



AGENDA

Municipal District #124 Regular Council
Wednesday, August 23, 2023 - 10:00 AM - MD Council Chambers

Page

CALL TO ORDER

ANNOUNCEMENTS / OPENING REMARKS

ADOPTION OF THE AGENDA

- 3.1 August 23rd, 2023 Regular Council Meeting Agenda

Proposed Motion: Move to accept the August 23rd, 2023, Regular Council Meeting Agenda as presented.

ADOPTION OF MINUTES

- 4.1 July 18th, 2023, Strategic Utility Meeting Minutes 5

Proposed Motion: Move to adopt the July 18th, 2023, Strategic Utility Meeting Minutes as presented.

[20230719-DRAFT Regular Strategic Utility Meeting Minutes -](#)

- 4.2 July 19th, 2023, Public Hearing Meeting Minutes 6

Proposed Motion: Move to adopt the July 19th, 2023, Public Hearing Meeting Minutes as presented.

[20230719-DRAFT Public Hearing Minutes -](#)

- 4.3 July 19th, 2023, Regular Council Meeting Minutes 7 - 11

Proposed Motion: Move to adopt the July 19th, 2023, Regular Council Meeting Minutes as presented.

[20230719-DRAFT Regular Council Meeting Minutes -](#)

ACCEPTANCE OF MINUTES FOR INFORMATION

DELEGATIONS

- 6.1 Waheed Hussaim - Smith Pizza & Donair Owner 12 - 13

Proposed Motion: Move to accept the High Water Bill concerns from Waheed Hussaim as presented.

[Waheed Hussaim Delegation form](#)

- 6.2 Jule Asterisk - The Society of High Prairie Regional Environmental Action Committee (REAC) 14 - 31

Proposed Motion: Move to accept the presentation from Jule Asterisk as information.

[Jule Asterisk Delegation form](#)

[MDLSR EPR Waste REAC](#)

[RCA EPR webinar April 24 23](#)

[Workshop Evaluation REAC](#)

- 6.3 Deputy Chief Introduction - Chief Alex Pavcek 1:30 p.m.

Proposed Motion: Move to accept the New Deputy Chief introduction as information.

COMMUNITY ASSISTANCE BOARD

- 7.1 Community Assistance Board Meeting at 1:00 p.m.

Proposed Motion: Move to recess Regular Meeting of Council to hold the Community Assistance Board Meeting at _____p.m.

Proposed Motion: Move to reconvene Regular Meeting of Council at _____p.m.

REQUESTS FOR DECISION

- 8.1 Dyck Road Allowance - Documents to be distributed prior to meeting.

- 8.2 Recreation and Open Spaces Masterplan Proposals 32 - 46

Proposed Motion: Move to award the Recreation and Open Spaces Master Plan Study to RC Strategies in the amount of \$62,319.00 plus GST.

[20230823 - RFD - Recreation and Open Spaces Masterplan](#)

[OCL MD Lesser Slave River Proposal](#)

[RCS MD Lesser Slave Lake Proposal](#)

- 8.3 SHARA Memorandum of Understanding 47 - 63

Proposed Motion: Move to approve entering into a Memorandum of Understanding with the Smith Hondo Association of Recreational and Agricultural Society for the 2023/2024 pilot season (September 1, 2023 to September 1, 2024).

[20230823 - MOU SHARA MDLSR SCAC](#)

- 8.4 Smith Land Purchase Update (Discussion in Closed Session)

- 8.5 2023 Scholarship (Applications In Closed Session)

- 8.6 Peace Officer Agreement Amendment 64 - 68

Proposed Motion: Move to approve the Amendments to the Peace Officer Agreement as per Alberta Public Safety and Emergency Services as presented.

[RFD - Peace Officer Agreement](#)

[Agreement Draft Peace Officer TOSLwMDLSR \(feedback\)](#)

- 8.7 New Marten Beach Truck Fill Station - documents to distributed prior to meeting

REPORTS

- 9.1 Director/Manager Reports (Operational) 69 - 82

Proposed Motion: Move to accept the Director/Manager reports as information.

[Community Services Report](#)

[Health & Safety Report](#)

[Human Resource Report](#)

[Operations July and August Monthly reporting](#)

[Planning Report](#)

[Protective Services July Aug 2023 report](#)

[Capital Project Update August 2023](#)

9.2 Beaver Control Program Update 83

Proposed Motion: Move to accept the Beaver Control Program Update as information.

[Beaver control program update](#)

9.3 Old Smith Highway Graveling Update 84

Proposed Motion: Move to accept the Old Smith Highway Graveling Update as information.

[Old Smith Highway graveling \(1\)](#)

FINANCIAL

10.1 Monthly Financial Reports - Operational 85 - 91

Proposed Motion: Move to accept the Financial reports as information.

[Finance Report - August 23 2023](#)

[Statement of Operations MDSLR as of July 31 2023](#)

[Operating Project Cost Tracking as of Aug 15 2023](#)

[Capital Project Cost Tracking as of Aug 15 2023](#)

NEW BUSINESS

11.1

11.2

ITEMS FOR DISCUSSION

12.1 2024 Budget Planning Dates (Maybe tabled to future date)

12.2 Rural Municipalities of Alberta Conference (RMA) November 6th - 9th, 2023 92 - 157

- Discuss plan for Minister's meeting

- What Ministers

- What concerns

[acsw-mandate-letter-arts-culture-and-status-of-women-2023 - Copy](#)

[ae-mandate-letter-advanced-education-2023 - Copy](#)

[agi-mandate-letter-agriculture-and-irrigation-2023 - Copy](#)

[au-mandate-letter-affordability-and-utilities-2023 - Copy](#)

[cfs-mandate-letter-children-and-family-services-2023 - Copy](#)

[educ-mandate-letter-education-2023 - Copy](#)

[em-mandate-letter-energy-and-minerals - Copy](#)

[epa-mandate-letter-environment-and-protected-areas-2023 - Copy](#)

[fp-mandate-letter-forestry-and-parks-2023 - Copy](#)

[hlth-mandate-letter-health-2023 - Copy](#)

[im-mandate-letter-immigration-and-multiculturalism-2023 - Copy](#)

[infra-mandate-letter-infrastructure-2023 - Copy](#)
[ir-mandate-letter-indigenous-relations-2023 - Copy](#)
[jet-mandate-letter-jobs-economy-trade - Copy](#)
[jus-mandate-letter-justice-2023 - Copy](#)
[ma-mandate-letter-municipal-affairs-2023 - Copy](#)
[mha-mandate-letter-mental-health-and-addiction-2023 - Copy](#)
[pses-mandate-letter-public-safety-and-emergency-services-2023 - Copy](#)
[sartr-mandate-letter-service-alberta-and-red-tape-reduction-2023 - Copy](#)
[scss-mandate-letter-seniors-community-and-social-services-2023 - Copy](#)
[tbf-mandate-letter-treasury-board-and-finance-2023](#)
[tec-mandate-letter-transportation-and-economic-corridors-2023](#)
[ti-mandate-letter-technology-and-innovation-2023](#)
[ts-mandate-letter-tourism-and-sport-2023](#)

- 12.3 Summer Road Tour - Infrastructure
- Tentative Dates - September 28 & 29, 2023

CONFIDENTIAL ITEMS - CLOSED SESSION

- 13.1 Closed Session as per Sections 16, 17, 18 and 25 of the FOIP Act.
- Smith Conceptual Fire Hall/Library/Meeting room Draft Plans
 - Recruitment/Staffing
 - Minister Meetings & Videos (maybe tabled to August 30th, 2023)

Proposed Motion: Move to go into Closed Session at _____ a.m./p.m.

Proposed Motion: Move to return to Open Session at _____ a.m./p.m.

NOTICE OF MOTION

ADJOURNMENT

MINUTES

**Strategic/Utility Meeting
Municipal District of Lesser Slave River No. 124
July 18th, 2023
MD Council Chambers**

MEMBERS PRESENT	Murray Kerik Lana Spencer Sandra Melzer Brad Pearson Norman Seatter Darren Fulmore Nancy Sand	- Reeve - Deputy Reeve - Division 1 - Division 2 - Absent - Division 2 - Division 1 - Division 1 -via Teams
IN ATTENDANCE	Barry Kolenosky Holly Omelchuk Donna Cross Jeremy Dumaresque Leanne Masur Doug Baird Marilyn Gladue	- Chief Administrative Officer, MD LSR - Interim Director of Finance, MD LSR - Acting Utility Manager, MD LSR - Utility Manager, MD LSR - Administrative Assistant, MD LSR - Project Manager, MD LSR - Recording Secretary, MD LSR
CALL TO ORDER	Reeve Kerik called the meeting to order at 9:59 a.m.	
ADOPTION OF AGENDA	July 18th, 2023, Strategic/Utility Meeting Agenda	
	<u>MOTION -23</u> Moved by Councillor Seatter to accept the July 18 th , 2023, Strategic/Utility Meeting agenda as presented.	CARRIED
CLOSED SESSION	<u>MOTION -23</u> Moved by Councillor Fulmore to go into Closed Session at 10:01 a.m. as per the following Section of the FOIP Act with CAO Kolenosky, Interim Director of Finance Omelchuk, Acting Director of Utilities Cross, Utility Manager Dumareque, Administrative Assistant Masur, Project Manager Baird and Recording Secretary Gladue in attendance.	CARRIED
	<u>MOTION -23</u> Moved by Deputy Reeve Spencer to return to Open Session at 2:00 p.m.	CARRIED
ADJOURNMENT	<u>MOTION -23</u> Moved by Councillor Melzer to adjourn at 2:01 p.m.	CARRIED

Chief Administrative Officer

Reeve

MINUTES

**Public Hearing
Municipal District of Lesser Slave River No. 124
July 19th, 2023
MD Council Chambers**

- MEMBERS PRESENT** Murray Kerik - Reeve
Lana Spencer - Deputy Reeve
Sandra Melzer - Division 1
Brad Pearson - Division 2
Norman Seatter - Division 2
Darren Fulmore - Division 1
Nancy Sand - Division 1
- IN ATTENDANCE** Barry Kolenosky - Chief Administrative Officer, MD LSR
Ann Holden - Planning & Development Officer, MD LSR
Karen Plourde - Resident
Scott Weinrich - Resident
Marilyn Gladue - Recording Secretary, MD LSR
- CALL TO ORDER** Reeve Kerik called the meeting to order at 10:15 a.m.
- INTRODUCTIONS** Introductions were made.
- BACKGROUND**
- a. Bylaw 2023-07, A bylaw of the Municipal District of Lesser Slave River No.124 in the Province of Alberta. To amend Bylaw 2023-07 Land Use Bylaw Amendment #9.
 - b. Lakeside Leader advertisement for July 5th, 2023
 - c. Lakeside Leader advertisement for July 12th, 2023
- COMMENTS AGAINST** Against Proposed Bylaw:
- No one in attendance spoke against the proposed bylaw.
 - No written submissions against the proposed bylaw were received.
- COMMENTS IN FAVOUR** In Favour of Proposed Bylaw:
- Councillor Seatter in favor.
 - No written submissions in favor of the proposed bylaw were received.
- QUESTIONS** Councillor Pearson inquired – “Is a change required for serviced to unserved?”
Ann Holden replied – “No, the infrastructure is in place”.
- ADJOURNMENT** **MOTION:**
Moved by Reeve Kerik to adjourn the Public Hearing at 10:19 a.m.

CARRIED

Chief Administrative Officer

Reeve

MINUTES

Regular Meeting of Council Municipal District of Lesser Slave River No. 124 July 19th, 2023 MD Council Chambers

MEMBERS PRESENT Murray Kerik - Reeve
 Lana Spencer - Deputy Reeve
 Sandra Melzer - Division 1
 Brad Pearson - Division 2
 Norman Seatter - Division 2
 Darren Fulmore - Division 1
 Nancy Sand - Division 1

IN ATTENDANCE Barry Kolenosky - Chief Administrative Officer, MD LSR
 Ann Holden - Planning & Development Officer, MD LSR
 Holly Omelchuk - Interim Director of Finance, MD LSR (Teams)
 Dawn Lynn Durocher - Municipal Clerk, MD LSR
 Shari Spencer - Document Conveyance Coordinator, MD LSR
 Jeremy Dumaresque - Utility Manager, MD LSR
 Scott Weinrich - Resident
 Karen Plourde - Resident (via Teams)
 Marilyn Gladue - Recording Secretary, MD LSR

CALL TO ORDER Reeve Kerik called the meeting to order at 10:07 a.m.

ADOPTION OF AGENDA July 19th, 2023, Regular Council Meeting Agenda

MOTION 268-23
 Moved by Councillor Pearson to accept the July 19th, 2023, Regular Meeting of Council agenda as amended:

Add: - 7.9 Canyon Creek WTP Membrane Replacement

CARRIED

ADOPTION OF MINUTES June 28th, 2023, Regular Meeting of Council Minutes

MOTION 269-23
 Moved by Councillor Seatter to adopt the June 28th, 2023, Regular Meeting of Council minutes as amended:

Correct: - Motion 262-23 should be noted as "DEFEATED 1 -6"

CARRIED

REQUEST FOR DECISION Vegetation Lead Hand Inspector Appointment

MOTION 270-23
 Moved by Councillor Fulmore to appoint Morgan Cryderman as a municipal inspector for the MD of Lesser Slave River, under the Weed control Act W-5.1 and the Agricultural Pests Act A-8, Effective July 12th, 2023.

CARRIED

Peace Library System

MOTION 271-23
 Moved by Councillor Pearson to direct Administration to include the Peace Library System municipal levy increase in the 2024 budget discussions.

CARRIED

MINUTES
Municipal District of Lesser Slave River No. 124 – Regular Meeting of Council
July 19th, 2023

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PUBLIC HEARING

Bylaw 2023-07 Land Use bylaw Amendment #9

MOTION 272-23

Moved by Reeve Kerik to recess Regular Meeting of Council at 10:14 a.m. to hold the Public Hearing Summary of Amendment for Bylaw 2023-07 Land Use Bylaw Amendment #9.

CARRIED

MOTION 273-23

Moved by Councillor Sand to reconvene Regular Meeting of Council at 10:19 a.m.

CARRIED

MOTION 274-23

Moved by Councillor Melzer to give 2nd reading to Bylaw 2023-07 Land Use bylaw Amendment #9 as presented.

CARRIED

**REQUEST FOR
DECISION**

Policy H8 – Licence of Occupation Policy

MOTION 275-23

Moved by Councillor Sand to table the Licence of Occupation holders to install a gate on the road allowance to the afternoon of July 19th, 2023.

CARRIED

Councillor Seatter exited at 11:10 a.m.
Councillor Seatter returned at 11:30 a.m.

Smith Bridge Prelim Design – Geotechnical Services

MOTION 276-23

Moved by Councillor Pearson that the geotechnical services portion of the Smith Bridge Prelim Design project be awarded to Thurber Engineering Ltd for the amount of \$832,332.00 plus GST. MD Project #322302-DP23-27.

CARRIED

Deputy Reeve Spencer exited at 11:22 a.m.
Deputy Reeve returned at 11:24 a.m.

Smith Bridge Flooding/Damage Update

MOTION 277-23

Moved by Councillor Pearson to accept the Smith Bridge Flooding/Damage Update as information.

CARRIED

Voyent Alert!

MOTION 278-23

Moved by Councillor Pearson to direct Administration to sign an agreement with Voyent Alert! System for a one-year pilot project to enhance emergent & project Communications to citizens currently residing in the Municipal District of Lesser slave River.

CARRIED

Canyon Creek Campground Management Request

MOTION 279-23

Moved by Councillor Melzer to accept the letter from the Canyon Creek Campground Management requesting a Fish Cleaning/Dumping Station for information.

