of the Railway to train, staff and provide equipment to prevent or fight fires.
  - c. To provide training records which will include:
    - i. Location and duration of training.
    - ii. Names and titles of trainer(s) and participants.
    - iii. Subject matter of the training course.

- d. The responsibility of the Railway for fires along, or originating from the right-of-way.
  - e. Limitations on days or time of day that hot work can be performed.
7. These items are also addressed locally by respective Provincial natural resources management governments and some State's Department of Natural Resources (or equivalent). These agencies have standards and guidelines pertaining to fire risk index fuel values (combustible materials present), required firefighting equipment, fire prevention and fire fighting training, and minimum fire watch inspection times. Consult these requirements when planning to perform work
- a. Be aware that environmental management agencies can restrict work activities based on "High" or "Extreme" fire risk rating.
8. Local Supervisors will:
- a. Ensure crews know the agency fire risk rating and work restrictions.
  - b. Ensure crews have firefighting equipment inventory that is required.
  - c. Maintain supplementary firefighting assets where required.
  - d. Have an updated fire fighting action plan where required.
  - e. Have a fire plan for critical or strategic structures,
  - f. Arrange for track patrols during periods of extreme fire danger.
    - i. Be aware of on going fires.
    - ii. Be aware of wind speed and direction when active fires are present.
    - iii. Provide constant monitoring of bridges if situations require.
9. Risk factors which need to be considered prior to performing hot work along the right-of-way include:
- a. Dry or dead vegetation.
  - b. Ties or timbers stacked and/or distributed along the right-of-way.
  - c. Weather, such as recent precipitation or lack thereof, wind speed and direction, temperature, humidity and forecasts.
  - d. Structural materials such as timber caps, stringers, piling or posts and ties. When these components are cracked, rotting or decayed the possibility of igniting increases.
  - e. Clothing – greasy or oily clothes can be ignited during cutting or grinding activities.
  - f. Smoking – smoking materials must be rubbed out and buried or disposed of properly.
  - g. Equipment – Steel tracked equipment or cutting heads have the potential to throw sparks into combustible materials.

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- h. Fueling – ensure gas powered machines are fueled on a noncombustible surface, and after the machine has cooled to minimize the possibility of igniting in the event of a fuel spill.
  - i. Vehicles must not be parked in locations where hot exhaust systems could ignite dry vegetation.
10. Work activities addressed in these instructions include, but are not limited to:
- a. Routine work – defined as work performed on the right-of-way such as cutting rail, any welding, hand grinding, applying signal bond wires, etc.
  - b. Work on structures, in timber lined tunnels or snow sheds:
    - i. Rail related work (cutting, welding, hand grinding, applying signal bond wires, etc.).
    - ii. Dragging rail along the right-of-way and over bridges.
    - iii. Bridge work involving cutting with saw or torch, welding or grinding.
    - iv. Rail grinding with self propelled machines.
11. The minimum briefing for any Hot Work fire must include:
- a. Completing the RIGHT OF WAY AND BRIDGE FIRE RISK ASSESSMENT, MITIGATION AND EMERGENCY RESPONSE form.
  - b. The nearest fire department or fire service.
  - c. The contact number for fire / emergency services
  - d. Access to the location and directions to the site.
  - e. Any warnings, advisories or work restrictions issued by any agencies concerning fire risk status.
  - f. Fire fighting equipment on hand and ensuring operability of such equipment.
    - i. A minimum of two 5 gallon backpack sprayers with foaming nozzles.
    - ii. A minimum of two round nose shovels.
    - iii. A minimum of two adzes.
    - iv. Fire equipment to be staged no more than 50 feet from the work location.
12. For routine work during High/Very High or Extreme (Critical or Extreme in the U.S.) fire conditions, additional fire protection will include:
- a. Increasing the quantity of water carried onboard trucks to at least 90 gallons which includes at least 4 filled 5 gallon backpack sprayers with foaming nozzles.
  - b. Foam fire suppressant added to the water supply.
  - c. Centrifugal pumps with at least 100 feet of 1 1/2" diameter hose.

- d. Wetting of the area where sparks may be generated and in the direction of the wind.
  - e. Use of spark screens for all cutting, welding and grinding.
  - f. Wetting of area after work is complete.
  - g. Posting a fire watch for at least two hours after work is completed.
13. **In Canada only**, during periods of Extreme fire danger levels, the following vegetation control measures will be taken:
- a. The Track Supervisor will identify debris or waste vegetation generated from the act of brush cutting on the CN right-of-way that represents a significant fire hazard and arrange for its removal if safe to do so.
  - b. No brush cutting will be performed during periods of extreme fire danger except in the case of emergencies or where required to maintain safe rail operations (eg. obstruction to crossing sightlines).
  - c. All debris or waste vegetation generated during periods of extreme fire danger from the act of brush cutting must be removed from the CN right-of-way as it is generated if safe to do so.
  - d. There are no restrictions on weed spraying activities.
14. Any hot work on a structure or in a timber lined structure will include:
- a. A briefing with the B & S Supervisor and the Track Supervisor detailing the work to be performed.
  - b. A site inspection to identify all hazards, in particular fire hazards including the structure itself.
    - i. Remove piled timbers, dry grasses or brush if necessary.
  - c. Wetting of the immediate area and materials in the direction the wind is blowing prior to commencing hot work:
    - i. Foam fire suppressant additive must be mixed with water.
    - ii. Protect foam from entering the waterway.
    - iii. Foam will make ties slippery and extreme caution needs to be exercised.
  - d. Fire proof mats or packing sand will be placed to protect timber.
  - e. Spark shields will be used on timber structures in all conditions.
    - i. When possible, direct rail cutting sparks toward the center line of the track.
  - f. Cutting of structural components or rail will be made:

- i. With a Saws-all or shear for sway brace and hook bolts, drift pins, etc.
    - ii. Using abrasive saws for cutting rail.
    - iii. Using a torch as the last option and only after discussing with the B & S Supervisor and Track Supervisor.
    - iv. Using chain saws to cut wood components.
  - g. Wet the entire area as often as required both during the work and after the work is completed.
  - h. A fire watch will remain with the bridge for a minimum of 2 hours.
15. Long term bridge construction or repair projects, which involve pile driving, significant torch cutting or other fire risk, will have a fire fighting and prevention plan which includes pumps and hoses utilizing either river water or a minimum 300 gallon portable water tank.
16. Rail on a bridge requiring flash butt welding, thermite welding or rail end build-up shall be welded off the bridge, when possible, and then installed on the bridge after all work on the weld is finished. However, if there is no alternative but to perform the welding on a bridge, follow the precautions below:
- a. The briefing will include all items listed in the above sections.
  - b. Bridge ties must be spread at the joint to be welded.
  - c. For thermite welds, a 1/4" thick steel sandbox, partially filled with dry sand, will be placed between the ties in case of thermite weld run through.
  - d. If required, position an employee in a safe location under the structure to watch for and fight fires.
  - e. Fire watch will be posted for at least two hours after final work is completed.
17. Dragging rail on track causes heat buildup on the rail being dragged and generates sparks which can ignite combustible materials. Track behind any rail dragging operation must be inspected for damage to rail fastenings and for fires or smoldering ties.
18. When dragging rail over an open deck bridge and temperatures are above 20°F (-10°C):
- a. The briefing will include all items listed in the above sections.
  - b. Rail will not be dragged faster than 3 MPH across the bridge.
  - c. Care must be taken to avoid "steel on steel" contact of rail on open deck bridges.
  - d. At least one fire watches will remain at each structure for at least 2 hours after the move is completed,
19. Rail grinding with self-propelled machines fire prevention requirements is covered in E.T.S. 1.4 GRINDING WITH SELF PROPELLED MACHINES.