CARRIED

MOTION 280-23

Moved by Councillor Pearson to direct Administration to provide Letter to the Canyon Creek Campground Management acknowledging the request.

CARRIED

MINUTES
Municipal District of Lesser Slave River No. 124 – Regular Meeting of Council
July 19th, 2023

MOTION 281-23

Moved by Councillor Pearson to direct Administration to confirm with Alberta Fish and Wildlife on their recommendations for Fish Cleaning/Dumping Stations.

CARRIED

Utility Strategic Plan Outcome

MOTION 282-23

Moved by Councillor Melzer to direct Administration to continue to adhere to Bylaw 2022-14 Schedule “B: and advise the concerned citizens of the direction as set by Council.

CARRIED

MOTION 283-23

Moved by Deputy Reeve Spencer to direct Administration to draft a plan to increase accuracy, effectiveness and efficiency of Utility Services provision for area rate payers, for council consideration.

CARRIED

**RECESS
RECONVENE**

12:07 p.m.
12:35 P.M.

Canyon Creek WTP Membrane Replacement

MOTION 284-23

Moved by Councillor Seatter to approve the reallocation \$100,000.00 from the \$400,000.00 allocated to non-compliant sewer installs in the 2023 operational budget. Utilize the \$100,000.00 reallocated funds for the purchase of replacement ultrafiltration membrane modules for the Canyon Creek water treatment plant.

CARRIED

REPORTS

Monthly Financial Reports

MOTION 285-23

Moved by Councillor Sand to accept the MD of Lesser Slave River No.124 – Statement of Operations as June 30, 2023, report as information.

CARRIED

MOTION 286-23

Moved by Councillor Melzer to accept the MD OF Lesser Slave River No. 124 – 2023 Capital and Operating Projects – Updated YTD July 13, 2023, report for information.

CARRIED

Finance Report – Cash & Investment

MOTION 287-23

Moved by Councillor Seatter that Council accepts the MD of Lesser Slave River No.124 – Cash report as of June 30, 2023, report for information.

CARRIED

MOTION 288-23

Moved by Deputy Reeve Spencer that council accepts the MD of Lesser Slave River No.124 listing of reserves as of June 30, 2023.

CARRIED

**ITEMS FOR
DISCUSSION**

Town of Slave Lake and Municipal District of Lesser Slave River No.124 Peace Officer & Visitor Information Centre Agreements as information.

MOTION 289-23

Moved by Deputy Reeve Spencer to accept the Visitor Information Centre Agreement as presented.

CARRIED

MOTION 290-23

Moved by Councillor Sand to accept the Peace Officer Agreement as amended.

Change – “towns” to “municipalities” in the ” NOW THEREFORE” 4th paragraph.

REPORTS

CARRIED

TangentCivic Report

MOTION 291-23

Moved by Councillor Melzer to accept the report from TangentCivic as information.

CARRIED

Community Futures

- Community Futures Slave Lake – Councillor Sand
- Community Futures Tawatinaw Region – Councillor Melzer

Inter-Municipal Committees

- Reeve Kerik, Deputy Reeve Spencer, Councillors Melzer and Seatter

Waste Management

- Athabasca Regional Waste Management Services Commission – Councillors Sand and Fulmore
- Lesser Slave Regional Waste Services Commission – Manager Kolenosky, Deputy Reeve Spencer, Councillors Pearson and Seatter

Councillor Pearson exited at 2:08 p.m.
Councillor Pearson returned at 2:11 p.m.

Watersheds

- Lesser Slave Lake Watershed Council – Councillors Seatter and Sand
- Athabasca Watershed Council – Councillor Sand

Education and Libraries

- Peace Library Systems – Councillors Pearson and Sand
- Slave Lake Regional Library Board – Councillor Sand
- Community Education Committee – Councillor Seatter

Airport

- Slave Lake Airport Services Commission – Councillors Melzer, Fulmore and Pearson

Seniors and Housing

- Lesser Slave Lake Regional Housing Authority – Councillors Pearson and Sand
- Homeland Housing – Councillor Melzer

Planning & Development

- Municipal Planning Commission – Deputy Reeve Spencer, Councillors Seatter and Fulmore

Economic Development

- Slave Lake Chamber of Commerce – Councillor Seatter

Tourism

- Slave Lake Regional Tourism – Deputy Reeve Spencer

Reeve Appointments

- Northern Alberta Development Council/Norther Alberta Elected Leaders
- Director of Wildfire Legacy Corporation

Regional Alliances

- Alberta North Central Alliance – Reeve Kerik and Councillor Sand

Tri-Council Sub-committee

- Tri-Council Health Advocacy Committee – Councillors Pearson, Melzer and Fulmore

Agricultural Services

- Agricultural Service Board – Councillors Melzer and Fulmore
- Veterinary Services Incorporated – Councillors Melzer and Fulmore

All Council Committees

- Tri-Council (MD/TOSL/Sawridge First Nation)

MINUTES
Municipal District of Lesser Slave River No. 124 – Regular Meeting of Council
July 19th, 2023

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- Pembina River District No.3
- Disaster Service Committee

MOTION 292-23

Moved by Councillor Seatter to accept the verbal Board Reports from Council as information.

CARRIED

Policy H8 – Licence of Occupation Policy – Continued

MOTION 293-23

Moved by Deputy Reeve Spencer to bring back Policy H8 with amendments at next meeting.

CARRIED

CLOSED SESSION

MOTION 294-23

Moved by Deputy Reeve Spencer to go into closed Session at 2:55 p.m. as per the following Sections of the FOIP Act with CAO Kolenosky in attendance.

- Section 16 – Disclosure harmful to a business interest of a third party.
- Section 17 – disclosure harmful to personal privacy
- Section 19 – Confidential Evaluation

CARRIED

Recording Secretary Gladue exited at 2:56 p.m.

MOTION 295-23

Moved by Deputy Reeve Spencer to return to Open Session at 4:15 p.m.

CARRIED

ADJOURNMENT

MOTION 296-23

Moved by Councillor Fulmore to adjourn at 4:16 p.m.

CARRIED

Chief Administrative Officer

Reeve

Rec'd Aug 4/23



Lesser Slave River

Administration

APPEARING BEFORE COUNCIL AS A DELEGATION

GUIDELINES

- Council meetings are held every second and fourth Wednesdays. Please refer to the Council calendar posted on the MD website (www.mnd124.ca) for the dates.
- There is a limit of two delegations per meeting; therefore, we advise that delegations book well in advance of the desired date.
- Delegations shall be dealt with at their pre-arranged hour. Please contact the Executive Assistant at 780.849.4888 ext 211 for details.
- Delegations will only be received with prior arrangements made with the Administration Office at least one week before the next meeting of Council.
- Anyone wishing to appear before Council as a delegation must submit the DELEGATION REQUEST TO APPEAR BEFORE COUNCIL form with written reasons/issues in which they wish to address council and any other pertinent information.
- Delegations are restricted to a Maximum time limit of 15 minutes for their presentation and question period. Anyone requiring more time requires the prior approval of Administration and the Reeve. Council may ask questions after the presentation form clarification.
- If you will be providing supporting documentation, such as a PowerPoint presentation, you are required to submit the documents no later than 4:30 pm on the Wednesday prior to the meeting. PowerPoint presentations are limited to a maximum of ten slides.
- In order to schedule a date to appear before Council, delegations must provide the information on the attached form. This information will be included in the agenda. The provision of this information clarifies the purpose of the delegation for Council and allows Council Members to become familiar with your topic and obtain any necessary background information.
- Your address will be included with your delegation information and circulated to Council; if you do not wish your address to be included in the public agenda, please advise the Executive Assistant.

LEGISLATION: Policy A.5; Bylaw 98-5

DELEGATION REQUEST TO APPEAR BEFORE COUNCIL

This form is mandatory before any request is considered.

NAME OF PERSON & ASSOCIATE OR ORGANIZATION

Waheed Hussain owner Smith Pizza & Donair

TOPIC OF DISCUSSION

Please be specific, provide details, and attach additional information if required.

High Water bill

PURPOSE OF PRESENTATION

For example: information only, requesting a letter of support, requesting funding, etc. (Please provide details).

Request for lower water rate

ACTIVITIES TO DATE RELEVANT TO THIS MATTER

Attach additional information if required.

Water bills from January till to date

CONTACT PERSON (if different from above)

Khadi'm

PHONE

780-260-0670

EMAIL

Khadi'm-Khan@hotmail.com

ADDRESS

*164 6th Ave Slave Lake
AB T0G 2A1*

COUNCIL MEETING DAY REQUESTED

Aug 23



Lesser Slave River

Administration

DELEGATION REQUEST TO APPEAR BEFORE COUNCIL

REQUIREMENTS

- If you will be providing supporting documentation such as a PowerPoint presentation, you are required to submit the presentation no later than 4:30 pm on the Wednesday prior to the meeting on a CD, DVD, or a flash drive/memory stick.
- PowerPoint presentations are limited to a maximum of ten slides.
- If your software requirements are not compatible with the municipality's software, you will be unable to use an electronic presentation.

TO FACILITATE CONSTRUCTIVE AND EFFECTIVE PUBLIC ENGAGEMENT, THE FOLLOWING INFORMATION IS PROVIDED

1. A ten-minute time limit is necessary regardless of how many people will speak. PowerPoint presentations are limited to a maximum of ten slides. Try to leave time for questions.
2. The name of the person and/or group will be published in the agenda and minutes (available to the public and on the internet).
3. If your material is not published in the agenda, bring sufficient handouts for the Council members (15 copies minimum). The Municipal District will not provide photocopying services.
4. Direct your presentation to Municipal District Council.
5. Participate with integrity. A collaborative and respectful approach is appreciated.
6. Be concise.
7. Do not expect an immediate answer. Your issue may be referred to staff for more information or to another meeting for further consideration.
8. Delegations with regard to any aspect of Community Plans or a Zoning application are prohibited between the conclusion of the Public Hearing and the Adoption of the By-law.
9. All communication and petitions intended to be presented to Council shall be legibly written, typed, or printed; signed by at least one person; dated; and include a contact phone number or address before being accepted.
10. Your presentation may not be on the date requested due to prior commitments or staff resources.
11. Your delegation is not confirmed until you are contacted by Municipal staff to confirm your place on the agenda; all requests are authorized by the CAO.

HELPFUL SUGGESTIONS

- Arrive 15 minutes in advance of the meeting start time
- Turn off cell phones.
- Be prepared.
- Speak clearly.
- Keep your presentation brief and to the point.
- Allow for extra time at the end of the presentation for a question and answer period.
- Provide the Recording Secretary with any relevant notes if they have not been handed out or published in the agenda.

FOR OFFICE USE ONLY

Approved Declined Other

APPEARANCE DATE (IF APPLICABLE)

Aug 23/23

APPLICANT INFORMED OF DECISION ON (DATE)

BY (SIGNATURE)

[Handwritten Signature]

DATE

BY (SIGNATURE)

Rec'd Aug. 8/23



**Lesser Slave River
Administration**

APPEARING BEFORE COUNCIL AS A DELEGATION

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LEGISLATION: Policy A.5; Bylaw 98-5

DELEGATION REQUEST TO APPEAR BEFORE COUNCIL

This form is mandatory before any request is considered.

NAME OF PERSON & ASSOCIATE OR ORGANIZATION

Jule Asterisk, for The Society of High Prairie Regional Environmental Action Committee (REAC)

TOPIC OF DISCUSSION

Please be specific, provide details, and attach additional information if required.
Waste Management: Alberta is moving to Extended Producer Responsibility, a new system where financial responsibility for recycling will be transferred to the producers and manufacturers, from the municipalities who currently fund it. EPR started in Europe about 20 years ago, and other Canadian provinces are in various degrees of switching over.
 This presentation includes descriptions of the work done on this in Alberta so far, timelines for future actions, including program registration, and more.

PURPOSE OF PRESENTATION

For example: information only, requesting a letter of support, requesting funding, etc. (Please provide details).
 For information

ACTIVITIES TO DATE RELEVANT TO THIS MATTER

Attach additional information if required.
 Regarding a brief mention in Lakeside Leader (MD LSR Council Notebook: July 28, 2023) that Extended Producer Responsibility will cost the MD

CONTACT PERSON (If different from above)

Jule Asterisk

PHONE

780 805-1709

EMAIL

reacplastic@gmail.com

ADDRESS

1008 - 14th Ave. SE

COUNCIL MEETING DAY REQUESTED

August 23, 2023



**Lesser Slave River
Administration**

DELEGATION REQUEST TO APPEAR BEFORE COUNCIL

REQUIREMENTS

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TO FACILITATE CONSTRUCTIVE AND EFFECTIVE PUBLIC ENGAGEMENT, THE FOLLOWING INFORMATION IS PROVIDED

1. A ten-minute time limit is necessary regardless of how many people will speak. PowerPoint presentations are limited to a maximum of ten slides. Try to leave time for questions.
2. The name of the person and/or group will be published in the agenda and minutes (available to the public and on the internet).
3. If your material is not published in the agenda, bring sufficient handouts for the Council members (15 copies minimum). The Municipal District will not provide photocopying services.
4. Direct your presentation to Municipal District Council.
5. Participate with integrity. A collaborative and respectful approach is appreciated.
6. Be concise.
7. Do not expect an immediate answer. Your issue may be referred to staff for more information or to another meeting for further consideration.
8. Delegations with regard to any aspect of Community Plans or a Zoning application are prohibited between the conclusion of the Public Hearing and the Adoption of the By-law.
9. All communication and petitions intended to be presented to Council shall be legibly written, typed, or printed; signed by at least one person; dated; and include a contact phone number or address before being accepted.
10. Your presentation may not be on the date requested due to prior commitments or staff resources.
11. Your delegation is not confirmed until you are contacted by Municipal staff to confirm your place on the agenda; all requests are authorized by the CAO.

HELPFUL SUGGESTIONS

- Arrive 15 minutes in advance of the meeting start time.
- Turn off cell phones.
- Be prepared.
- Speak clearly.
- Keep your presentation brief and to the point.
- Allow for extra time at the end of the presentation for a question and answer period.
- Provide the Recording Secretary with any relevant notes if they have not been handed out or published in the agenda.

FOR OFFICE USE ONLY

Approved Declined Other


BY (SIGNATURE)

APPEARANCE DATE (IF APPLICABLE)

Aug 23/23

APPLICANT INFORMED OF DECISION ON (DATE)

Aug 9/23

DATE

Aug 23/23

BY (SIGNATURE)





Extended Producer Responsibility in “Waste” Management Municipality of Lesser Slave River

August 23, 2023 by Jule Asterisk

Project Manager, REAC (The Society of High Prairie Regional Environmental Action Committee)



Humankind has not woven the web of life. We are but one thread within it. Whatever we do to the web, we do to ourselves. All things are bound together. All things connect.

(Chief Seattle)

izquotes.com



The Society of High Prairie Regional Environmental Action Committee

- Local people started meeting in 1985 and collecting recycling
- REAC was formed in 1988
- Recycle Depot opened in 1990
- 'My Life as a Plastic Bottle' 2003
- 'My Life as a Tire' 2006
- Some of our original Board members are still on board! REAC Board: 80% of Indigenous ancestry
- We work on waste management and recycling, water protection, hazardous point sources, and other local issues to protect our environment for future generations





What is 'Waste'?



◉ European

- Unwanted or 'waste' material was dumped into wetlands to create or stabilize new 'land' for building on
- 'Landfills' started in Greece ~ 3,000 BC
- Recycling starts in the 'decline' part of civilizations
(fluorescent, classical, decline)

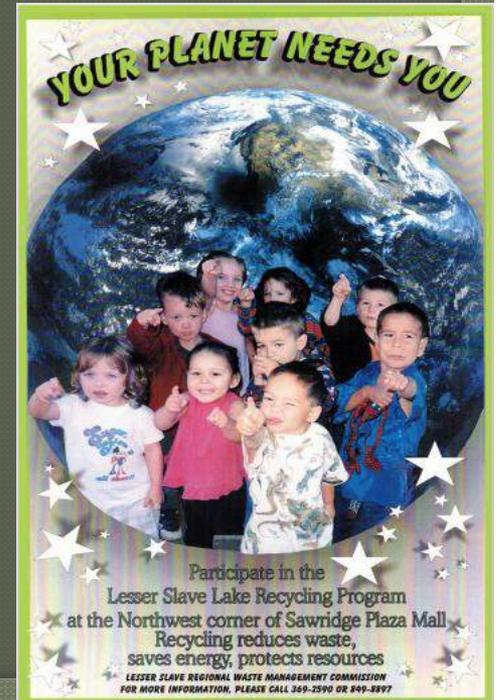
◉ Indigenous

- No material was considered 'waste'
- Honouring resources with songs, dances, feasts
- 'put the salmon bones back in the water' ('Salmon Boy' story by Roger Fernandez, Elwha Klallum tribe, in a presentation for Co-Salish)
- 'the things we do on the land affect the water'



Today's Waste Management

- We manage our personal and family waste according to systems set up by our local First Nation, Métis, or municipal governments
- These governing are responsible (and liable) if problems occur
- Pollution from our waste in Landfills can affect:
 - Land and wetlands
 - Groundwater
 - Surface water
 - Air
 - Climate change (methane = 24 x CO₂)



Sadly, today's garbage is toxic



Aerosol products
 Ammonia
 Ammunition
 Antifreeze
 Auto fluids
 Auto batteries
 Boat batteries
 Boat fluids
 Charcoal starter
 Compact Fluorescent Bulbs (CFLs)
 Drain cleaners
 Fertilizers
 Fire extinguishers

Fireworks
 Flares
 Fluorescent tubes
 Gasoline
 Herbicides
 Household cleaners
 Insect killer
 Kerosene
 Lawn chemicals
 Lighter fluid
 Mercury thermometers
 Motor oil
 Nail polish remover
 Paint

Pesticides
 Photo chemicals
 Pool chemicals
 Propane tanks
 Rechargeable batteries
 Rust remover
 Solvents
 Spot remover
 Tires (limit 4)
 Turpentine
 Weed killer
 Wood stains
 Wood stripper



We live in a world of toxic 'disposables'

- If we continued with today's systems, our waste volumes and our risks from waste management would never stop rising
- But things are changing!
- **Extended Producer Responsibility** (EPR) begins in Alberta on **April 1, 2025**
 - **Packaging, paper, and single use products**
 - **Hazardous and special products**
 - Alberta already has provincially regulated product stewardship for tires, oil & filters, paint, electronics, batteries, bottles
 - The Alberta Recycling Management Authority runs many of these programs, and will also facilitate **EPR**
- The new bylaws are currently being written
 - FNs, Métis Settlements, and municipalities will have their recycling programs' funding **matched for all services provided at the end of November 2022**
 - REAC is advocating for continued on boarding to **EPR** for rural and remote communities, FNs and Métis Settlements who are actively involved in bettering their waste management systems



Extended Producer Responsibility

- Programs involving EPR started in **Europe** about 25 years ago.
- EPR puts the **financial responsibility** for recycling onto the producers and manufacturers instead of municipalities
- It works differently in different places, according to how the bylaws are written.
- Other Canadian provinces have already started to transition to EPR
- In BC and Ontario, some major issues are turning up, for example: recycling from the **ICI*** sector is no longer accepted into most EPR recycling programs

*ICI= Institutional, Commercial, Industrial



Extended Producer Responsibility in Alberta – a timeline

- EPR became active on Nov. 30, 2022
 - Packaging, paper, and single use products
 - Hazardous and special products
- Bylaws are being finalized now – Alberta Environment working with ARMA
- Targeted engagement with stakeholders who have a regulatory obligation (communities providing waste management + producers and manufacturers) for more input (those invited can bring who they want to the table), ready by Fall 2023
- Registration for **EPR** with ARMA will follow
- Collection (where producers and manufacturers begin paying for recycling) starts in Alberta on April 1, 2025
- The 'level' of Collection* is initially based on the community's level on Nov. 30, 2022
- Phase 2 begins in October 2026 – new opportunities for communities to enter **EPR funded programs**, also for recycling 'collection standards' to improve

* 'Level' includes door to door pick up, drop of locations, depots, bins, staff, hauling, etc.



EPR Now: Batteries are toxic!

Battery producers funded **Call2Recycle** who provide recycling Canada wide



Leading the charge for recycling.

RECYCLE YOUR BATTERIES

COLLECTION PARTNERS

STEWARDS

SAFETY

NEWS & RESOURCES

CONTACT US

REGION  

FIND A BATTERY DROP-OFF LOCATION:

Enter Postal Code

eMOBILITY



PROVINCIAL PROGRAMS



NEWSWORTHY

Call2Recycle and Earth Rangers award Manitoba schools for their battery recycling successes



READ MORE

Canada's largest, most reliable battery recycling program

On behalf of corporate stewards, we optimize collection, share our experience and responsibly manage the end-of-life of batteries and other material.

Call2Recycle always has been and remains committed to recycling as many qualifying Ontario batteries as possible. Should you have qualifying batteries that you want to have recycled as part of the Call2Recycle Ontario program please contact us at customerservice@call2recycle.ca or 1-888-224-9764.



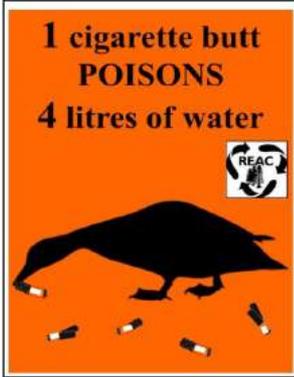
FIND A DROP-OFF LOCATION

BECOME A COLLECTION PARTNER

ORDER COLLECTION BOXES

eTRANSPORT PICKUP REQUEST





EPR Now: Cigarette butts are toxic!

- Cigarette butts can be recycled for cash!
- Paid for by the tobacco industry



REAC's Plastic Remanufacture Project

Includes these components:

- **Research project (funded by Dow Chemical):** with SMART Labs at the University of Alberta department of mechanical engineering, researching potential emissions from recycling equipment
 - TVOCs
 - Deep Dive for Dioxins
- **Community Outreach:**
 - Presentations like this one
 - Community engagement strategy: we need everyone to clean their household plastic and sell it to their community's Plastic Remanufacture Project
 - Community Activities:
 - 'Litter Out of Our Environment'
 - 'Waste Audit'
- **Pilot PRP project(s):** REAC is currently fundraising to provide small scale plastics remanufacturing equipment to rural, remote, and/or Indigenous communities who want to take ownership of their own plastic 'waste'.

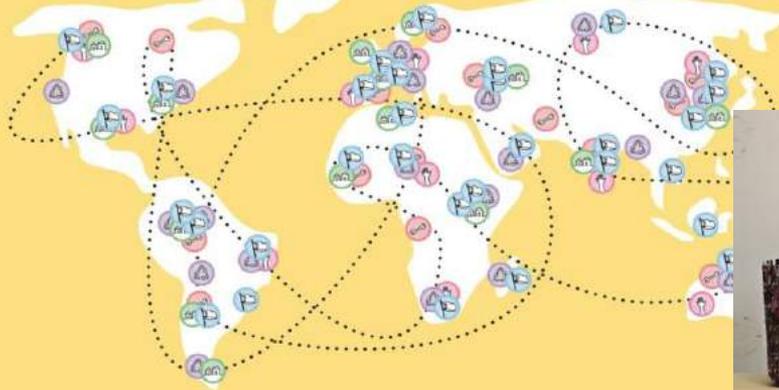


Plastic – a non-renewable resource

Precious Plastic – open source equipment



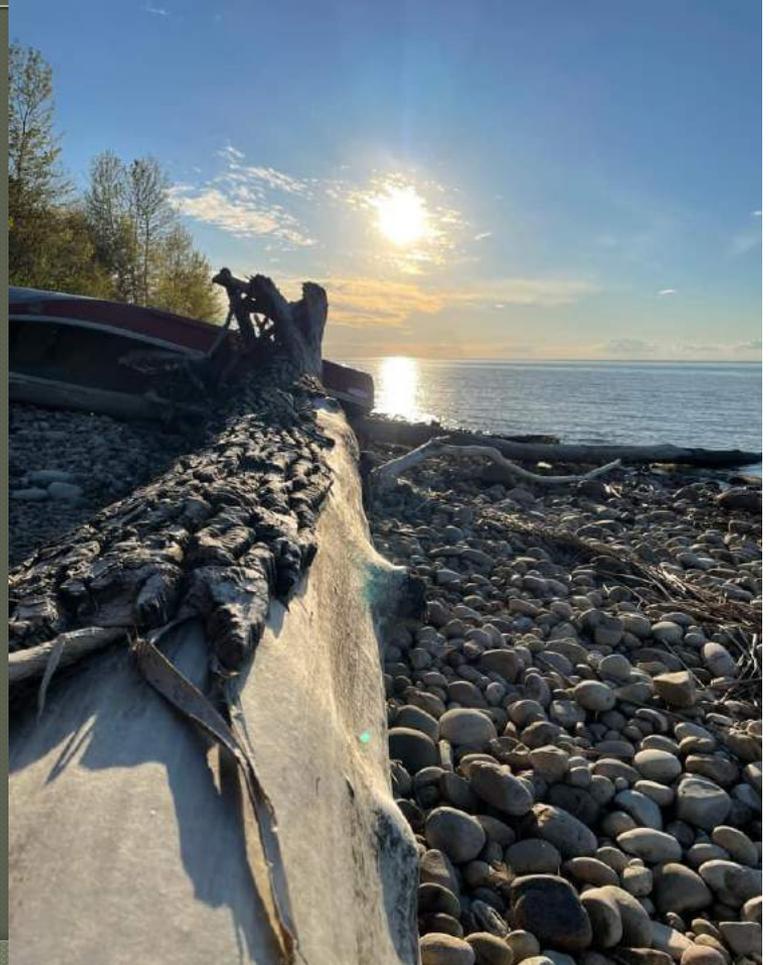
Precious Plastic basics



Thanks for your attention

Questions?

Photo Credit: Angela Hatch-Dana





Recycling Council of Alberta webinar on:

Extended Producer Responsibility

April 24, 2023

over 150 participants nationwide

<https://recycle.ab.ca/workshop/free-webinar-albertas-epr-transition/>

Notes by Jule Asterisk, Society of High Prairie Regional Environmental Action Committee

Lea Seabrook (Strathcona County) moderator

Big opportunities come with complexities, especially in rural areas

Wyatt Skovron, (Rural Municipalities of Alberta) wyatt@RMAAlberta.com 780 955-4096

Kris Samraj (Alberta Municipalities) kris@abmunis.ca 780 431-4531

David McKenna – EPR Presentation (Director, Waste Policy, Alberta Environment)

- ARMA is starting their budget for oversight of Alberta's EPR
- This will be fully funded by EPR (by producers and manufacturers)
- October 1, 2026 = waste collection services begin (to be further outlined in the bylaws)
- 2023 – establishing ARMA oversight, bylaws, registration system
- Registration starts in Fall 2023 (will provide information about common collection)
- Producers must get their plans to ARMA for collection by April 2024
- Feedback on draft bylaws in June 2023 – targeted for focused engagement
- Once a Community registers, producers have the obligation to provide collection, marketing, and processing

Ben Van N. (BC) population 55,000 (includes 4 municipalities and remote areas), previously operated 18 unmanned 'recycle depots' contract \$1.3M/yr, 150 tonne/yr. Required change with EPR: now 18 c-cans with staff and hours, advertising, signage, education, now costs \$600k/yr way less contamination, tonnage dropped, employment for community, plus the opportunity to partner for other materials.

Laura Z. (BC Fraser/Ft. George regional district): low population density, decided not to join EPR as muni's did not meet the 5,000 population threshold. Presently collecting paper, plastic containers, PPP (public-private partnership?) waste, residential and ICI (concern that ICI was not included in EPR). Recycle BC is mandated to collect 75% of producers' waste.

John Watson (3 hrs north of Toronto, Ontario): 7,200 households, all depots, a robust set up accepted materials but only some materials at each location. EPR starts this year in a three year transition of programming.

Opt in = run your program, charge the costs to EPR

Opt out = turn over recycling to a PRO (producer responsibility organization)

Separate your hauling and sorting costs. There is a comingling penalty: our comingling was at 25%! With work, we brought it down to 4.7%. This is a marathon, not a sprint, know your stakeholders.

Laura Barret (Simcoe, Ontario) 145 'units' in a 450,000 square kilometre area.

Sometimes there is only 1 PRO, but it's better if they are competing. PRO's are not subsidizing HHW depots with enough funding – this could send HHW to landfill. Get to know the nuances of your regulation (for example eligible sources vs ineligible sources).

Know your costs for staff, building operations, hauling, etc. Put clauses in contracts, have the conversations with contractors about transitions, termination, or transfer.

Melissa Kovas (Dufferin, west of Toronto, Ont): 8 municipalities with 61,000 population including rural and urban, 450 ICI sector small businesses. Organics and recycling is co-collected (no depots). Our community has 'opted out' – two vendors bid on our Request for Proposals and it was awarded to GFL. Contamination thresholds are 3% or we get a fine. PROs will eventually develop their own contracts for hauling but they want to be included in local education (for example a waste app, or waste guides). PROs will deliver blue boxes, carts, etc. They may circumvent the municipality and go straight to the service provider. We have to pay our PRO for ICI collection volumes.

Other notes:

- Curbside vs depot – in Alberta, PROs will match the existing service from November of 2022
- PROs don't accept ICI waste, but municipalities can charge a tipping fee for this (Note: if recycling was previously free for small businesses, it won't be with EPR)
- Circular Materials website has examples of PROs
<https://www.circularmaterials.ca/>
- PROs will reach out to municipalities
- Collect statistics on:
 - Questions from the public
 - Education (can include staff, radio ads, bus ads, presentations in schools, etc.)

Workshop Evaluation

Extended Producer Responsibility: Waste Management

Jule Asterisk facilitating for Regional Environmental Action Committee

Date: August 23, 2023

Location: MDLSR

1. Was the workshop interesting?

1 → 2 → 3 → 4
no some most all

Comments: _____

2. Can you use information from this workshop?

1 → 2 → 3 → 4
no some most yes

Comments: _____

3. Would you like more information on these topics? Yes / No

Comments: _____

4. Will you tell others about this workshop? Yes / No

Comments: _____

What other topics would you like? How can we improve?

Thanks for your participation!



Lesser Slave River

Request for Decision

Title:	Recreation and Open Space Masterplan Proposals
Date:	8/23/2023
Presented By:	Sandra Rendle, Community Services Coordinator
Attachments:	<ul style="list-style-type: none"> • RC Strategies (RCS) Proposal • Orange Crow Leadership (OCL) Proposal

Proposed Motion	<i>Moved that Council award the Recreation and Open Spaces Master Plan Study to RC Strategies in the amount of \$62,319.00 plus GST.</i>
Administration’s Recommendation(s)	As proposed.

BACKGROUND:

In the 2023 budget, Council has allocated \$80,000 for a Recreation and Open Spaces Masterplan Study. In June, TBD Architecture and MD staff toured MD Facilities and an inventory and analysis of existing recreation facilities and open spaces. Once the inventory was complete, TBD sent out a scope of work to qualified firms for the development of our Recreation and Open Spaces Masterplan.

TDB received two proposals and provided an overview of the proposals.