20. In the event of a fire or flare up on or near any part of the structure, a fire watch will remain in place for a minimum of 4 hours after the fire has been extinguished and relieved of duty on after approval of the B&S Supervisor

Appendix D  
INVENTORY OF CN DETECTORS

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Subdivision	Number of Detectors		
	Hot Box	Hot Wheel	Dragging Equipment
Aberdeen	8	8	9
Albreda	10	10	16
Allanwater	11	5	11
Ashcroft	10	10	19
Assiniboine	1	1	1
Bala	21	11	22
Bedford	4	3	5
Blackfoot	7	7	9
Brazeau	2	2	2
Bulkley	10	10	14
Camrose	3	3	3
Caramat	18	11	19
Carberry	1	1	1
Chatham	1	1	1
Chetwynd	7	7	7
Clearwater	13	12	14
Coronado	2	2	2
Cromer	2	2	2
Drumheller	1	1	1
Drummondville	9	6	11
Dundas	10	6	14
Edson	28	23	38
Foothills	1	1	1
Fort Frances	8	8	8
Fort St. John	2	2	2
Fraser	10	8	12
Gladstone	3	3	3
Grande Cache	6	6	6
Grimsby	5	5	5
Guelph	1	0	1
Hagersville	1	1	1
Halton	7	4	11
Joliette	5	5	9
Kashabowie	6	6	6
Kingston	53	39	71
La Tuque	2	2	2
Lac La Biche	11	11	11
Lac St-Jean	8	8	13
Lampman	1	1	1
Letellier	1	1	1
Lillooet	4	4	4
Manning	5	2	5
Margo	3	3	3
Meander River	6	6	6



Subdivision	Number of Detectors		
	Hot Box	Hot Wheel	Dragging Equipment
Mont-Joli	5	4	5
Montmagny	6	5	6
Montreal	2	2	2
Napadogan	14	10	14
Nechako	8	8	8
Newcastle	4	4	4
Newmarket	4	3	4
Oakville	3	3	3
Okanagan	1	1	1
Oyen	1	1	1
Peace River	2	2	2
Pelletier	6	6	7
Prince George	4	4	4
Quappelle	4	4	5
Redditt	18	10	18
Rivers	30	18	37
Robson	3	3	3
Rosetown	4	4	5
Rouses Point	2	2	2
Ruel	23	18	23
Sangudo	3	3	3
Skeena	7	7	7
Slave Lake	5	3	5
Soo	5	5	5
Sorel	3	3	8
Sprague	8	8	9
Springhill	9	5	11
Squamish	6	6	6
Stamford	2	2	2
St-Hyacinthe	4	4	6
St-Laurent	3	3	3
St-Maurice	5	5	5
Strathroy	7	7	8
Stuart	1	1	1
Sussex	3	3	11
Telkwa	9	9	13
Tete Jaune	3	3	3
Three Hills	5	5	5
Togo	3	3	3
Tumbler	1	1	1
Turnberry	2	2	2
Val D'or	1	1	1
Vegreville	7	7	9

Subdivision	Number of Detectors		
	Hot Box	Hot Wheel	Dragging Equipment
Wainwright	22	22	39
Warman	1	1	1
Watrous	22	13	27
Westlock	4	4	4
Yale	10	10	16
York	3	3	5
<b>Total</b>	<b>636</b>	<b>529</b>	<b>776</b>

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# Together Health Headlines

• HEALTH NEWS YOU CAN USE •

Welcome to **Together4Health Headlines**, a newsletter designed to keep you informed of decisions being made to protect and support Albertans, key public health information, and opportunities for you to connect with AHS.

AHS is committed to ensuring our partners and stakeholders, like you, receive the information you need to help protect yourself, your families, colleagues and staff. If you know of someone else who would benefit from receiving this information directly from AHS, please invite them to subscribe by [clicking here](#), and [respond to this short survey](#) to let us know if you're receiving the information you need in a format that is working for you.

You can unsubscribe from this e-newsletter by clicking the "Unsubscribe" button at the bottom.

*Together4Health Headlines will now arrive in your inbox every two weeks. Watch for our next update on August 15.*

## Today's Update:

- **Things You Need to Know**
  - [Priority: Digital Health Evolution and Innovation](#)
  - [Priority: Alberta Surgical Initiative \(ASI\)](#)
  - [Monkeypox Updates](#)
  - [Hours change at South Calgary Health Centre Urgent Care Centre](#)
  - [Interim CEO Video Message: Complex Care Hub](#)
  - [Infrastructure investments in local healthcare](#)
  - [Extension to temporary hours change at Boyle Healthcare Centre](#)
  - [Temporary access changes to community lab services in Drayton Valley and Breton](#)
  - [New grant to enhance AHS pediatric rehabilitation](#)
  - [AHS, HSAA Ratify New Collective Agreement](#)
- **Enhance Your Health and Wellbeing**
  - [Boil water advisory issued for East Prairie Metis Settlement](#)
  - [Blue-green algae bloom advisories issued](#)
  - [Mobile mammography service to visit Stony Plain, Enoch Cree Nation, Spirit River and Silver Valley](#)
  - [Water quality advisory lifted for Battle River \(Riverdale Mini Park\) and Zeiner Park Beach \(Pigeon Lake\)](#)
  - [Salmonella outbreak possibly associated with reptiles and feeder rodents](#)
  - [Simple precautions reduce risk of West Nile virus infection](#)
- **Join the Conversation**

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- [Additional booster doses now available](#)
- [COVID-19 visitor restrictions rescinded at AHS acute care sites](#)
- [AHS will no longer require COVID-19 immunization as condition of employment](#)
- [Masking requirements remain in place](#)
- **Be Well - Be Kind**
  - [Foundation Good News](#)
  - [Appreciation for Papal Visit Support](#)
  - [Gratitude from Albertans](#)

## Things You Need to Know

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*We have much to accomplish in several priority areas and want to ensure you have the most current information on the work underway, and on the work ahead. More information is available at [www.albertahealthservices.ca](http://www.albertahealthservices.ca)*

### Priority: Digital Health Evolution and Innovation

This work involves the ongoing rollout of Connect Care; continued expansion of virtual health to support more community- and home-based care, programs and services; the rollout of the Partnership for Research and Innovation in the Health System ([PRIHS](#)) digital health program, and continued work with provincial and federal governments and industry on bringing new health innovations to market.