OCL Submission

Scope summary includes:

1. Project Alignment
2. Market and Best Practice
 - o Community engagement is included in this phase, however not as defined as RCS
3. Findings Alignment
4. Strategic Option Finalization
5. Final Report Deliver and Review

Duration: 4-5 months

Fee: \$75,850 total fees (excluding taxes)

- \$59,850 to OCL
- \$15,000 assumed to be TBD
 - Does not include any costs for travel disbursements

Overall

- less detailed on deliverables than what was included in the RCS proposal
- fee is greater than RCS, however, suggest delivery could be 4-5 months (which is quicker than RCS)

RCS Submission

Scope summary includes:

1. Project Initiation
2. Understanding Community Context Through a Recreation Lens
3. Listening to the Community
 - Includes community engagement and resident surveys
4. Analysis of Key Findings
 - Includes presentation to council (if desired)
5. Masterplan Development

Duration: 6-8 months

Fee: \$62,319 total fees (excluding taxes)

- \$39,550 to RCS
- \$20,000 assumed to be TBD

Overall

- Greater level of detail on deliverables
- Fee more cost effective than OCL, however duration of work is projected 6-8 months as opposed to quicker delivery by OCL.

When reviewing the proposals and investigating both parties, Administration feels that RCS would be a better fit for our MD, even though their timelines for completion are a bit longer. RCS has worked with many communities for a variety of projects and specializes entirely in recreation, sport, parks, and trails planning and policy development. Also, as noted in the TBD summary, the OCL submission does not define Community Engagement as well as RCS. Community Engagement is important when creating a Recreation and Open Spaces Masterplan. Greater community engagement will produce a better-guiding document in the end.

ALTERNATIVE OPTIONS:

1. Moved to award the Recreation and Open Spaces Master Plan to RC Strategies in the amount of \$62,319.00 plus GST.
2. Move to award the Recreation and Open Spaces Master Plan to Orange Crow Leadership in the amount of \$74,850.00 plus GST.
3. Move to accept the Recreation and Open Spaces Master Plan Proposal for information.

BENEFIT/RISKS:

Benefit: RC Strategies has worked with multiple communities throughout Canada and specializes entirely in recreation, sport, parks, and trails planning and policy development.

Risk: RC Strategies timeline for the project is 2-3 months longer than Orange Crow Leadership.

STRATEGIC ALIGNMENT:

A Recreation and Open Spaces Masterplan supports Council's Vision by "*Support initiatives for community hall, common green spaces and places for recreation and socializing*".

FINANCIAL IMPLICATION:

Either Proposal falls below the \$80,000 budgeted for the Recreation and Open Spaces Master Plan, with RC Strategies coming in with the lowest proposal.

OTHER CONSIDERATIONS:

N/A

COMMUNICATION STRATEGY:

The successful party will be notified.

Prepared By: Sandra Rendle, Community Services Coordinator
Reviewed By: Marilyn Gladue, Executive Assistant
Approved By: Barry Kolenosky, Chief Administrative Officer



July 20, 2023

RECREATION AND OPEN SPACES MASTER PLAN STUDY.

Municipal District of Lesser Slave River

Presented to	Primary Client
TBD Architecture	MD Lesser Slave River

www.orangecrow.ca



THANKS FOR THINKING OF US.

On behalf of the OC Leadership Team, we are pleased to submit this proposal for your consideration. The OC Leadership Team is a small boutique firm based in Western Canada and proudly calling Alberta and Saskatchewan home. With this said if we get the chance to introduce ourselves you will quickly note our Prairie Hospitality, our Western Canadian Passion, our Rural and Urban feel, with a little East Coast Neighbourly fun and a little luck of the Irish. We truly have a remarkable and distinct group of operators who work in the business of sport, entertainment, recreation, parks, conference, convention, agriculture and community building each and everyday. We don't really think of ourselves as consultants, we actually like to consider ourselves part of your operating team!

Our firm is purposeful in approach, purposeful in the projects we consider, purposeful in the players that join our team, proven in outcome and abilities, and proudly based in operational success. We live the Sport, Recreation, and Events industry, and we are leaders, guests, and fans! OC Leadership was developed to meet an identified industry need: the ability to bring operational expertise and experience to the Sport, Recreation, Entertainment, Conference and Convention, and Large Civic Event space, and blend this experience with exceptionally performing design. Our team has operated facilities across Canada and consults Nationally across North America and into the Caribbean. Our distinctive advantage is our proprietary approach to assessing, aligning, developing, and implementing strategically advantageous and operationally achievable planning, and this approach has always been grounded in leveraging relevant and current industry experience to deliver outcome-oriented results. We are confident that we can bring global best practice to your project, and with enough malleability to deliver outcomes and results that work in your market and within the current landscape. Our team is based in experience, and we are proud of our results. OC Leadership provides a synergistic blend of world-class design expertise with industry operational experience.

We celebrate an industry that is built in fun, memories, moments, and experiences, and we truly believe that our success creates more sustainable and vibrant places to call home. We always work first and foremost as a member of your team, and we approach our projects with the operator in mind as well as from the perspective of the owner. We keep score, we keep schedule, we manage the budget, and we recognize that our future is always based on your success. Most importantly, we always approach our work with a motto of "do the right thing".

We have reviewed the material provided as background to your Open Spaces Master-plan for the Municipal District of Lesser Slave River and we are excited about the opportunity of working together. We appreciate that this is a competitive project and as much as we hope for success regardless of the outcome of this process, we will always be only a phone call away should you need anything.

On behalf of the entire OC Leadership Team please find our submission on your request for proposal. We wish you every success in the process and truly hope the outcome has a memorable and exceptional impact on your community. Call or reach out at anytime.

Sincerely

Tim

President OC Leadership

 780.667.6231

 treid@orangecrow.ca

www.orangecrow.ca



PROJECT EXPERIENCE.



The OC Leadership Team has long list of project experience that might offer valuable alignment with your proposed planning project. Most importantly we have worked alongside key members of the project consultant team over many years, across many projects, and in many cities and countries. We are proud to say that across each of these projects we continue to work extraordinarily well in partnership and find plenty of fun along the way.

Regional Recreation Corporation of Woof Buffalo

Partnered with TBD Architecture (ATB at the Time) on Shell Place, Indigenous Interpretive Trail, Baseball and Softball Tournament Centre, Anzak Recreation Centre, Conklin Recreation Centre, and Northside Recreation Centre.

Northlands Edmonton

Partnered with TBD Architecture (ATB at the Time) on Vision 2020 Planning document.

Regina Exhibition Association Limited

Partnered with TBD Architecture (ATB at the Time) on the Brandt Centre Study Phase 1 and 2, and on the site master plan, and Catalyst Committee.

University of the West Indies Faculty of Sport

Partnered with TBD Architecture (Stantec at the Time) on the amenity review.

Lloydminster Place Recreation District

Partnered with TBD Architecture on the twin arena facility plan and the project strategic alignment.



OUR TEAM.

Overview of Key Team Members



TIM REID

ROLE: As our team's Operational and Business Planning Lead and Team Lead, Tim will provide oversight throughout each step in the operational, financial, and programmatic review and research processes, and will create a cohesive planning process to address the key priorities for the project. He will also apply industry standards and best practices to refine and develop long-term and sustainable operational planning for the feasibility study and its conclusions.



SANDRA JACKLE

ROLE: As our team's Programing and Economic Benefit Analysis Lead, Sandra will review any existing documentation that may be available and liaise with the Project Team to assess the financial viability of the study findings and recommendations through programming models and economic impact assessments and determine the effects of various courses of action. This will not only gauge the sustainability of the concept(s), site(s), and recommendations under consideration, but also address the overall impact it would have on the surrounding community.



SINEAD TIERNEY

ROLE: As our team's Research and Public Engagement Leader and Project Administrator, Sinead will lead our public engagement coordination efforts and support our project team leading research in market comparable and best practices. Sinead will support the finalization of all submission documents but, importantly, will also be our internal administrator to make sure that the our team is accessible, available, on time, and coordinated.



DALLAS SKULSKI

ROLE:As our Financial Lead, Dallas is the "numbers" check in the system; if the concepts don't meet the financial model (or vice versa), Dallas will work with you as well as with our team so that adjustments can be made as quickly and accurately as possible to reflect your needs and the reality of the financial picture.



PROPOSED WORKPLAN.

The OC Leadership Team have a proprietary planning process that has been tested and proven. It might be a little unique but with that said, we are all a little different within the OC Leadership family. This planning process ensures alignment at all phases of the project from the first moment we get started. The proposed timeline can work to the pace of the client, however for your process we anticipate a project that should take between 120 and 150 days. As a team we are happy to work to your needs and this includes weekends, when we say between 120 and 150 days this means we are available anytime you need.





PROPOSED BUDGET.

Financial Summary

Recreation and Open Spaces Master Plan - MD of Lesser Slave River Fee Structure						
Project Member	Tim	Sinead	Sandra	Dallas	Lucas	
Role	Project Lead	Research, Consultation, Engagement, Administration	Program, Sport Tourism, Business Planning	Market Analysis, Business Planning, Analytics	Editing, Design, Content Assembly	
Hourly Rate	\$ 275.00	\$ 150.00	\$ 225.00	\$ 225.00	\$ 125.00	
Open Space Master Plan Fee Proposal Key Steps						
Background Material Review		6	6	6	6	2
Strategic Alignment Session		8	2	8	2	0
Site Tour and Visit		6	0	6	0	0
Asset Condition Alignment with Consultants		2	2	2	2	0
Best Practice Analysis		2	12	12	0	0
Market Assessment		2	12	12	0	0
Outreach and Engagement		12	12	4	0	0
Strategic Option Creation		10	3	8	10	0
Strategic Direction Finalization		8	4	4	4	0
Operational Planning		6	2	4	12	0
Capital Planning		6	2	2	12	
Final Report Development		6	6	6	6	8
Summary of Hours		74	63	74	54	10
Proposed Budget	\$ 20,350.00	\$ 9,450.00	\$ 16,650.00	\$ 12,150.00	\$ 1,250.00	\$ 59,850.00
Costs for travel and ancillary costs will be approved in advance by the Ownership group.						
Third Part Consultant Fee Proposed Budget	This fee is an estimate until full scope of costing can be provided by partner consultants.					\$ 15,000.00
Total Anticipated Fee for Service						\$ 74,850.00





OCL | **OC Leadership**

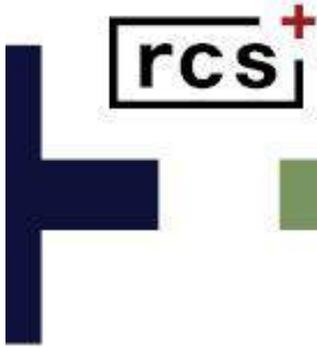
LESSER SLAVE LAKE MUNICIPAL DISTRICT

Scale: NTS



**For inquiries,
contact us.**

TIM REID
PRESIDENT
780.667.6231
treid@orangecrow.ca
www.orangecrow.ca



Barry Kolenosky
Chief Administrative Officer
3000 15th Ave SE
Slave Lake, AB

July 12, 2023

RE: Recreation and Open Spaces Masterplan

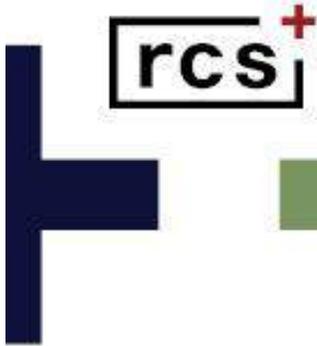
Barry,

We are pleased to provide this proposal memo, which outlines a work plan for the above noted project for your consideration. We understand and appreciate the importance of this planning work for the Municipal District of Lesser Slave River no.124 Council and Administration, and for its residents. We have recently worked with communities of similar size and context throughout Alberta to set strategic guidance for the provision of recreation opportunities and would welcome the opportunity to work with the Municipal District if selected to do so.

RC Strategies was formed in 1988 and has provided consulting services to all levels of government and private sector / community organizations in the recreation and parks sector. In 2016 RC Strategies merged with PERC (Professional Environmental and Recreation Consultants), another planning company working in the same marketplace, bringing together two well respected recreation planning firms and creating a book of experience that has now surpassed over 3,000 consulting projects over the past 45 years. RC Strategies is one of only a few professional consulting practices in Canada that specializes entirely in recreation, sport, parks, and trails planning and policy development.

Our mission is “to enrich the community services sector through helping clients make informed decisions and by learning and sharing”. We accomplish this through a set of values, and a steadfast commitment to our clients and to the broader recreation and parks sector that is passionate, inclusive, and aware of the times in which we live. The RC Strategies team includes a balance of subject matter experts in recreation, sport and parks, and skillsets that include facilitation, research and writing, public and community engagement, evaluation, GIS and spatial analysis, graphic design, and overall project management. We excel at all that we do and are seen as leaders in the Canadian recreation, and parks sector.

The requested Recreation and Open Spaces Masterplan will require an objective analysis of the current facilities, spaces, programs and services within the current context of your community needs and activity preferences, as well as plan for future demands and community growth. The following work plan outlines the tasks we believe required to deliver a Masterplan that will be a practical and actionable road map to guide recreation services over the next 10 years.

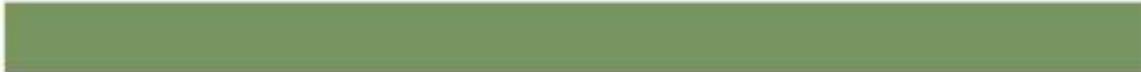
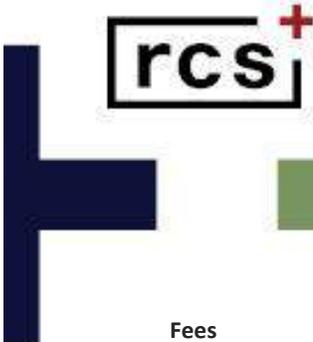


Work Plan

Task	Description
Phase 1: Project Initiation	
Project Team Initiation Meeting	Project kick-off meeting between the M.D. project team and the consulting team with a focus on reviewing the work plan, outlining project expectations, and identifying background documents.
Phase 2: Understanding Community Context Through a Recreation and Open Spaces Lens	
Community Demographics	Review of key population, demographics, and growth characteristics will be undertaken to better understand the community context within which recreation opportunities are delivered.
Policy and Planning Direction	Review of relevant policy and planning materials as identified by the project team in Phase 1 including previous strategic and tactical planning related to, but not limited to, recreation and parks, economic development, and community services.
Leading Practices Review	The consulting team will identify key leading practices in the recreation and parks sector that may impact future needs, along with trends in activity participation.
Inventory and Analysis of Existing Recreation Facilities and Spaces	An inventory of existing recreation facilities and spaces will be developed. The focus will be on municipal facilities, as well as those owned and operated by community groups, partners, schools, and other agencies. The condition of existing select facilities (to be determined during project start up) will be studied by the project team (architectural and engineering) to determine current physical state of the recreation infrastructure, identifying required investment to maintain assets.
Recreation Facilities Operations and Utilization Analysis	An examination of current operational and utilization information, including operating costs; bookings data; membership and user fees. This analysis will assess available capacity within the current recreation system and assist in prioritizing short and long-term capital projects to meet future recreation needs.
Phase 3: Listening to the Community	
Engagement and Communications Plan	The Engagement and Communications Plan will outline the overarching engagement goals and objectives, as well as further identify and refine the engagement tactics. The plan will be designed by IAP2 certified professionals and aligned with relevant M.D. policies and engagement processes.
Community Discussion Sessions	Community discussions will be facilitated with key contributors to discuss the future needs and provision of recreation services. It is anticipated that 5 small group or one on one discussions will be conducted. The identification of participants, and the structure of the discussion sessions will be determined collaboratively with the project team.
Resident Survey	Work with municipal staff to design and facilitate an online public survey of M.D. residents. Exact tactics and tools will be determined by the project team once the



Task	Description
	project initiates. A graphically designed hard copy will be made available to mitigate some barriers associated with online fielding. The survey will measure the preferences, satisfaction, and opinions of the public / households related to the current and future state of recreation provision.
Analysis and Reporting	The findings of the engagement activities will be analyzed and presented in a graphically produced report using graphs, charts, infographics, and written responses. An overview of the completed engagement process and analysis of findings will be presented to the project team, which will include a facilitated discussion on the findings and the potential impacts for the project.
Phase 4: Analysis of Key Findings	
SWOC Analysis	A comprehensive Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis of recreation facilities, spaces, programs, and services offered within the M.D. (and within the region where applicable). The analysis will be based upon the information gathered and analyzed in Phase 1 – 3.
Presentation of Key Findings	Presentation to summarize the current state of recreation in the M.D. of Lesser Slave Lake to the client project team and to Council (if desired). The content will outline key research and engagement findings and how they relate to future recreation planning and provision. The consulting team will seek insight from the client team through strategic questioning to help identify themes, priorities, and potential outcomes to be included in the Masterplan.
Phase 5: Masterplan Development	
Planning Foundations	Development of philosophical rationale for public investment in recreation, including purpose and goal statements, values and intended outcomes.
Service Delivery Recommendations	Recommendations related to different aspects of service delivery including, but not limited to, policy development, volunteer support and community development, programming, and communications.
Infrastructure Recommendations	Recommendations related to future infrastructure investment. These recommendations will be completed using an agreed to and transparent criteria-based framework for assessing current service levels and prioritizing limited resources.
Implementation Planning	Overview of recommendation implementation strategy including identify what recommendations to focus on first as well as how to monitor progress and report back to Council on an ongoing basis.
Draft Documentation Development	Development of draft reporting presents key information gathered and findings of engagement as well as Master Plan recommendations and related materials.
Final Report and Presentation to Council	Finalization of the report document and presentation to Council, with associated materials to share findings with consulted community contributors.



Fees

The following tasks and fees relate to the work plan outlined. Should this not meet the expectations of the M.D. we would be happy to adjust accordingly.

Task	RCS Hours (\$175 / HR)	TBD Architecture (Fee)
Phase 1: Project Initiation		
Project Team Initiation Meeting	6	
Phase 2: Understanding Community Context Through a Recreation Lens		
Community Demographics	8	
Policy and Planning Direction	12	
Leading Practices Review	12	
Inventory and Analysis of Existing Recreation Facilities and Spaces	18	\$20,000
Recreation Facilities Operations and Utilization Analysis	18	
Phase 3: Listening to the Community		
Engagement and Communications Plan	8	
Community Discussion Sessions	16	
Resident Survey	20	
Analysis and Reporting	14	
Phase 4: Analysis of Key Findings		
SWOC Analysis	12	
Presentation of Key Findings	6	
Phase 5: Masterplan Development		
Planning Foundations	8	
Service Delivery Recommendations	12	
Infrastructure Recommendations	12	
Implementation Planning	12	
Draft Documentation Development	20	
Final Report and Presentation to Council	12	
<i>Total Hours (RCS)</i>	226	-
<i>Subtotal Fees (excluding tax)</i>	\$39,550	\$20,000
Disbursements (Travel 7%)		\$2,769
Total Fees (excluding tax)		\$62,319

It is important to note that this does not include any printing or postage costs associated with the public engagement efforts.



We feel that we can complete this project within 6-8 months, if we are able to start in September and have timely input and feedback from key contributors.

After reviewing our workplan and its associated costs, please feel free to reach out for any clarification. We appreciate the opportunity to discuss this with you and to provide this proposal.

Thank you for your consideration,

A handwritten signature in blue ink, appearing to read 'Michael Roma', with a long horizontal flourish extending to the right.

Michael Roma
Managing Partner, RC Strategies
780.292.3584
roma@rcstrategies.ca

Memorandum of Understanding
Community Sustainability Initiative

between the

Municipal District of Lesser Slave River No. 124
(Hereinafter referred to in this MOU as MDLSR)

-and the-

Smith Hondo Association of Recreational and Agricultural Society
(Hereinafter referred to in this MOU as SHARA Society)

Purpose

The Municipal District of Lesser Slave River No. 124 (MDLSR) and the Smith Hondo Association of Recreational and Agricultural Society (SHARA Society) both acknowledge the importance of bringing recreation into the broader Lesser Slave Lake Region and the requirement to maintain and enhance the significant recreational and community features that are in place. Further, MDLSR and SHARA Society acknowledge that partnering and cooperating with local community groups provides this mutual outcome as well as providing a base for additional community sustainability initiatives, such as community recreational and cultural programming, and/or recreational infrastructural upgrading.

The purpose of this Memorandum of Understanding (MOU) is to establish a formalized partnership between MDLSR and SHARA Society to manage, operate and maintain the Smith Community Equine Arena, outdoor skating surface and the immediate associated grounds, collectively called the Smith Community Arena Complex (SCAC) attached as Schedule "A" for the 2023/2024 pilot season (September 1, 2023 to September 1, 2024). Additionally, the partnership will enable the exploration of planning, developing and operating of existing, new or enhanced programming and recreational initiatives at the SCAC.

The MOU is intended to create better communication/promotion lines, and venues to discuss current and future operations at the SCAC. In addition, to have the parties agree to share limited resources to ensure the ongoing viability of community amenities within the surrounding Smith and Hondo communities.

Accountabilities and Responsibilities

Municipal District of Lesser Slave River No. 124 and Smith Hondo Association of Recreational and Agricultural Society

- Commits to working cooperatively to deliver better-maintained programming, recreational and community features within the community.
- Will explore new and innovative ways to deliver the operations at the SCAC, and that well-considered options are delivered on a trial basis until they are proven effective, efficient and adopted or discontinued.

- Understands that the community and stakeholders require the opportunity to provide input into how the MDLSR provides sustainable programming and recreational and economic development within its communities.
- Commits to jointly promote the said delivery of the recreational services by website and or social media means.
- In the event of Federal/Provincial Government Health Restrictions and/or guidelines, both parties shall abide by the set conditions as set by the Federal and/or Provincial Government and/or Municipality from time to time.

Municipal District of Lesser Slave River No. 124

- Retains ownership of all the current assets that are on or in the SCAC premises.
- Approve/disapprove all additional infrastructure.
- Retain ownership of all approved infrastructure.
- Provide major facility maintenance and repair.
- Provide vegetation management in turf and rough turf areas.
- Provide grading and gravelling of access roads and parking lots.
- Provide contract cleaning services for the facility.
- Maintain ownership of the utility accounts (water, wastewater, power, natural gas, internet, etc.).
- Will invoice SHARA Society monthly for the utilities consumed from (October 1, 2023 to March 31, 2024).
- Provide Peace Officer(s) to patrol the SCAC, on an irregular basis, to assist in maintaining public order and enforcing Municipal and Provincial statutes.
- Provide required inspection and safety code adherence for the facility.

Smith Hondo Association of Recreational and Agricultural Society

- Provide all necessary manpower, additional equipment, infrastructure, and resources to manage and operate the SCAC for 2023/2024.
- Provide MDLSR with proposed programming and activities for the upcoming pilot year. Attached as Schedule “B”.
- Responsible to provide the following services:
 - bookings of the equine arena, outdoor skating surface, kitchen, and change rooms including lease agreements, pre and post-inspections, collection of damage deposits, rental fees, issuance of refunds and receipting (Smith Community Equine Arena Occupancy Agreement) Attached as Schedule “C”;
 - ice flooding, ice maintenance, snow removal and ice removal on the outdoor skating surface;
 - sand installation/removal, maintenance, cleaning, levelling and manicuring in the equine arena;
 - garbage collection and removal (inside the facility and on the grounds);
 - weekly inspections of the facility and grounds; and
 - minor maintenance, repair and cleaning duties because of facility usage rentals.
- Recognized as the Prime Contractor for this MOU.
- Maintain, without limiting obligations and as part of the operational expense:
 - maintain General and Volunteer insurance in the amount of not less than \$5,000,000 inclusive per occurrence against bodily injury, personal injury, and property damage including loss of use of the property. Such insurance shall extend to include insurance against liability assumed under written contract on the terms sufficient to cover the

- indemnification clause of this Agreement;
- where such risk exists, have the Comprehensive General Liability Insurance amended to include a Broad Form Property Damage endorsement for coverage of existing property in the SHARA Society's care, custody and control;
- ensure that all insurance coverage is maintained by SHARA Society in accordance with this Agreement shall name MDLSR as an additional named insured and contain a severability of interests or cross liability clause.
- Agrees to comply with the *Worker's Compensation Act* when the Act applies and agrees to be registered and in good standing with the Workers Compensation Board. Copy of the WCB Coverage must be provided to MDLSR.
- Ensure that no damages are done to the associated facilities as a result of their misuse and/or rentals.
- Report and reimburse MDLSR for all damages because of their misuse and/or rentals.
- Will not place, construct, install or alter any structure on the SCAC without the written consent of MDLSR.
- Agrees that no modifications will be done to the site layout, roads, buildings or any other permanent infrastructure without consent of the MDLSR.
- Provide daily, weekly and monthly repairs (minor), maintenance and inspection of the equipment.
- Agrees to a bi-monthly inspection of the facility by a designated employee of MDLSR.
- May supply or offer other services or programming at their discretion with portions and revenue being attributed to SHARA Society.
- May provide sales of alcohol in or on at the SCAC with the appropriate municipal and provincial licensing and insurance requirements, copies of licensing and insurance must be provided to MDLSR.

Implementation

Governance / Liaison Group

- The MDLSR and SHARA Society agree to provide one member from their respective group that will be able to attend meetings and speak for their party (not necessarily be the decision-maker for their party) which will form a liaison group.
- The liaison group may meet at least bi-monthly and discuss the implementation of the deliverables for this agreement as determined by the Purpose section. Meetings will be held as often as required by the liaison group to plan and achieve the deliverables of this MOU.
- Decisions will be reached by consensus of the two parties. If consensus cannot be achieved, the members of the liaison group will bring concerns to their sponsors who will work with the decision-makers of their organization to bring forward solutions that meet the mandate of the purpose section.
- Decisions of the liaison group are not binding on the parties. Members of the liaison group must realize the level of authority that they have been granted by their party (i.e., a liaison group member commits their party to an action or activity that the party does not condone or is able/willing to carry out). A change in the decision of MDLSR or SHARA Society should be shared with the liaison group members.
- The scope of this agreement will not extend beyond the Purpose section.

Sponsor meetings

- Executive sponsors from the parties, consisting of the CAO and/or designate and SHARA Society Directors, will meet semi-annually to discuss areas of joint interest as described in the Accountabilities and Responsibilities section above and to determine the viability of the liaison group and its activities.

Conduct

- All members of the liaison group will work in a collaborative and professional manner.
- All individuals will realize that the mandates for each party may not align and will respect those positions.

Communications

- Each party is responsible for communicating this agreement internally to its staff and stakeholders.
- External communications by any party regarding this partnership should be reviewed by the other parties prior to release.

Finance

- SHARA Society will provide MDLSR with a 2023/2024 Operational Budget including revenues and expenditures from the operation of the SCAC grounds. Attached as Schedule "D".
- All efforts should be a priority to achieve a positive financial position in the operational budget of the two set amenities.
- All rates for the provision of services shall be in good keeping with regional rates and services of a similar nature.
- SHARA Society will provide MDLSR with audited financial statements for the 2023 operational year within sixty days of the end of the MOU.
- SHARA Society will provide MDLSR with 50% of the overall net revenue with 50% of the overall net revenue remaining with SHARA Society. The MDLSR portion must be submitted to MDLSR within 30 days of the term.
- SHARA Society will reimburse MDLSR 50% of the utilities from October 1, 2023 to March 31, 2024) which must be submitted to MDLSR within 30 days of issuance of the invoice.
- Any additional cleaning charges will be billed directly to SHARA Society at a rate of \$25.00 per hour.
- MDLSR agrees to pay SHARA Society \$1500.00 per month for installing and maintaining the ice surface for the months of November 1, 2023 to March 31, 2024 for a total of \$7500.00.

Maintenance of the Agreement

Review

- The MOU will be reviewed at the end of the year (or more often if required) to ensure that it continues to meet the needs of MDLSR and SHARA Society.
- Changes to the agreement can be made at any time with the approval of the MDLSR and SHARA Society.

Decision Making

- Specific accountabilities and responsibilities are laid out above. Decisions of the parties are not binding or enforceable on any of the parties.

Terms of the Agreement

- The MDLSR and SHARA Society agree to a set pilot season (September 1, 2023 to September 1, 2024) term and may extend it for an additional two-yearly term(s) moving forward if all parties agree to it.
- Any party can remove itself from this agreement for any, or no, reason, by providing written notice from their executive sponsor (CAO or President).
- None of the provisions in this agreement are binding or enforceable upon any party. The intent is for the parties to voluntarily work together to achieve the purpose of the agreement. If a party wants to remove themselves from the agreement, they can do so without penalty.

APPROVAL

The MDLSR and SHARA Society have signed this Agreement on this _____ day of _____, 2023.

Signed in the presence of:

Municipal District of Lesser Slave River

Smith Hondo Association of Recreational No. 124 and Agricultural Society

Signature

Signature

Print Name

Print Name



Lesser Slave River

Schedule A



Map Legend -

-  Associated Grounds
-  Cadastre

0 10 20 m 



Scale - 1:900

M.D. of Lesser Slave River makes no representation or warranties regarding the information contained in this document, including, without limitation, whether said information is accurate or complete. Persons using this document do so solely at their own risk, and the M.D. of Lesser Slave River shall have no liability to such persons for any loss or damage whatsoever. This document shall not be copied or distributed to any person without the express written consent of the M.D. of Lesser Slave River.
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Schedule “B”

2023/2024 PROPOSED PROGRAMMING

Horse Clinics – throughout the year

Fall Fair – September

Horse Poker Rally – October

Various User Group Programming (ex. 4H)

Schedule "C"

SMITH COMMUNITY EQUINE ARENA OCCUPANCY AGREEMENT

BETWEEN:

Smith-Hondo Association of Recreational and Agricultural Society (SHARA Society)
(the "Lessee")

- and -

(the "Renter")

of _____, Alberta

- 1. **Schedules** The following schedules form part of the Agreement:
 - (a) **Schedule "A" – Additional Terms**
 - (b) **Schedule "B" – Rental Area**
 - (c) **Schedule "C" – Fees**
 - (d) **Schedule "D" – Host Liquor Liability Insurance** (if alcohol is to be served or consumed)
 - (e) **Schedule "E" – Pre-Event Inspection Forms**
 - (f) **Schedule "F" – Post-Event Inspection Form**

- 2. **Rental Area** The premises rented under this Agreement shall consist of a portion of the following facility:

Facility name: Smith Community Equine Arena
Address:
Legal description: SE SEC 23 – TWP 71 – RGE 1 – W5

(the "Facility"), such portion being that portion of the Facility shown or described within **Schedule "B"** attached hereto (the "**Rental Area**"). The Renter and its invitees shall be entitled to non-exclusive access to and/or through those common areas forming part of the Facility which are designated from time to time by the Lessee for shared and/or common use.

- 3. **Grant** The Lessee has agreed to rent to the Renter, and the Renter has agreed to rent from the Lessee, the Rental Area, subject to the terms, covenants, and conditions contained in this Agreement.

- 4. **Permitted Use** The Rental Area may be used for the following purposes only (the "**Function**"): _____

- 5. **Host Liquor Liability Insurance** The Renter confirms, by its initials, that:
 - Alcohol WILL be served or consumed at the Function;** or
 - Alcohol WILL NOT be served or consumed at the Function.**

The Renter covenants and agrees that, should alcohol be served or consumed at the Function, then the terms and conditions contained in **Schedule "D"** will apply to the Rental.