#### **Work underway for Connect Care Launch 5**

With the fourth launch successfully on the way to stabilization, Connect Care teams are busy with preparations for Launch 5, scheduled for Nov. 6. Congratulations to the Launch 4 sites on their two-month anniversary. Those sites are now in the “optimize and thrive” phase of their Connect Care implementation.

In July, Launch 5 teams held their 120-day Launch Readiness Assessment meeting. This is an opportunity for each expert team to provide a status update on their activities and milestones. Super User training is underway and frontline staff will begin their training early next month.

Launch 5 will include the west area of Central Zone, Centennial Centre for Mental Health and Brain Injury in Central Zone, Richmond Road Diagnostic and Treatment Centre and Foothills Medical Centre in Calgary, Cancer Care Alberta (and associated pharmacy and lab services), Alberta Kidney Care South, all pharmacy services in Calgary Zone, and all lab services in the rural portion of the west area of Central Zone.

There are now more than 115,000 patients using the [MyAHS Connect](#) patient portal in Connect Care to manage their health. As each launch of Connect Care takes place, staff and physicians who are part of that launch are being provided with access to MyAHS Connect for their personal use and information.

More information – including the full Connect Care Implementation Timeline - is [available here](#).

### Priority: Alberta Surgical Initiative (ASI)

ASI will improve timely access to surgical care in Alberta. The goal of ASI is to ensure adult and pediatric patients receive scheduled surgeries within clinically appropriate timeframes.

#### **Surgical wait list status update**

We continue to work diligently to recover to pre-pandemic surgical status. Over the past four weeks, the average weekly volumes for surgical activity is 102 per cent of our pre-pandemic surgical volumes. It is important to note AHS is now using summer weekly baselines, which are lower than standard baselines. This is typically done over the summer months to account for summer vacation schedules.

Our total surgical wait list for adults sits at approximately 71,300, compared to approximately 72,860 at the beginning of May. In February 2020, before the pandemic, our total wait list was 68,000. We have completed approximately 75,800 surgeries in the 2022/23 fiscal year.

#### **ASI governance update**

To support the momentum of surgical recovery and accelerate the work of the ASI, a new governance



information on the new structure will be provided as it becomes available.

High-quality, safe care for Albertans is always our top priority. While the structure has changed, the goals of the ASI have not. We continue to focus on improving the surgical journey, from the time patients seek advice from their family doctor, to when they are referred to a specialist, to their surgery and rehabilitation.

### Monkeypox Updates

On July 21 the World Health Organization (WHO) issued a [statement](#) declaring the global monkeypox outbreak represents a public health emergency of international concern. As of July 29 there were 803 confirmed cases of monkeypox across Canada, with 13 in Alberta.

The National Advisory Committee on Immunization released [recommendations for the use of Imvamune®](#) for immunization against monkeypox. This vaccine is approved by Health Canada and, as of July 25, the Government of Canada deployed more than 70,000 doses of vaccines to provinces and territories, and continues to work actively with the provinces as they manage their public health responses.

Since June 7, Alberta has been providing Imvamune to close contacts of confirmed monkeypox cases soon after exposure. On July 28 [Alberta Health announced](#) the availability of monkeypox vaccine eligibility to individuals who self-identify as meeting specific eligibility criteria for targeted prevention prior to an exposure.

AHS is grateful for the insight provided by our Sexual Orientation, Gender Identity and Expression Provincial Advisory Council ([SOGIE PAC](#)) members to Alberta Health regarding the Monkeypox vaccine.

According to Dr. Deena Hinshaw, Alberta's chief medical officer of health: "Although anyone can catch the monkeypox virus through close physical contact, during the current outbreak, gay, bisexual and other men who have sex with men have been impacted the most, especially those with new or multiple sexual partners. Those eligible for the monkeypox vaccine should consider getting a dose and at the same time take other recommended measures to reduce the risk of exposure."

Individuals who meet the following eligibility criteria can call 1-866-301-2668 to book an appointment for immunization:

- Transgender, cisgender or two-spirit individuals who self-identify as belonging to the gay, bisexual and other men-who-have-sex-with-men community and who meet at least one of the following criteria:
  - Have received a recent (in the last six months) diagnosis of a sexually transmitted infection.
  - Are planning to have, or in the past 90 days had, sex outside of a mutually monogamous relationship.
  - Have attended venues for sexual contact within the past 90 days (e.g., bath houses, sex clubs) or may be planning to, or who work/volunteer in these settings.
- Any sexual contacts of the individuals described above.
- Staff and volunteers in a social setting or venue or event where sexual activities between men (individuals described above) may take place.

Due to limited vaccine supply, pre-exposure monkeypox vaccine will be made available to eligible individuals, starting in Edmonton and Calgary, where most confirmed cases in Alberta to date have been located. As more vaccine becomes available over the coming weeks, availability will expand to other centres across the province. Immunization also continues to be available for use post-exposure. Individuals who are close contacts of someone confirmed to have monkeypox should call 811 or see their primary care provider to discuss post-exposure immunization.

### Hours change at South Calgary Health Centre Urgent Care Centre

The Urgent Care Centre (UCC) at the South Calgary Health Centre will be changing its hours of patient intake from 8 a.m. to 10 p.m. to 8 a.m. to 8 p.m. as of today (Tuesday, August 2). New patients will not be admitted after 8 p.m. and those remaining in the department at that time will be treated and discharged according to their needs. Other services provided at the South Calgary Health Centre, including Public Health, will remain unaffected.



after 8 p.m. can look at other care options, including making an appointment with their family physician, or visiting a walk-in or family care clinic. In an emergency, individuals should proceed to their closest Emergency Department or call 911.

### Interim CEO video message: Complex Care Hub

Our people and teams across AHS are consistently adaptive and innovative, delivering care in new ways that support the well-being of our patients. While the COVID-19 pandemic certainly shone a brighter light on how we use virtual care technologies to support our patients, many initiatives capitalized on the benefits offered by virtual care prior to COVID-19.

One example is the Complex Care Hub, which provides a home hospital care model that functions as an alternative to traditional hospitalization for patients with complex conditions. It's had great success in helping keep patients in their homes and communities while they receive care. Joining the [AHS Vlog](#) is Dr. Michelle Grinman, Medical Lead, Complex Care Hub, Calgary Zone.



### Infrastructure investments in local healthcare

The Government of Alberta has recently invested more than \$400,000 at the Fort Saskatchewan Community Hospital and over \$900,000 at the Pincher Creek Health Centre through the Infrastructure Maintenance Program (IMP).

Fort Saskatchewan Hospital will be upgrading the heating, ventilation and air conditioning (HVAC) system that will help extend the life of the units and ensure comfortable temperatures for patients and staff. Upgrades to Pincher Creek Health Centre includes a chiller replacement, security system upgrades and irrigation work.

These projects are two of about 540 maintenance projects underway throughout the province, thanks to the partnership between AHS and Alberta Infrastructure and Alberta Health.

### Extension to temporary hours change at Boyle Healthcare Centre

AHS is temporarily extending the change to hours of service at Boyle Healthcare Centre, due to high vacancies among nursing staff and an inability to secure sufficient temporary coverage. Until Sept. 1, 2022, the Boyle Healthcare Centre will be open from 9 a.m. to 8 p.m. and closed overnight, from 8 p.m. to 9 a.m. This will allow existing staff to provide consistent service each day, during the times when the majority of emergency department and outpatient visits occur. Inpatient admissions will be paused.

Patient safety and care remain the highest priorities for AHS. The organization is working hard to ensure everyone will receive the care they need through its partnership with EMS and a robust regional network of healthcare centres. Depending on needs, patients seeking care at the ED in Boyle may also be made aware of services available through local pharmacies. Residents are reminded to **call Health Link at 811**, which is available 24/7 for non-emergency health-related questions.

### Temporary access changes to community lab services in Drayton Valley and Breton



appointment to do so. Previously booked appointments and urgent requisitions from physician clinics are not impacted. Mobile lab collections will also continue for continuing care residents in Breton. These changes will remain in place until early September when staffing levels are expected to stabilize.

Additionally, there may be temporary reductions in the hours of operation at the lab in Breton, depending on available staffing. These reductions will be mitigated to the fullest extent possible and one day of lab service will continue to be preserved each week until staffing challenges are resolved. Any patients with previously booked lab appointments that are impacted by staffing availability will be contacted directly to rebook at the soonest opportunity.

### **New grant to enhance AHS pediatric rehabilitation**

Alberta Health Services will enhance pediatric rehabilitation for children, youth and families through a grant from Alberta Health. The investment enables AHS to improve access to services, expand eligibility and programming provided within AHS community, outpatient and virtual settings and support new provincial standardization. The enhanced services will include:

- Developing universal and targeted online resources and virtual programming that supports capacity building among families and partners
- Expanding eligibility for speech sound delays and disorders, as well as mobility and positioning (including equipment e.g. wheelchair, seating, walkers, etc.) to birth to 18 years (to be phased in throughout 2022 to 2023).

While this work is underway, AHS will continue providing existing pediatric rehabilitation services. We remain committed to coordinating care and supporting transitions with providers from all sectors to create better experiences for children, youth and families.

Families who are currently seeking information about pediatric rehabilitation or support for their child(ren) should access the [pediatric rehabilitation service directory](#). Future updates and information will be posted on [AHS.ca/PedRehab](https://www.alberta.ca/PedRehab).

### **AHS, HSAA Ratify New Collective Agreement**

AHS and the Health Sciences Association of Alberta (HSAA) ratified a [new collective agreement](#) on July 28. The four-year agreement expires on March 31, 2024, and sets out the terms and conditions for more than 21,000 healthcare workers who play a critical role in our health system. Thank you to our bargaining teams for their tireless work over the past several months to reach this agreement.

The new collective agreement includes modest increases over the length of the agreement and a COVID-19 recognition payment. In addition, AHS and HSAA have agreed to partner in our work to address recruitment and retention in remote and rural communities in Alberta through a Rural Capacity Investment Fund.

## **Enhance Your Health and Wellbeing**

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*The health and wellbeing of Albertans is the heart of everything we do, and every decision we make. To enhance the health and wellbeing of Albertans, we offer services, workshops, classes, events and support groups to encourage healthy choices that enhance the health and wellbeing of Albertans.*

- [Find what's available in your zone](#)
- Join [Alberta Healthy Living Program Workshops & Classes](#) for adults living with chronic health conditions and/or diseases

*Additionally, primary care providers play a key role in keeping Albertans healthy: when a patient consistently sees the same family doctor, nurse practitioner and team, it can lead to better health. If you need help finding a family doctor, visit [alberta.findadoctor.ca](https://www.alberta.ca/finding-a-doctor).*

### **Boil water advisory issued for East Prairie Metis Settlement**

Due to an issue with the water system in the East Prairie Metis Settlement, AHS has issued a boil water advisory for the village, as a precautionary measure. All residents and businesses connected to the distribution system are advised to bring water to a rolling boil for at least one minute prior to any

### Blue-green algae bloom advisories issued

Blue-green algae (cyanobacteria) blooms have been identified in areas of Paddle River Dam Reservoir and Buck, Half Moon, Floatingstone, Bonnie, Haunted, Isle, Thunder and Lac Ste. Anne Lakes. Residents living near the shores of these lakes, as well as visitors to these lakes, are advised to take the following precautions:

- Avoid all contact with blue-green algae blooms. If contact occurs, wash with tap water as soon as possible
- Do not swim or wade (or allow your pets to swim or wade) in any areas where blue-green algae is visible.
- Do not feed whole fish or fish trimmings from these lakes to your pets
- Consider limiting human consumption of whole fish and fish trimmings from these lakes, as it is known that fish may store toxins in their liver (people can safely consume fish fillets from this lake)

If you suspect a problem related to blue-green algae, or if you require further information on health concerns and blue-green algae, please call Health Link at 811. Additional information is also available online, at [www.ahs.ca/bga](http://www.ahs.ca/bga).

### Mobile mammography service to visit Stony Plain, Enoch Cree Nation, Spirit River and Silver Valley

Women ages 50-74, the group most at risk of developing breast cancer, will have local access to mammography services when the AHS Screen Test Programs trailer arrives in their communities next month. The mobile mammography trailer will be stationed at the:

- Stony Plain: WestView Health Centre (4405 South Park Drive) on August 4, 5, 8 and 9
- Enoch Cree Nation (Enoch Arena & Recreation Centre) on August 10 and 11.
- Breton Continuing Care Centre (4919 49 Avenue) on August 12 and 13
- Spirit River: Central Peace Health Complex (5010 45 Avenue) on August 15, 16, 17, 18, 22, and 23
- Drayton Valley Omniplex (5737 45 Avenue) on August 15, 16, 17, 18, 19, 20 and 22
- Silver Valley: Savanna Agricultural Society Rec Plex on August 24

Appointments are required. For all sites, with the exception of Enoch Cree Nation, residents can book an appointment or learn more about the program by calling 1-800-667-0604. For the Enoch Cree Nation dates, residents can call 780-470-5440 to book an appointment.

Visit <https://screeningforlife.ca/breast/screen-test-mobile-clinics/> for more information and a complete listing of Screen Test mobile sites.

### Water quality advisory lifted for Battle River (Riverdale Mini Park) and Zeiner Park Beach (Pigeon Lake)

AHS has lifted the water quality advisory issued June 22, 2022 for the Riverdale Mini-Park (Battle River) and Zeiner Park (Pigeon Lake) beaches. Water quality has returned to an acceptable level and the health risk is low for usage of these beaches for recreational purposes.

### Salmonella outbreak possibly associated with reptiles and feeder rodents

AHS is investigating an outbreak of Salmonella infections across the province, with links to reptiles and feeder rodents. Twelve cases have been identified in four of five AHS Zones (North, Edmonton, Central, and Calgary). Investigation findings have identified exposure to both snakes and feeder rodents (used as reptile food) as a likely source of the outbreak. Investigation into the facilities carrying feeder rodents is still ongoing.