Notwithstanding the foregoing, as well as the Lessee's consent to the service of alcohol by executing this Agreement, the Lessee may revoke its consent at any time if appropriate liquor service license is not provided by the Renter, the Renter has not complied with **Schedule "E"**, or the Lessee reasonably believes that there is risk to persons or property.

- 6. **Rental Inspection Form** The Lessee and Renter will complete the **Pre-Event Inspection Form** as attached as **Schedule "E"** on the Start Date or prior to renting the Rental Area and a **Post-Event Inspection Form** as attached as **Schedule "F"** again at the end of the Term.

7. **Term** The term of the Agreement will be from the ____ day of _____, 20____ (the “**Start Date**”) to the ____ day of _____, 20____ (the “**Term**”).

8. **Payment** The Renter shall pay all the applicable fees and deposits for the Term in the sum of \$_____ as set out in **Schedule “C”** of this Agreement (the “**Fees**”), payable upon execution of this Agreement, without any deduction or abatement. The Renter shall pay all applicable GST and other taxes or assessments regarding the rent of the Rental Area.

9. **Special Terms** In addition to all of the terms, covenants, and conditions contained in this Agreement, the Lessee and the Renter agree to the following additional terms, covenants and conditions:

10. **Notice** Any notice to be given by the Renter to the Lessee shall be in writing and delivered to the Lessee's designated representative at the address shown below.

Any notice to be given by the Lessee to the Renter may be verbal or in writing and delivered to the Renter at the address or phone number shown below, or to any representative of the Renter who is located in or upon the Rental Area.

Granted by:

Signature of SHARA Society

Accepted by:

Signature of Renter

Dated: | |
 Day **Month** **Year**

SCHEDULE "A" - ADDITIONAL TERMS**1. Term and Termination**

1.1 Notwithstanding anything contained within this Agreement, the Renter acknowledges and agrees that the Lessee shall have the absolute right to terminate this Agreement, together with all rights and privileges granted to the Renter under this Agreement upon notice in writing or in person.

1.2 Notwithstanding anything contained within this Agreement, the parties hereby acknowledge and agree that the Renter shall provide the Lessee with written notice of cancellation or termination not less **Twenty-four (24) hours** prior the commencement of the Term. Failing such notice, the Fees contemplated within this Agreement shall be payable by the Renter regardless of the Renter's use of the Rental Area.

2. Use and Occupation

2.1 The Renter shall be permitted to use the Rental Area throughout the Term of this Agreement for the Function, and for no other purpose whatsoever.

2.2 Without in any way limiting the generality of the foregoing, the Renter agrees that it shall not bring, keep or store or permit to be brought, kept or stored any combustible material or explosives on the Rental Area.

2.3 The Renter will promptly inform the Lessee of any bodily injury sustained by any person attending the Function, and any property damage that may occur to the Facility during the Term.

2.4 The Rental Area shall be at the risk of the Renter throughout the Term. The Renter assumes the liability for and shall pay for any loss or damage arising from the use or occupation of the Rental Area from any cause whatsoever and, without limiting the generality of the foregoing, liability arising from fire, theft, injury to person or death, loss or destruction of Facility or any part thereof.

2.5 The Renter acknowledges and agrees that its rights to enter upon and use the Rental Area granted under this Agreement shall not confer upon the Renter any exclusive right whatsoever with respect to the use or occupation of the Rental Area, and that the Renter shall have no claim to the Rental Area other than as a licensee as provided within this Agreement.

2.6 The Renter acknowledges and agrees that the rights of the Renter are only personal in nature, and that nothing contained within this Agreement shall be interpreted so as to confer upon the Renter any legal or equitable estate or interest in the Facility or the Rental Area.

2.7 The Renter, upon performing and observing the covenants and conditions contained herein, shall be entitled to reasonably exercise the rights herein granted to the Renter without any unreasonable hindrance, molestation or interruption from the Lessee.

2.8 The Renter acknowledges and agrees that the Lessee may deem it necessary or appropriate, from time to time, to cause or allow third parties to perform work upon the Rental Area as may be deemed necessary in the sole discretion of the

Lessee, and the Renter acknowledges and agrees that the Renter shall in no way interfere or hinder the construction, installation, repair or maintenance undertaken by the Lessee or any person to whom the Lessee has granted such permission.

3. Indemnity and Release

3.1 The Renter shall be liable for, and shall indemnify and save harmless the Lessee, its agents, employees, invitees or contractors and Municipal District of Lesser Slave River No. 124, its councilors, officers, employees and agents from any claim, damages, liability, cost, fee, penalty, action, cause of action, demand, damage to property, injury to person or death (including, without limitation to, legal fees of the Lessee and the Municipal District of Lesser Slave River No. 124 on a solicitor and his own client full indemnity basis), whether in contract or in tort, suffered or incurred by the Lessee, its agents, employees, invitees or contractors and the Municipal District of Lesser Slave River No. 124, its councilors, officers, employees or agents or by any other person, firm, partnership, corporation or entity resulting directly or indirectly from, attributable to, by reason of, arising out of, or in any way related to the occupation or use of the Rental Area by the Renter or any of its directors, officers, servants, agents, invitees, contractors, or employees, whether or not such things are done in the exercise or purported exercise of the rights conferred upon the Renter within this Agreement or from any breach of this Agreement or any other negligent act or omission or willful misconduct of the Renter or any of its directors, officers, servants, agents, invitees, contractors, or employees.

3.2 The Renter acknowledges and agrees that all property of the Renter which may hereafter be located on, under, or within the Rental Area or the Facility shall be at the sole risk of the Renter, and the Lessee, its agents, employees, invitees or contractors and the Municipal District of Lesser Slave River No. 124, its councilors, officers, employees and agents shall not be liable for any loss or damage thereto, howsoever occurring and the Renter hereby releases the Lessee, its agents, employees, invitees or contractors and the Municipal District of Lesser Slave River No. 124, its councilors, officers, employees and agents from all actions, claims, demands, suits or proceedings whatsoever in respect of any such loss or damage.

4. Default

4.1 If in the sole opinion of the Lessee the Renter undertakes or permits any activity whatsoever within the Rental Area which is outside of the permitted uses contemplated herein, or which may be a nuisance or cause damage, or if the Renter is in default of any of the terms, covenants or conditions of this Agreement, the Lessee may, in its absolute discretion give the Renter notice of immediate termination of this Agreement and the rights and privileges granted to the Renter, and the Renter shall forthwith vacate the Rental Area.

4.2 If the Renter fails or neglects to perform any of its obligations under this Agreement, the Lessee shall have the

A - 2

right, but shall not be obligated, to take such action as is reasonably necessary in the sole discretion of the Lessee to perform such obligations. In such event, the Renter shall be responsible for the payment of all costs incurred by the Lessee forthwith to the Lessee.

5. Maintenance and Alterations

5.1 The Lessee acknowledges that the Rental Area is in a good, safe, and clean condition and repair. The Renter shall leave the Rental Area in substantially the same condition which existed immediately prior to the commencement of the Term. If the Renter fails or neglects to leave the Rental Area in substantially the same condition in which it existed immediately prior to the commencement of the Term, the Lessee shall have the right, but shall not be obligated, to take such action as is reasonably necessary in the sole discretion of the Lessee to perform the Renter's obligations. The Renter agrees to reimburse the Lessee forthwith without demand for the cost of any and all such action performed by the Lessee, its servants, contractors or agents pursuant to this clause.

5.2 The Renter agrees that it shall not install any alterations or improvements (including, without restriction, any radio or television antennae, or any mechanical, cooking, electrical or other means of sound production or similar devices), nor install, display or affix any sign, lettering or advertising medium upon or in the Rental Area or elsewhere on the Facility, without the express written consent of the Lessee.

5.3 Upon the expiration or earlier termination of this Agreement, the Renter shall remove all alterations, property or improvements of any kind whatsoever belonging to or installed by the Renter, whether expressly permitted by the Lessee or not, from the Rental Area and restore the Rental Area to a clean condition equivalent to that which existed prior to the commencement of this Agreement. If the Renter fails or neglects to restore the Rental Area and remove property as required above the Lessee shall have the right, but shall not be obligated, to take such action as is reasonably necessary in the sole discretion of the Lessee to perform the Renter's obligations. The Renter agrees that the Lessee shall not be responsible for any alterations, property or improvements of the Renter thereby removed from the Rental Area, and further agrees to reimburse the Lessee forthwith without demand for the cost of any and all such action performed by the Lessee, its servants, contractors or agents pursuant to this clause.

6. General

6.1 The headings to the articles and sections of this Agreement are solely for the convenience of the parties and are not an aid in the interpretation of the Agreement.

6.2 No consent or waiver, express or implied, by the Lessee to or of any breach or default by the Renter in the performance by the Renter of its obligations hereunder shall be deemed or construed to be a consent or waiver to or of any other breach or default in the performance of obligations hereunder by the Renter. Failure on the part of the Lessee to complain of any act or failure to act of the Renter, or to declare the Renter in default, irrespective of

how long such failure continues, shall not constitute a waiver by the Lessee of its rights hereunder.

6.3 If any term, covenant or condition of this Agreement or the application thereof to any party or circumstance is invalid or unenforceable to any extent, the remainder of this Agreement or application of such term, covenant or condition to a party or circumstance other than those to which it is held invalid or unenforceable shall not be affected thereby and each remaining term, covenant or condition of this Agreement shall be valid and shall be enforceable to the fullest extent permitted by law.

6.4 This Agreement shall be governed by and construed according to the laws of the Province of Alberta. All legal proceedings arising from this Agreement shall be tried and directed by the court of competent jurisdiction in Alberta.

6.5 Time is of the essence of this Agreement and each of its provisions.

6.6 The terms and conditions set forth within this Agreement, together with the Schedules, shall constitute all of the terms and conditions of this Agreement, and there are not other terms, conditions, covenants, agreements, representations or warranties, either express or implied, arising between the parties hereto except as expressly set forth herein.

6.7 The Renter shall at all times and in all respects abide by all laws, bylaws, legislative and regulatory requirements of any governmental or other competent authority relating to the use and occupation of the Rental Area.

6.8 The Renter's obligations contained in this Agreement shall survive the expiration or termination of this Agreement for any reason whatsoever until satisfied in full, and shall not be merged upon the execution of any other documentation by the parties.

6.9 This Agreement shall enure to the benefit of and be binding upon the parties hereto, their respective executors, administrators, successors and permitted assigns.

SCHEDULE "B" - RENTAL AREA

Smith Community Equine Arena Reservation Form

Renter's Name		Address	
Home Phone	Cell Phone	E-mail	
Event Type Smith Fall Fair		Alcohol at Event <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Event Date(s)
Facility Rented	Rental Fee	Damage Deposit	Comments
Equine Arena <input type="checkbox"/>			
Meeting Room <input type="checkbox"/>			
Kitchen <input type="checkbox"/>			
Shower Rooms <input type="checkbox"/>			
Other <input type="checkbox"/>			
Total			

Non-Refundable Booking Deposit (\$200) Paid <input type="checkbox"/> Yes <input type="checkbox"/> No		Date Paid	Receipt Number
Full Rental Fee & Damage Deposit Paid <input type="checkbox"/> Yes <input type="checkbox"/> No		Date Paid	Receipt Number
Party Alcohol Liability Insurance Proof <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable		Access (key/code) Arrangement with Renter <input type="checkbox"/> Pre-event <input type="checkbox"/> Post-event	
Damages <input type="checkbox"/> Facility <input type="checkbox"/> Grounds	Amount	Comments (attach list for more detail)	
Clean-up <input type="checkbox"/> Facility <input type="checkbox"/> Grounds	Amount	Comments (attach list for more detail)	
Deposit Refunded <input type="checkbox"/> Yes <input type="checkbox"/> No	Amount	Date	Cheque Number

SCHEDULE "C" - FEES

**Smith Community Equine Arena
Rental Rates & Damage Deposits**

Facility/Room	Specifics	Rental Fee	Damage Deposit
Arena	Day/evening use (9:00 am to 3:00 am)	\$200	nil
	Weekend use	\$400	nil
	Long weekend use	\$500	nil
	Per hour use	\$25/hr	nil
	Non-profit community organizations (based in the MD)	nil	nil
*\$500 Deposit for Alcohol on Premises			
Kitchen	Day/evening use (9:00 am to 3:00 am)	\$100	\$100
	Weekend use	\$200	\$100
	Long weekend use	\$300	\$100
Meeting Room	Per hour use (maximum of 4-hour charge)	\$25	nil
Foyer	Non-profit community organizations (based in the MD)	nil	nil

DRAFT

SCHEDULE "D" - HOST LIQUOR LIABILITY INSURANCE

In the event that the Lessee has provided its written consent to the Renter to serve or consume alcoholic beverages in the Facility, the Renter covenants and agrees that it shall arrange and maintain **Host Liquor Liability Insurance** throughout the Term.

Such Host Liquor Liability Insurance shall include the following:

- (a) Liability limit of not less than **\$2,000,000**, per occurrence;
- (b) The Lessee Municipal District of Lesser Slave River No. 124 and Smith-Hondo Association of Recreational and Agricultural Society will be named as additional insureds;
- (c) Cross liability clause;
- (d) Severability of interests clause;
- (e) Contractual liability clause, including this Agreement.

The Renter agrees to provide to the Lessee a Certificate of Insurance evidencing such insurance coverage not less than **seven (7) days prior to the commencement of the Term**. If satisfactory evidence of insurance coverage is not provided, the Lessee may cancel this Agreement.