Albertans are reminded to practice good hand hygiene and other tips to prevent direct or indirect spread of Salmonella and watch for signs and symptoms should exposure occur. Further information can be found [here](#).

### Simple precautions reduce risk of West Nile virus infection

Symptoms of non-neurological syndrome can be uncomfortable, including fever, chills, nausea, vomiting, fatigue, skin rash, swollen glands and headache. For people who develop neurological syndrome, symptoms can be more severe, including tremors, drowsiness, confusion, swallowing problems, high fever, unconsciousness, paralysis and even death.

From 2003 to 2018, 532 cases of West Nile virus were confirmed in Alberta, many of which were acquired here in the province and not travel-related. Of all of these cases, 458 were non-neurological syndrome. Albertans can learn more about West Nile virus and ways to keep safe by visiting [www.fightthebite.info](http://www.fightthebite.info) or calling Health Link at 811.

## Join the Conversation

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### Advisory Council Volunteer Recruitment!

AHS is currently recruiting volunteers for the Wood Buffalo, Tamarack and True North Health Advisory Councils in the North Zone. Health Advisory Councils are comprised of members from communities across Alberta who bring diverse, local perspectives to AHS on the healthcare system. Members are connected to their community and enjoy participating in engagement activities that contribute to improving healthcare services. Councils host public meetings and community events within their geographical area, and members participate in community activities to hear from, and share information with community members. Learn more about Advisory Councils at [ahs.ca/advisorycouncils](http://ahs.ca/advisorycouncils).

## COVID-19 in Alberta

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Read the COVID-19 Update

### COVID-19 Vaccine for Children 6 months to 5 Years Now Available

As announced by Alberta Health on Friday, first shots of the Moderna vaccine for children 6 months to 5 years of age will rollout today (Tuesday, Aug. 2). Appointment bookings through the [Alberta Vaccine Booking System](#) and Health Link 811. AHS will administer all doses for this age group as the scope of practice for pharmacists for administering immunization is five years of age and older. Clinics will be available in First Nations using their current booking and infrastructure.

If parents haven't already, they can register their child online through the [Alberta Vaccine Booking System](#). To ensure parents, guardians and families have current, reliable information and resources to help them make an informed decision about immunizing their children, visit [ahs.ca/vaccinekids](http://ahs.ca/vaccinekids). Designed to help parents, guardians and families make the best decision about the COVID-19 vaccine for their children, the website features videos that provide advice from top pediatric specialists, [frequently asked questions](#), and resources to help [fearful children cope with needles](#).

As we work to roll the vaccine out to this important population, we encourage parents who have questions about getting children immunized to visit the site, talk to their pediatrician or family physician, or call Health Link at 811 to speak to a registered nurse.

### Additional booster doses now available

As announced by Alberta Health, starting July 20 Albertans 18 years of age and older can now book appointments for a second booster dose of mRNA vaccine five months or more after receiving their first booster dose. It is recommended to wait at least three months after a COVID-19 infection before getting a booster dose.

This dose is of most benefit to those at high risk of severe outcomes including:

- Individuals 50 years of age and older. Note: Second booster doses will correspond to a fourth dose for immunocompetent individuals who received a two-dose primary series, but will correspond to a fifth dose for immunocompromised individuals who received a three-dose primary series.

Appointments for second booster doses can be booked by eligible individuals through the [Alberta vaccine booking system](#). Albertans can also call Health Link at 811. Select pharmacies will also be accepting walk-in appointments.

Currently, everyone 12 years and older are eligible for a first booster dose.

If you have questions about getting a booster dose, we encourage you to visit our [website](#), talk to your family physician, or call Health Link at 811. All Albertans are encouraged to receive all doses of the COVID-19 vaccine if they are eligible.

### COVID-19 visitor restrictions rescinded at AHS acute care sites

Visitor restrictions at Alberta Health Services (AHS) acute care, ambulatory care, urgent care, and emergency care sites have now been rescinded. This includes removing limits to visitation and limits to the number of designated family/support persons and visitors permitted per patient.

Throughout the COVID-19 pandemic, access restrictions at AHS sites have been in place to limit the number of [visitors and designated family/support persons](#) permitted in healthcare settings. While these limits have been necessary to reduce the risk of transmission of COVID-19, we understand how challenging they have been for patients and their families.

While most sites will be able to accommodate open access for visitors and designated family/support persons, it is important to know that some healthcare settings may need to impose access limits due to the vulnerability of their patients, or in the event of a [COVID-19 outbreak](#). There may also be limits on how many people can be in an area at one time in order to maintain physical distancing requirements. If you are planning to come to site to see a patient, speak with the site or patient's care team beforehand to find out if any access limits are in place.

It is also important to remember that, as healthcare facilities are vulnerable environments, certain measures must remain in place for the safety of patients, staff, and all on site. Anyone entering must continue to follow precautions such as continuous masking, entry screening, physical distancing, and hand hygiene.

For more information, visit [ahs.ca/visitation](https://ahs.ca/visitation).

### AHS will no longer require COVID-19 immunization as condition of employment

AHS has rescinded its *Immunization of Workers for COVID-19 Policy*, effective July 18, meaning AHS healthcare workers will no longer be required to be immunized for COVID-19 as a condition of employment. In addition, new hires and students will no longer be required to be immunized for COVID-19 upon hire or placement.

While vaccines continue to provide strong protection against serious illness, the decision to rescind the policy is the result of emerging evidence that the immunization required by the policy, which is one dose of an approved one-dose vaccine or two doses of an approved two-dose vaccine, has become less protective against infection. The COVID-19 vaccines available to date target the original strain of the virus and the virus has evolved since then.

The AHS policy came into effect at a time when Delta was the dominant variant and the immunization required by the policy was highly effective in protecting the health and safety of workers, patients and the communities that AHS serves by limiting the spread of COVID-19. Current evidence reveals that immunization without boosters has limited effectiveness in reducing transmission of the Omicron variants currently circulating.

The COVID-19 vaccine and boosters remain very important in preventing serious illness and deaths from COVID-19. We encourage healthcare workers and all Albertans to review current evidence from reputable sources to make informed decisions about getting immunized.

those in our care. While masking requirements for public settings have been rescinded, patients seeking or receiving care are more vulnerable than the general population. Outbreaks in these settings have a serious impact on patient outcomes and our ability to deliver services.

[AHS' masking directive](#) continues to apply to AHS staff, physicians, volunteers, designated family/support persons and visitors in patient care areas and common spaces, such as cafeterias and waiting areas.

Those who work in areas with no direct contact with patients or patient items (for example, in corporate settings, health records departments and laboratory services) are required to wear a mask continuously in all areas of their workplace, unless they are at a workspace separated by at least two metres, separated by a physical barrier, or working alone in an individual office. This is to ensure the health and well-being of all employees and prevent the spread of the virus. In buildings such as Southport Tower and Seventh Street Plaza, when not interacting with patients, AHS staff may choose to wear a non-procedure mask (their own clean cloth mask).

Thank you for continuing to follow this important guideline as we work together through the next phase of our pandemic journey.