Granted by:

Signature

Accepted by:

Signature of Renter

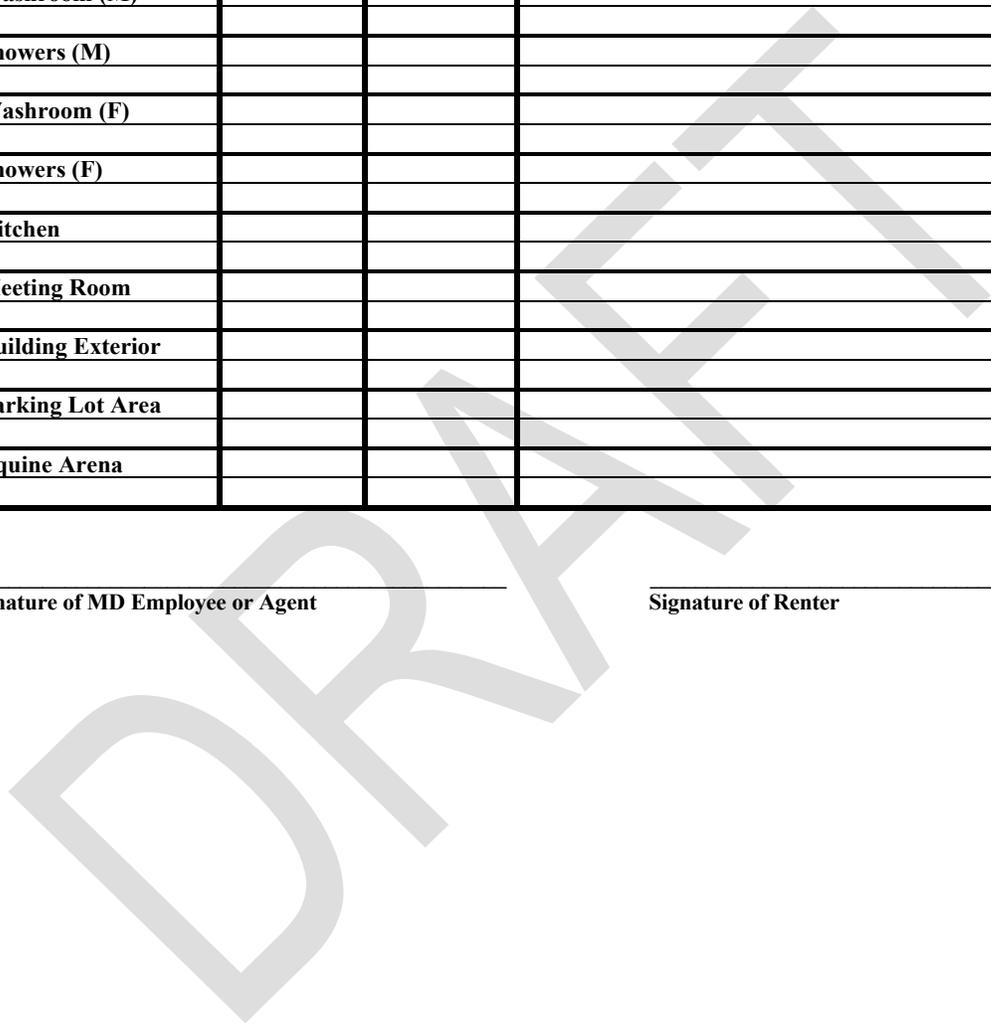
Dated: | | |
 Day Month Year

SCHEDULE "E" – PRE-EVENT INSPECTION FORM

Facility/Room	Pre-Event Condition		Damages, Deficiencies & Comments
	Pass ✓	Fail ✓	
Foyer			
Hallway			
Washroom (M)			
Showers (M)			
Washroom (F)			
Showers (F)			
Kitchen			
Meeting Room			
Building Exterior			
Parking Lot Area			
Equine Arena			

Signature of MD Employee or Agent

Signature of Renter



SCHEDULE "F" – POST-EVENT INSPECTION FORM

Facility/Room	Pre-Event Condition		Damages, Deficiencies & Comments
	Pass ✓	Fail ✓	
Foyer			
Hallway			
Washroom (M)			
Showers (M)			
Washroom (F)			
Showers (F)			
Kitchen			
Meeting Room			
Building Exterior			
Parking Lot Area			
Equine Arena			

Signature of MD Employee or Agent

Signature of Renter

Schedule "D"

SHARA Society			
Proposed Operating Budget 2023/2024			
Revenue	Amount	Expences	Amount
Administration	\$ 20,000.00	Administration	\$ 13,000.00
Fuel/Frieght/Member	\$ 200.00	Fuel/Frieght/Membe	\$ 28,000.00
Buildings/Grounds		Buildings/Grounds	\$ 10,750.00
Fall Fair	\$ 47,230.00	Fall Fair	\$ 70,528.50
Community Events	\$ -	Community Events	\$ 2,000.00
Equine	\$ 17,300.00	Equine	\$ 31,763.00
Total	\$ 84,730.00	Total	\$ 156,041.50
		Revenue	\$ 84,730.00
		Minus	Minus
		Expenses	\$ 156,041.50
		Grand Total	-\$ 71,311.50



Lesser Slave River

Request for Decision

Title	Peace Officer Agreement
Date	August 23, 2023
Presented By:	Barry Kolenosky
Attachments	Amended Peace Officer Agreement

Proposed Motion	<i>Move to approve the amendments to the Peace Officer Agreement as per Alberta Public Safety and Emergency Services as presented.</i>
Administrations Recommendation(s)	

BACKGROUND

Historically, the Town of Slave Lake and the Municipal District of Lesser Slave River have operated under various agreements with respect to the Peace Officers/Special Constables. The current agreement has expired, so we have proposed the new agreement for 3 years at which time it will be reviewed and renewed.

ALTERNATIVE OPTIONS

Peace officers will work within their own jurisdiction and will respond to assist emergency services whenever possible.

BENEFIT/RISKS

Benefits:
Fire employees have more resources at their disposal.

Risks:
Peace Officers from other jurisdictions may be responding to emergency situations far outside of the agreed jurisdictional divides and leave themselves vulnerable to working outside the agreement.

STRATEGIC ALIGNMENT

Continuation of good relationships with neighboring municipalities

FINANCIAL IMPLICATION

There should not be any financial implications.

COMMUNICATION STRATEGY

Both municipalities will be aware of the agreement upon signing.

Prepared By:	Dawn Lynn Durocher – Municipal Clerk
Reviewed By:	Marilyn Gladue – Executive Assistant
Approved By:	Barry Kolenosky – Chief Administrative Officer

This Agreement made this _____ day of _____ 20____

Between

The Town of Slave Lake

A Municipal Corporation in the Province of Alberta

(herein after called "Town")

OF THE FIRST PART

AND

Municipal District of Lesser Slave River

A Municipal Corporation in the Province of Alberta

(herein after called "MD")

OF THE SECOND PART

WHEREAS, the Town and MD each employ Peace Officers, and

WHEREAS, the Town and MD have intermunicipal agreements for a regional fire service and other municipal services, and

WHEREAS, the Town and MD are desirous of establishing an agreement to share Peace Officer services for the purpose of conducting joint traffic operations by working together, providing assistance to each other for emergency response and other matters, and for the safety of Peace Officers in both municipalities, and

NOW THEREFORE, this agreement witnesses that in consideration of the terms and conditions contained in this agreement, the municipalities set out as follows:

1. The purpose of this agreement is to allow Peace Officers of both municipalities to assist the other in the performance of their duties by working together.
2. The Town has an emergency response policy, as per the Public Security Division Peace Officer Program Policy Manual, where Town Peace Officers may, upon request of other emergency responders, respond to an injury or fatal motor vehicle collision within a proximity of 25 kilometers of the Town limits, to provide support services to the police service of jurisdiction, the regional fire service, to conduct traffic control, first aid and scene security.
3. Both municipalities shall be liable for all costs and actions of their Peace Officers while they are assisting the Peace Officers employed by the other including, but not limited to, office supplies, equipment, training and education, uniforms, travel, employee salaries, benefits, and disciplinary proceedings.

Classification: Protected A

4. Each municipality shall maintain general liability insurance coverage covering the Peace Officer Services provided under this agreement.
5. Both municipalities acknowledge that any complaint received with respect to the provision of Peace Officers Services by Peace Officers pursuant to this agreement shall be immediately forwarded to the respective person designated to receive such complaints pursuant to the disciplinary policies in place for the department.
6. Each municipality agrees to indemnify and save harmless the other municipality (or their agents, servants, officers, elected officials or employees) with respect to any claim, action, suit, proceeding or demand including those related to negligence, made or brought against the municipality (or any of them, their agents, servants, officers, elected officials, or employees) by third party with respect to any occurrence, incident, accident or happening relating to the provisions of Peace Officer Services pursuant to this agreement, excepting any occurrence, incident, accident involving negligence or intentional torts by each municipality (or their agents, servants, elected officials or employees).
7. Each municipality agrees to share radio frequencies by allowing the other municipality to transmit and receive on their frequency.
8. For the purposes of this agreement the term “department of jurisdiction” shall mean the municipality whose corporate boundaries encompass the joint operation.
9. When Peace Officers encounter a situation requiring enforcement in the other municipality:
 - a. The Peace Officer may conduct the investigation and shall provide copies of all documentation to the department of jurisdiction; and
 - b. If the Peace Officer deems it necessary to defer the investigation, the Peace Officer will notify the department of jurisdiction, and either pass on all relevant information to that department, and/or conduct the investigation in accordance with direction of the department having jurisdiction.
10. In the event a complaint or request for an investigation is received from another agency, the Peace Officer shall ensure the department of jurisdiction has been notified and no action will take place until the procedure outline in Section 8 of this agreement is followed.
11. Any fines generated through enforcement shall be forwarded to the municipality of jurisdiction.
12. If the Authorization to Employ Peace Officers for either municipality is terminated by Alberta Public Safety and Emergency Services, then this agreement will similarly be immediately terminated.
13. This agreement will be reviewed in 3 years’ time.

Classification: Protected A

14. Notwithstanding Section 12 of this agreement, any party may terminate or suspend this agreement without cause by providing written notice to the other parties; and
15. If any municipality terminates this agreement, the Alberta Justice and Solicitor General Public Security Division office will be immediately advised of this termination.

DRAFT

Classification: Protected A



Lesser Slave River

Report to Council

Title	Community Services Report
Date	August 23, 2023
Presented By:	Sandra Rendle, Community Services Coordinator
Attachments	

Proposed Motion	<i>Move to accept the Community Services Report for information.</i>
Administration’s Recommendation(s)	As proposed

CAB/FCSS

- The third intake deadline was July 31, 2023. CAB meeting scheduled for August 23, 2023.

Complexes

- Complex rentals are starting to slow down for the season.
- Dishes for the complexes have been ordered.
- Swings for the Flatbush Community Complex playground have been ordered and are expected around September 15, 2023. The wood chips are on site.
- Our office is set up in the Smith Complex. It is open on the 1st and 3rd Wednesdays of each month from 9 am to 3 pm.

Community Groups/Libraries

- MOU with SHARA Society is going to Council on August 23, 2023 for approval.
- CCRA hosted Canada Day Celebrations in Canyon Creek. The MD sponsored the food for the event.
- Flatbush Community Library hosted an Author Visit, Donna Beamish. They were thrilled to have 14 children and 8 adults participate. The MD sponsored the food for the event.

Planning & Development

- Attended a couple of subdivision site visits and processed a subdivision application for the South – Flatbush Area.

Recreation and Open Spaces Masterplan

- TBD has preliminary assessments done.
- Proposals for the Masterplan are being presented at the August 23, 2023 Council Meeting.

Prepared by: Sandra Rendle, Community Services Coordinator
 Reviewed by: Marilyn Gladue, Executive Assistant
 Approved by: Barry Kolenosky, Chief Administrative Officer



Lesser Slave River

Report to Council

Title	Safety Report July and August
Date	August 23, 2023
Presented By:	Rhonda Muzyka
Attachments	

Proposed Motion	<i>For information</i>
Administration’s Recommendation(s)	

July:

- Attended Start/Kick off meetings.
- Held 2 safety meetings – Fatigue Management process/Eye wash Stations
- Completed workplace inspections and implement corrective actions
- Safety Workplace Orientations consisted of new hires – ongoing
- Reviewed HSE Observations and follow-up
- Power Point Presentation, Occupational Health and Safety Management Systems to all directors, supervisors, managers, and coordinators included - inspections, Incident reporting/requirements, PSI, roles and responsibilities, safety meeting requirements, prime contractor flow chart, HR notification, best practices working with regulatory agencies, case studies, workhub review
- Update facilities ERP and add to Workhub to include current First Aiders
- Commercial Vehicle Compliance manual

August:

- Attended Start/Kick Off meetings
- QMP with Fire Chief for workplace inspections – August 17 – till complete
- Safety Meetings August 28-HOS, Vehicle Inspections, August 30 – H2S Code of Practice, Chlorine SOP for review and develop ERP, August 30 – MD office ERP review, roles and responsibilities.
- Review procedures, JHA, ERP and add to Workhub
- Commercial Vehicle Compliance manual

Submitted respectfully,

Rhonda Muzyka, RPR, NCSO, RMHSA

Prepared by: Rhonda Muzyka, Health & Safety Coordinator
 Reviewed by: Marilyn Gladue, Executive Assistant
 Approved by: Barry Kolenosky, Chief Administrative Officer



Lesser Slave River

Report to Council

Title	Human Resources Report
Date	August 23, 2023
Presented By:	Leslie Bensch
Attachments	
Proposed Motion	For information
Administration's Recommendation(s)	

Active Job Postings:

Director of Field Services	Transfer Station Attendant-South (part time)
2-Shop/Fleet Mechanic	3-Municipal Service Technician
Equipment Operator-South	

New Hires, July 1 – August 15, 2023

Lead Hand-Vegetation Mgmt	Transportation Foreman
Administrative Assistant, Utilities	AR & Utilities Administrator
3-Utility Laborer (4-week project)	

Departures, July 1 – August 15, 2023

Municipal Engineering Technologist
Landfill Equipment Operator

Other Items:

- **Website Brainstorming:** We met with Tangent about the possibilities of the new website. I researched other MD HR websites and submitted a list of potential improvements and effectivities to implement while improving the usability to employees, managers, candidates, and HR.
- **Employee Training**
Tangent provided employees training on Written Communications; focus on team communication and professional writing.
- **Directors Job Posting Preparation**
We are preparing to post the three Director and one Project Manager positions including wording, micro-website with information about the opportunities, MD, and communities, and recruitment websites to place the posting.
- **Office Space**
Management met regarding the office/cubicle space at the Slave Lake office to discuss noise pollution and space planning.

○ **Municipal Intern Program**

The Municipal Internship Program provides support to municipalities and planning service agencies to build capacity in the municipal sector by developing recent post-secondary graduates to become future leaders in municipal government. We are preparing to apply for this opportunity October 1. They provide funding to municipalities and planning service agencies to recruit, train and develop new and recent graduates as municipal interns who may pursue careers in municipal administration, finance, or land-use planning.

Interns bring knowledge, skills, and enthusiasm that build capacity and rejuvenate the municipal government sector. Interns bring numerous benefits to a municipality, including:

- new ideas and perspectives
- energy, eagerness, and initiative
- willingness to learn and excel in the profession.
- creative approaches to challenges
- strong research and communication skills
- high computer literacy and knowledge of technology applications
- great ambassadors for working in municipal government.

○ **HR Employee Consulting Group**

With managers' consultation, HR compiled a diverse employee group to review the proposed HR policy changes and provide suggestions/clarifications with the goal of providing an understandable read. The next step, HR will take revised policies to the manager's group for more suggestions/clarifications to increase comprehensibility and ability to administer.

○ **Employee Appreciation BBQ – August 30**

We have an Employee BBQ scheduled August 30 at the Slave Lake Office at 4:30 for all employees and council. This appreciation event is a wonderful end of the summer for our staff as spring/summer is a busy time while we provide an opportunity to take vacation days for relaxation and rejuvenation. Our seasonal staff employments are coming to an end; we hope they enjoyed being part of our team and come back next year!

Prepared by: Leslie Bensch, Human Resource Manager
Reviewed by: Marilyn Gladue, Executive Assistant
Approved by: Barry Kolenosky, Chief Administrative Officer



Lesser Slave River

Report to Council

Title	Operations monthly reporting
Date	August 23 rd , 2023
Presented By:	Department Managers/Coordinators
Attachments	

Proposed Motion	<i>Council moves to accept the Operations Monthly report as Information</i>
Administration's Recommendation(s)	As proposed

Operational Report - Reporting Period July and August

Agricultural Services - Kendra Kozdoroski, Agricultural Fieldman/Environmental Coordinator

- Applied and received TFA (Temporary Field Authorization) for Jean Luc Deba Memorial Park and Fawcett Lake Memorial Park beach clean ups- this includes removing debris from the beach area, this will help increase overall usage of these areas
- Completed 584 weed inspections to date
- Sent 31 weed letters
- Issued 1 weed notice
- Completed grasshopper surveys with results being above the threshold for numbers
- Completed 2023 Field Visit with Alberta Agriculture. This visit is an audit of our agriculture program to ensure that our program is running in accordance with our Agricultural Service Board Grant. The results are sent to the municipality in the winter months.
- Roadside mowing program is running as usual- a breakdown and waiting on parts in early spring set us back a few weeks but we are mowing full force now. This helps to suppress weeds and we were able to mow many problem patches before seed set. This also assists in helping with drainage in our ditches.
- We have been grooming Devonshire Beach every other week throughout the summer to ensure it stays clean and easily accessible.
- Devonshire beach was cleaned for beach fest and the MD provided tables, garbage cans, fire pits for the event.
- We were granted the TFA (Temporary Field Authorization) for the Weir, we are continuing to mow it throughout the summer and porta potty's have been delivered and are being cleaned on an as needed basis- we are working with Facilities to refurbish the picnic tables that are on site.
- We were granted a TFA for both East Fawcett Lake and Jean Luc Deba, this allowed us to go in and clean up all the driftwood that accumulated on the beach.