## Be Well - Be Kind

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### Foundation Good News

Through donor support, our philanthropic partners fund enhancements to healthcare delivery including equipment, programs, renovations, research and education across the province and in your community. [Learn more here.](#)

#### *Aztec Engineering Inc. hosts successful Ball Hockey Tournament*

On June 18, teams participated in a ball hockey tournament at Aztec Engineering. A fun event for the whole family with ball hockey games, a kids zone, food trucks, silent auction and more.

Funds raised from this event support the [Grande Prairie Regional Hospital Foundation](#) and 3D Charity, benefitting seriously ill children in the Grande Prairie community. The tournament raised \$56,527.



#### *First eSIM lab in an Alberta small town opens in Sundre*

A ribbon cutting for an [eSIM \(educate, Simulate, Innovate and Motivate\) lab](#) in renovated space adjacent to the Sundre Fire Department hall was held on Wednesday, July 13. The now-renovated space will deliver a local capacity for medical training without ever having to leave town. While emergency responders and health-care staff will get to use the lab for training, the new space will also be available to the Sundre Fire Department as well as the municipality and other community groups.

The Sundre Hospital Futures Committee chair added Sundre could potentially become a model for province-wide delivery of eSIM labs in rural areas.





### ***Canmore General Hospital's newly renovated staff room 'The Hub'***

In December, 2021 the [Canmore & Area Health Care Foundation](#) announced a major gift from the Doyon family, valued members of our community. The Doyon's contribution was provided to support the renovation of the staff rooms at the Canmore General Hospital.

The hospital has three staff rooms that were in need of some love; the renovation project began with the main staff room. The Foundation is elated to announce the renovation of the main staff room at the Canmore General Hospital is officially complete. They would like to thank Jessie Ashton of Nest Design and Drafting Studio and Aleks Zablotni Schantz of Compass Design Co for their hard work on this project and Castle Mountain Home Furnishings, who offered significantly discounted furniture for the staff rooms. Local healthcare heroes now have somewhere comfortable and inviting to unwind and relax.

The renovation included brand new furniture, lighting, paint, wallpaper, cabinets, countertops and more. The rejuvenated staff room, named by hospital staff, is truly breathtaking. The newly renovated space is now called The Hub.



### **Appreciation for Papal Visit Support**

Pope Francis was in Alberta from July 24-27 to meet with Indigenous Peoples, visit a former residential school in Maskwacis, participate in the annual pilgrimage to Lac Ste. Anne, and host an open-air Holy Mass at Commonwealth Stadium in Edmonton.

We'd like to thank the many AHS staff - from the Indigenous Wellness Core, North Zone Indigenous Health, EMS, Emergency Disaster Management, Safe and Healthy Environments, medical officers of health and others - who were involved in the planning of these events, worked to ensure on-site support was available at each event and continued to support those impacted by these events.

We are working closely with our partners to ensure emotional, mental and cultural support remains available, recognizing individuals may experience a range of emotions tied to the Papal visit and this event may trigger residential school survivors and their families. Culturally appropriate mental health and wellness experts remain available to anyone requiring additional support related to the Papal visit, even if they didn't attend the events.

Local AHS clinics are here to assist individuals seeking mental health supports and connect them to the appropriate care. For Addiction and Mental Health support and contact information, visit [Addiction and Mental Health on AHS.ca](#).

National helplines are available 24/7 to support Indigenous Peoples across Canada:

- The Hope for Wellness Help Line provides immediate, toll-free telephone and online-chat based support and crisis intervention to all Indigenous Peoples in Canada. This service is available in

referral services by phone at 1-866-925-4419.

### Gratitude from Albertans

Thank you to all of the Albertans who have taken the time to recognize the work of healthcare providers and physicians. Messages of gratitude keep pouring in from across the province and beyond during the COVID-19 pandemic. You can see messages on our [Sharing the Love](#) webpage.

### Wrapping Up

As we roll into August we hope that you are finding time to rest, recharge and enjoy the summer weather. As you do so, we encourage you to find ways to do so safely.

Remember that outdoor barbecuing and picnics often mean limited access to refrigeration and clean water. High temperatures and humidity create ideal conditions for bacterial growth such as E. coli and salmonella, which can cause food-borne illnesses. [Learn how to keep your food and water safe here.](#)

We also encourage you to take simple precautions reduce your risk of West Nile virus infection – [learn how here.](#)

Watch for our next update on August 15!

#### Mauro Chies

Interim AHS President & CEO

#### Dr. Laura McDougall

Senior Medical Officer of Health



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**debbie@onoway.ca**

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**From:** penny@onoway.ca  
**Sent:** July 29, 2022 1:27 PM  
**To:** debbie@onoway.ca  
**Subject:** FW: Thank you for attending - Conversation about Healthcare in Alberta  
**Attachments:** Provincial Health Tour - Whitecourt.pdf

Penny Frizzell

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**From:** Community Engagement <Community.Engagement@albertahealthservices.ca>  
**Sent:** July 29, 2022 9:40 AM  
**To:** Community Engagement <Community.Engagement@albertahealthservices.ca>  
**Subject:** Thank you for attending – Conversation about Healthcare in Alberta

Good Morning,

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 appreciate your time and to have the opportunity to share information with you. We have attached the presentation from the session and in the coming weeks will share out the What We Heard report. We believe it is important to work in partnership with community leaders to identify and find solutions to challenges related to health care in our communities. Thank you again for your time.

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).

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

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**WELCOME**

Whitecourt  
Community Members

Whitecourt

FOREST CAPITAL OF CANADA 2013



# Agenda

- Welcome & Introductions
- Setting the Stage
- World Café – Discussion
- Debrief and Wrap-Up
- Next steps

# Goals

- Engage partners and stakeholders
- Share current approach and priorities
- Discussion on current state and future opportunities
- Identify additional solutions
- Celebrate successes

# Health Commitments

Our 2022-25 Health Business Plan includes three main outcomes:

- An effective, accessible and coordinated health care system built around the needs of individuals, families, caregivers and communities, and supported by competent, accountable health professionals and secure digital information systems.
- A modernized, safe, person-centred, high quality and resilient health system that provides the most effective care now and in the future for each tax dollar spent.
- The health and well-being of all Albertans is protected, supported and improved, and health inequities among population groups are reduced.





# Successes

COVID has put a strain on our health-care system, but we are recovering.

- We have moved forward with virtual care options.
- Expanded the use of chartered surgical facilities.
  - Surgery is back at near-normal levels, and the waiting list is about 70,000, just 2,000 higher than before COVID.
- Cancer screening dropped in 2020 but last year the levels were almost back to normal, along with access to cancer treatment.
- The wait for a continuing care bed for patients waiting in hospital is shorter than before the pandemic.

The pressure on the system is beginning to drop as the current wave of COVID recedes, and we'll keep catching up on the care deficits from the past two years.



# Budget 2022

This year's Health budget is \$22 billion – and anticipated to increase by \$600 million a year for the next 3 years.

Some areas of investment include:

- \$64 million increase to EMS budget
- \$60 million in new funding over three years, to expand recovery-oriented support for people experiencing addiction and mental health issues
- \$3.7 billion for continuing care, community care and home care programs.
- \$3.5 billion over three years in capital funding for health facilities, equipment and IT systems across the province.

The Health Capital plan also includes \$45 million over three years for the Rural Health Facilities Revitalization Program.



# Capital Plan

Budget 2022 includes \$3.5 billion over three years in capital funding to ensure Albertans have access to modern health facilities, equipment and IT systems.

We are investing:

- \$2.2 billion for new and ongoing health care projects and programs;
- \$474 million for capital maintenance and renewal of existing health care facilities;
- \$87 million for health department IT projects; and
- \$758 million for AHS self-financed capital, for parkades, equipment and other capital requirements.

# System Pressures

The demand for emergency care has been increasing.

The additional pressure put on the health-care system through the pandemic, in Alberta and Canada-wide, has added to the challenge of wait times as COVID-related cases utilized many available hospital beds and resources.

This increase relates to such factors as deferred primary, urgent and preventative care from early in the pandemic.

At the same time, emergency departments are facing staff shortages due to illness and burnout.

# Emergency

Emergency department wait times are a systemic issue related to capacity.

- There were more than 1.5 million visits to Alberta emergency departments in 2020-21.
- In the first nine months of 2021-22, the number of visits had already hit more than 1.5 million.

Addressing emergency department flow takes a whole-of-system approach. We're tackling this in a number of ways, including:

- Increasing funding for home care;
- Providing more care outside of emergency departments through innovative approaches such as community paramedicine programs;
- Working with stakeholders to find longer-term solutions.



# EMS

We know response times are too long, staff are experiencing fatigue and burnout, and hospitals are strained and pushing capacity.

We have been taking steps forward to address these systemic issues:

- We have guaranteed funding for helicopter air ambulance operators including STARS, HALO and HERO.
- AHS and Alberta Health continue to work with staff and community partners on the EMS 10-point plan and the larger EMS service plan.
- The Alberta EMS Provincial Advisory Committee is developing recommendations to address EMS system pressures.
- An independent review of the dispatch system is expected to be completed this fall.

# Continuing Care

Recent data projects a 62 per cent increase in the need for continuing care over the next 10 years.

To meet the rising needs of an aging population, we are investing capital funding to modernize and increase continuing care capacity, including:

- \$204 million over three years to modernize existing continuing care facilities and create additional continuing care spaces.
- \$91 million over three years to complete the Bridgeland-Riverside Continuing Care Centre in Calgary that will accommodate about 200 residents and deliver day programs and services.
- \$142 million over two years for the Gene Zwozdesky Centre in Edmonton to add 145 new spaces and renovate 205 existing spaces to accommodate 350 continuing care residents with complex needs.





# Continuing Care

Some of our actions to-date include:

- Adding 1,500 new continuing care spaces for people waiting in hospital.
- Adding a million more hours of home care, to keep patients out of hospital and living in their own homes.
- Working on a new, modern legislative framework.
- Delivering on a \$20 million over four years for palliative and end-of-life care, including \$5 million for 2022-23.

Government also conducted a review of continuing care homes and publicly released the Facility Based Continuing Care (FBCC) review final report in Spring 2021 that included 42 recommendations for system-wide change.

We continue to look at innovative ways to provide Albertans with more choices of continuing care services, with a focus on increasing home and community care services and supports.



# Alberta Surgical Initiative

Alberta is moving forward with a rapid action plan to transform Alberta's surgical system by putting patients first.

We're funding more surgeries, including 8,000 more cataract removals and 6,000 more hip and knee replacements, which are our two longest wait lists, and spending \$130 million to add more operating rooms in hospitals across the province.

We have also hired a new independent surgical recovery lead to help transform and strengthen surgical services.

We promised Albertans that every scheduled surgery would be done in a clinically acceptable time by 2023 – It may take longer to get there, but we will get there.



# ICU and Acute Care Capacity

Alberta is adding 50 new permanent fully staffed ICU beds to expand health-care capacity in order to prevent the system from becoming overwhelmed. The first 19 opened in May.

Alberta now has 195 adult general ICU beds across the province, up from 173 before the pandemic. Over three years, AHS will boost its ICU capacity to 223 beds across all AHS zones.

AHS had filled 250 positions to support the new beds, including nurses, allied health professionals and pharmacists, as well as clinical support service positions such as diagnostic imaging and service workers and plans to recruit to fill another 425 clinical and support service positions.



# MRI & CT

- Alberta Health has invested \$33 million for Alberta Health Services (AHS) to improve access to CT and MRI diagnostic imaging healthcare services.
- In 2021, AH and AHS developed an aggressive three-year action plan to reduce wait times, and AHS has taken immediate steps to implement it, ensuring Albertans have more timely access to CT and MRI services.
- Initial progress was made with improved CT and MRI wait times and decreased the number of patients waiting, however we are seeing impacts to imaging wait times due to the COVID-19 pandemic and associated increased demand in emergency and inpatients.
- AHS performed additional 45,000 CT and 30,000 MR exams in 2021/22 which resulted in an overall reduction in provincial wait times in accordance with our CT and MR Implementation Plan.



# Mental Health and Addiction Supports

We are building a comprehensive recovery-oriented system of care by:

- Exploring and expanding treatment and recovery supports for opioid use disorder.
- Establishing new publicly funded addiction and mental health treatment spaces, including the introduction of recovery communities.
- Eliminating user fees for publicly funded residential addiction treatment services.
- Enhancing youth mental health hubs so youth in Alberta have ready access to prevention, early intervention and clinical treatment supports.

We have now funded over 8,000 annual treatment spaces and provided access to the Digital Overdose Response System.



# Physician Recruitment

Approximately \$90 million is being spent in 2021-22 including

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

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

# Other Health Rural Recruitment

There are many initiatives currently underway to assist with rural recruitment efforts including:

- New legislation, the *Fair Registration Practices Act*, has improved the process of assessing out-of-country professional education and credentials;
- The AHS Integrated Workforce Action Plan work is decreasing workforce attrition and increasing talent attraction to rural Alberta;
- UNA and AHS have committed to fund \$7.5 million for recruitment and retention programs through the Rural Capacity Investment Fund;
- Post-secondary institutions are piloting ways to educate students living and learning in rural areas (U of C online rural baccalaureate program);
- Advanced Education funded an additional 689 RN education seats; over 400 of these students will be educated and trained in institutions that typically supply rural areas of the province.





# Workforce Increases

In May 2022, AHS had 112,195 employees with 73,627 FTE.

Staffing has grown since March 2020 due to the pandemic response – primarily in temporary and casual roles:

- The highest staff count of AHS employees are with the Alberta Union of Public Employees (AUPE) – General Support Services (GSS), which has grown 13.1% since March 2019.
- AUPE-Auxiliary Nursing staff count has grown 14.6% since March 2019
- UNA has grown 6.3% over the same period – AHS has hired more than 1,800 RNs since the beginning of the pandemic.

Employees with AHS have an average length of service of 10.1 years.



# Collective Agreements

AHS has ratified new collective agreements for the term of April 1, 2020 to March 31, 2024 with UNA and AUPE-Auxiliary Nursing

- The new collective agreements includes modest increases over four years and a 1% COVID recognition lump sum for 2021.

In addition, AHS has agreed to work together with both unions in an effort to address recruitment and retention of nurses to remote and rural communities.

AHS continues to negotiate collective agreements with Health Sciences Association of Alberta (HSAA) and AUPE-General Support Services, moving into voluntary mediation.

# Service Disruptions in Small Sites

- We are experiencing more temporary service disruptions at some of our rural healthcare sites. This is to be expected, given the impact the pandemic has had, and continues to have, on our workforce.
- We acknowledge that any service disruption or temporary closure causes concern in those communities that are impacted.
- AHS makes every effort to secure staff and physician coverage before reducing services and/or beds. Temporary reductions are a last resort.
- Temporary reductions may occur due to staff/physician vacations, illness, or scheduled upgrades and construction projects.
- AHS ensures that we have engaged with local stakeholders so that they are aware of any service disruptions in their community, and understand mitigation plans in place.

# System Recovery

- Over each of the next three years, AHS will perform between 20% and 23% additional 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 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 approximately 1,000 new continuing care spaces and increase the number of unique home care clients by four per cent.

# Looking Forward

We need to reinvest in family medicine and develop a new strategy for primary care overall.

We will continue to find ways to support system recovery so we can get back to providing normal volumes of surgeries and other care.

And we will work with stakeholders to make meaningful change to build a stronger system, with more capacity and better access than before COVID.

Your input here today, is part of this work.



Alberta Health Services (AHS) is entering a new era of transformation and innovation.

Health Plan 2022-25 is the roadmap for this exciting journey.

At the heart of this health plan are **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.



# AHS' 10 Priorities

- Alberta Surgical Initiative
- EMS 10-Point Plan
- Mental Health and Substance Use Recovery
- Public Health and Pandemic Response and Recovery
- Digital Health Evolution and Innovation
- Rural Initiatives and Engagement
- Continuing Care
- Workforce Recruitment and Retention
- Quality and Patient Outcomes
- Sustainability

# AHS by the Numbers



**106** Acute  
Care Hospitals



**602,300**  
EMS Events



**6.58 Million**  
Outpatient Visits



**46,600**  
Births



**Five**  
Standalone  
Psychiatric Facilities



**1.55 Million**  
Emergency  
Department Visits



**2.5 Million**  
Total Hospital  
Days



**737,200**  
Cancer Patient  
Visits



**108,600**  
Employees



**9,000**  
Physicians



**12,200**  
Volunteers



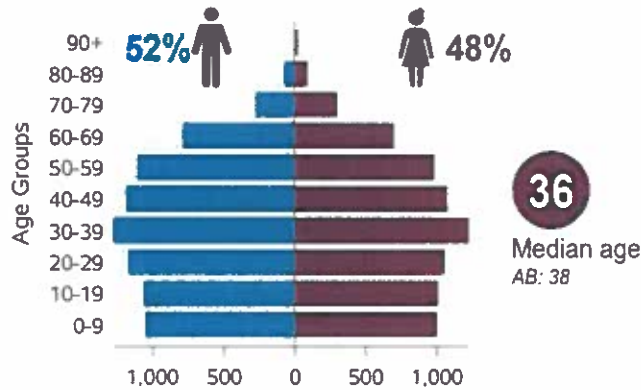
**4.4 Million**  
Albertans

# Local Stats - Whitecourt



**15,456** residents in 2020  
**▲14%** since 2010

**3%** of the Zone's population lived here  
 By 2030, the population is expected to increase by **10%**



**30-39 year olds** were the largest age group, **16%** of our population  
 AB: 30-39 year olds (17% of pop.)

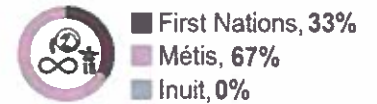
**24%** children or youth 17 years and under  
 AB: 22%

**9%** of residents were **65+** since 2010  
 AB: 14%

By 2030, **13%** of the population will be **65+**  
 AB: 18%

## Diverse Populations, 2016

**12%** of our population identified as Indigenous  
 AB: 7%



**6%** of our population were immigrants (4% in 2011)  
 AB: 21%

**37%** recent immigrants (2011-2016) compared to 1% from 2006 to 2011  
 AB: 25%

**4%** of our population know English & French  
 AB: 7%

English only: **95%**  
 French only: **0%**  
 Neither English nor French: **0%**

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# Challenges and Opportunities

## COVID-19 pandemic

- Demands of ongoing pandemic could affect inpatient/workforce capacity

## Potential workforce shortages

- Mitigating through Integrated Workforce Action Plan; alternate models of care; recruitment, retention and employee wellness strategies.

## Community/stakeholder engagement

- Ten priorities require collaboration with communities and stakeholders, and AHS must engage effectively to secure their partnerships.



## 1. Alberta Surgical Initiative

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



## 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.



## 3. Mental Health and Substance Use Recovery

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



## 4. Public Health and Pandemic Response and Recovery

Public health and pandemic response and recovery, which involves adding acute care spaces (ICU beds), supporting continued access to vaccines and treatments for COVID-19, and establishing specialty clinics to support Albertans with ongoing COVID-19 symptoms.



## 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.



## 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.



## 7. Continuing Care

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



## 8. Workforce Recruitment and Retention

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



## 9. Quality and Patient Outcomes

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



## 10. Sustainability

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

# THANK YOU

For follow up, please contact  
[community.engagement@ahs.ca](mailto:community.engagement@ahs.ca)



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**Subject:** New Website on the Future of Provincial Policing

Dear Mayor/Reeve and Council,

Over the past months I have been meeting with municipal leaders regarding the provincial government exploration of an Alberta police service. I heard loud and clear that Albertans want to be provided with more information on this topic. To meet this need, we have launched a website [www.futureofABpolicing.ca](http://www.futureofABpolicing.ca).

I encourage all municipal leaders to visit the website and learn more about how Alberta is part of a growing national conversation on the future of RCMP contract policing, (see <https://www.futureofABpolicing.ca/canadian-context> for the details).

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.

Warm Regards,

**On behalf of Honourable Tyler Shandro  
Minister of Justice and Solicitor General**

204 Legislature Building  
10800 - 97 Avenue, Edmonton AB T5K 2B6  
Phone (780)-427-2339  
[ministryofjustice@gov.ab.ca](mailto:ministryofjustice@gov.ab.ca)



Classification: Protected A

122

**debbie@onoway.ca**

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**From:** penny@onoway.ca  
**Sent:** August 4, 2022 3:07 PM  
**To:** cao@onoway.ca; debbie@onoway.ca  
**Subject:** FW: New Website on the Future of Provincial Policing

Penny Frizzell

[penny@onoway.ca](mailto:penny@onoway.ca)

Municipal Clerk & Records Management  
Town of Onoway  
Box 540  
Onoway AB  
T0E 1V0  
780-967-5338

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**From:** Ministry of Justice <ministryofjustice@gov.ab.ca>

**Sent:** August 4, 2022 2:28 PM

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