- We are assessing and picking an extremely large patch of Himalayan Balsam at our MD Landfill- this is a project that has been on the go for about a month and we are picking it whenever we get a chance.
- Our landscape crew is still short 2 staff members, but we have been able to continue mowing and keeping on top of our sites.
- We are mowing each hamlet once throughout the summer, each hamlet takes between 2-4 days to mow. We are aiming to mow them before any events going on.
- We are planning our Fall Social and other extension events.

Transportation – Cody Borris, Transportation & Facilities Maintenance Manager

July

· Re-graveling program

- 63% complete out of Mitsue pit
- Expected completion date August 31st
- 100% complete out of Chisholm pit
- 35% complete out of Flatbush pit
- 77% complete out of Smith pit
- Expected completion date September 8th

- Crushing completed Smith gravel pit
- Crack sealing complete
- Calcium Program completed June 30th
- Marten Beach second access completed
- Installed guard around culvert Marten Beach quad trail
- Assisted Utilities department with water haul to Smith for PCL upgrade
- Various locations brushing/ditch cleanup completed
- Assisted Agricultural department with re-graveling road to weir

August

- Gravel crushing started August 9th in Mitsue pit
- Assisted with demolition and base work for Smith ice surface
- Patched potholes on Smith River hill, Marten Beach, South Shore West, Birch road and West Mitsue
- Various locations brushing/ditch cleanup completed

Facilities – Cody Borris, Transportation & Facilities Maintenance Manager

July

- Building inspections
- Worked with Brian Vance on Smith library ramp construction
- Assisted in moving offices at the VIC centre to accommodate for painter
- Repaired The deck boards on the East Fawcett boat docks
- Installed new flags at the VIC Centre

August

- Repaired Canyon Creek water plant roof
- Repaired floor drains at Canyon Creek water plant
- Assisted with door lock switch over
- Flatbush Complex roof inspection (condensation problems in)

Utilities- Jeremy Dumaresque, Utilities Manager

July

- Completed hydrant flushing
- Meter replacement and repair (ongoing)
- maintenance within the plants such as pump/valve replacement, piping work
- Hydrant repair
- Grinder pump maintenance, troubleshooting shooting systems for ratepayers when issues with back flow of sewer
- 2 water cc repairs
- 3 sewer cc repairs
- Membrane repairs

August

- Developing Standard operating procedures over the last 2 months
- Meter repair
- Smith river vault pump- pulled and replaced. Became nonoperational due to silt build up from the high-water levels. Pump pulled was sent out for repairs
- Smith distribution pump was replaced and sent out for repairs
- Working with project manager with maintenance and other task regarding the PLC upgrade
- Membrane repairs
- Grinder pump installation and maintenance
- 2 water cc repairs
- The department will be starting the Mituse Industrial meter replacement this month.

Prepared by: Information is submitted by Department Managers and Coordinators

Reviewed by: Marilyn Gladue, Executive Assistant

Approved by: Barry Kolenosky, Chief Administrative Officer



Lesser Slave River

Report to Council

Title	Planning & Development Department May 1-June 22
Date	August 23, 2023
Presented By:	Ann Holden, Planning & Development Officer
Attachments	

Proposed Motion	Move to accept Planning & Development Department report for information
Administration’s Recommendation(s)	As proposed

Planning and Development is responsible for all aspects of land-use planning, including long range planning such as subdivisions to ensure that growth and development occur in an organized and rational manner, while maintaining or enhancing the quality of life in the MD of Lesser Slave River. The land mass in Lesser Slave River is 10,074.39 km² (3,889.74 sq mi), most of it crown land.

Statistics July 1-August 16:

Development Permits received	9
Development Permits issued to date	38 (2 applications are still incomplete)
Subdivision applications	1
Lots endorsed	None
Road lease applications	None
Application for land use bylaw amendments	None
Municipal Planning Commission meetings	2
Compliance Certificates Issued	2
Safety Codes Permit Notifications (June/July)	40 Permits: Build: 6, Sewage: 10, Elect: 17, Gas: 7
Rural Addressing Applications:	1
Referrals related to crown land dispositions	Numerous

Other duties:

Review of GIS system, Rural Addressing Review (AMDSP), requests from other departments.

Prepared by: Ann Holden, Planning & Development Officer
 Reviewed by: Jillian Bishop, Administrative Assistant
 Approved by: Barry Kolenosky, Chief Administrative Officer



Lesser Slave River

Report to Council

Title	Protective Services July / Aug 2023 report
Date	23 August 2023
Presented By:	Paul Mulholland
Attachments	

Proposed Motion	<i>Move to accept as Information.</i>
Administration's Recommendation(s)	That Council accepts the following as information.

PEACE OFFICER PROGRAM

MDLSR Peace Officers patrol an area of 10,000sq kl with approximately 660 kl of local roads, and 325kl of provincial highways.

Peace Officer priorities are, bylaw enforcement, infrastructure protection and traffic safety.

Working closely with other Municipal departments, time is spent accompanying the Planning Officer on site visits, investigating complaints of dumping at our municipal locations and monitoring speed through our road crew's construction zones.

Peace Officer July /Aug overview.

Tickets, Warnings and Agency assists to date,

- Provincial Tickets issued –220
- Estimated value of Provincial Tickets – \$51,271.00
- Bylaw Tickets issued - 6
- Estimated Value of Bylaw Tickets - \$2,800.00
- Warnings issued – 150
- Complaints Received - 46
- Assist Agency Responses – 30
- JFO's Conducted – 4

Community patrols

- Southshore & area = Daily
- Devonshire Lane & Marten Beach area = 17
- Mitsue & Poplar Lane area = Daily
- East Fawcett Lake & area = 2
- West Fawcett Lake area = 0

Smith & area = 12

Lawrence lake & Cross Lake area = 0

Flatbush & area = 9

Highlights

- Peace Officer Singh obtained his full appointment. Highway authorities will be added upon completion of EVOC training, that he is attending in September.
- Fencing to start this week.
- Main Office upgrades include keyless entry on the front door, back door, and interior door.
- Lighting being installed at Slave Lake and Smith this week.

- Keyless entry to be installed at Smith shop, Flatbush office and Canyon Creek water plant soon.
- Prepare for and attend five (5) trials.
- Assist TOSL with Carnival and Parade issues.
- Attend "Beach fest". Multiple positive public interactions over the 8hr quad patrol.

The following is a cross section of the complaints received during July / Aug.

- Dog attacking and killing two calves' (separate incidents, same location).
- Tree trimmings dumped within right of way / roadway.
- Dogs at large
- LUB issues (Stop orders)
- Speeding within the Hamlets
- Untidy / unsightly complaint.

Prepared by: Paul Mulholland, Peace Officer

Reviewed by: Marilyn Gladue, Executive Assistant

Approved by: Barry Kolenosky, Chief Administrative Officer



Lesser Slave River

Report to Council

Title	Project Manager Report
Date	August 23, 2023
Presented By:	Shari Spencer
Attachments	N/A

Proposed Motion	<i>Council moves to accept the Project Manager Report as information</i>
Administration's Recommendation(s)	As proposed

Capital Project Update

Project Update – Doug Baird, Project Manager

Smith Raw Water Pump Chamber and Pipe Replacement

Associated Engineering is working on the detailed design for this project. It is planned to go to tender in late 2023 to secure a contractor to construct in Spring 2024.

Canyon Creek Raw Water Pumphouse Replacement

A kick off meeting with AGS Mechanical was held on August 5, 2023. Site work will start on September 5, 2023, and should be completed by November 30, 2023.

Smith Water Treatment Plant PLC Upgrade

PLC Upgrade work is complete, only the As-Built Drawing is outstanding. Doug is continuing to support the operators when new issues are identified.

Canyon Creek Water Treatment Plant PLC Upgrade

The design is complete and the project went out to tender last week. Construction work is planned to start around August 23, 2023.

Marten Beach Truck Fill Station

Working with vendors on meter/pump building design and gathering prices from various vendors to prepare the final design and budget. The current site is providing some challenges to configure the new layout and may require an Amendment to the existing Crown Land Disposition.

Flatbush Raw Water

Performed well flow and draw down test on well at Flatbush complex this week. Planning to perform flow and draw down test on well at the Flatbush Water Treatment Plant on Monday. A Summary Report will be compiled for management review when testing is complete.

Southshore Non-Compliant Sewer Tie-ins

Site visit was conducted for each of the twenty-two properties and a summary of findings was presented to the Director of Utilities. Administration is currently waiting on direction from Council for next steps.

Southshore Groundwater Infiltration

Drawings have been gathered and staff is working to verify flow data to find the correct totalized flow at the Waste Water Treatment Plant.

Project Update- Brian Vance, Project Manager

Slave Lake Boat Launch

Completed on August 13. It took a day longer than planned due to the existing ties needing extensive rework, plus the old concrete ties and rebar were buried in the mud, with lots of large rocks. The



existing ties were pulled up and levelled and the launch extended by over 10 feet. It is working well now and will work well when the water is low.

Wier Recreation Area

Everything is in place for the MD to look after this area. There is no further work planned for this area other than maintenance this year.

Flatbush Complex Roof/ Ceiling

A report has been prepared on the corrosion on the Flatbush Complex Roof/ Ceiling. It is not a structural problem at the moment based on the limited access

available. Improved access is critical for further inspection and remediation. It could become a structural concern this winter as snow and ice builds up.

Widewater Camp Area

The work has been delayed due to the rain, but the contractor is working there this week and it is expected that they will be finished this week or early next week. The purpose of this project is to properly dispose of the rocks removed during the Canyon Creek Harbour remediation.

Asset Management

Administration has compiled a draft policy and procedure for the August 30, 2023, Committee of the Whole Meeting. An initial roll out plan for training supervisors has been developed and will continue to expand as the program grows.

Asset Retirement

An extensive list has been compiled with supervisors and directors in all departments. Working with

vendors to determine the potential costs associated with the retirement of these assets.

Old Smith Highway Reroute

Brian is working with Engineering and Geotechnical companies to finalize the design. The intent is to start construction late 2023 on the West Culvert Replacement and tender the remainder late 2023 for Spring Construction.

Project Update – Ryan Cooper

Visitor Tourism Center (VIC) Flagpoles

The new flag poles have been installed.

Culvert Program

All the environmental permitting is in place for work this year, there have been several locations identified that require a more in-depth analysis. This will be done over the Winter so that those culverts can be replaced in 2024. There are ___ culverts scheduled for replacement in 2023.

Work is scheduled to start on August 23, 2023, on the culverts that have been cleared to move forward. Work will be starting on Flattop Road on three culverts, then another three will be replaced in Marten Beach. After that there are three culverts to replace on the East Fawcett Lake Road near Smith. Work will finish with one last replacement in Flatbush. If there are no major weather delays it is anticipated that the work will be completed in three to four weeks. Administration is working with Tangent to get social media notifications out, and residents directly affected will get a phone call from the Transportation Administrative Assistant.



LED Upgrade Program

Lights have been installed at the Flatbush Library, there are two more outdoor security lighting projects that are waiting for materials to be delivered.

Fencing

Phoenix Fencing is starting this week in the Slave Lake Maintenance Yard and should be completed in three to four weeks, weather dependent.

Flatbush Playground upgrade

Swings have been ordered and once they arrive a Contractor will drill piles and anchor them. The mulch has been stockpiled onsite to be spread once the swings are installed.

Smith Ice Rink

The old concrete pad has been demolished and removed. There were several concrete structures found beneath the pad that were not known about, but have now been removed. Groundwork and site grading should be completed the week of August 21, 2023, weather dependent. Paving will be completed before the Smith Fall Fair, and the boards will be installed after the Fall Fair.



In order to protect the MD against future liability, the Project Manager spoke to the Board Representative for a Board Manufacturer (The Manufacturer of the boards that were purchased by SHARA is no longer in operation) about the correct way to anchor the boards down to the ground. The correct installation requires a twelve inch by six-foot pile at every board anchor location with a rebar cage. As there is an anchor every four feet this will be approximately ninety piles. The anchors are required to use an epoxy anchor and be galvanized to prevent rusting. Due to the fact that the Board Manufacturer is no longer in business we will have to pre-assemble the boards to get the correct anchor locations then take

them down so the piles can be drilled. This will take some time but everything should be done on time and in budget.

Prepared by: Shari Spencer, Document Conveyance Coordinator with information submitted by the project managers.

Reviewed by: Marilyn Gladue, Executive Assistant

Approved by: Barry Kolenosky, Chief Administrative Officer



Lesser Slave River

Report to Council

Title	Beaver Control Program Update
Date:	August 23, 2023
Presented By:	Cody Borris Transportation Manger
Attachments	

Proposed Motion	<i>To accept beaver control program report as information.</i>
Administrations Recommendation(s)	As proposed.



The Transportation department has a program to manage Beaver activity along the MDLSR road network. Beaver activity can cause extensive damage to municipal infrastructure, and in extreme cases can even cause roads to wash out entirely. In 2023, Beaver activity has considerably increased from last year due to the amount of rainfall this summer. This has resulted in the contract operator having to spend more time removing beavers.

In 2022, fifty-nine beavers were relocated, and in 2023, as of August 14, ninety-eight beavers have been relocated. We are forecasting by the end of the season to have between one hundred and twenty one hundred and fifty beavers

relocated. Additionally, due to a lack of staff and the inaccessibility of beaver dams with MD equipment, the removal of dams has been done primarily by a contract operator.

In order to control these costs in the future, the municipality is investigating the cost and different styles of Beaver Control Inlet Screens to be placed over problem culverts. These helps mitigate future costs and culvert damages when removing beaver dams. The municipality has installed these screens at two locations with recurring problems; the first is located on Ranch Road and the other one at Range Road 265 A in the Cross Lake area.



Prepared by: Cody Borris Transportation Manger
 Reviewed by: Marilyn Gladue, Executive Assistant
 Approved by: Barry Kolenosky, Chief Administrative Officer



Lesser Slave River

Report to Council

Title	Old Smith Highway graveling
Date:	August 23, 2023
Presented By:	Cody Borris Transportation Manger
Attachments	

Proposed Motion	<i>To accept the Old Smith Highway graveling report as information.</i>
Administrations Recommendation(s)	As proposed.

The Old Smith Highway from Tollenaars bridge to Tiger Calcium Plant was due for regravelling in 2025. However, with the dry weather in 2022, the increased traffic on the Old Smith Highway from the fires, and detours due to the flooding in 2023, the Old Smith Highway requires gravel in order to keep the road quality in line with our service levels.

Approximately twenty kilometers of road will need gravel at a rate of 400 ton per kilometer. The cost of the project will be \$47, 520. And can be accommodated in our regravelling budget with no extra funds required.

The municipality is currently attempting to submit the cost of regravelling the Old Smith Highway to forestry as a claim with the fires.

The graveling is expected to start August 21st and will take 5 days to complete.

Social media posts will go out to local residents of the planned work.

Prepared by: Cody Borris Transportation Manager
 Reviewed by: Marilyn Gladue, Executive Assistant
 Approved by: Barry Kolenosky, Chief Administrative Officer



Lesser Slave River

Request for Decision

Title:	Finance Report
Date:	8/23/2023
Presented By:	Holly Omelchuk
Attachments:	MD of Lesser Slave River No. 124 – Statement of Operations as of July 31, 2023 MD of Lesser Slave River No. 124 – 2023 Capital and Operating Projects – as of August 15, 2023

Proposed Motions:	<p>1) That Council accepts the MD of Lesser Slave River No. 124 – Statement of Operations as of July 31, 2023, report for information.</p> <p>2) That Council accepts the MD of Lesser Slave River No. 124 – 2023 Capital and Operating Projects – Updated YTD August 15, 2023, report for information.</p>
	As proposed

BACKGROUND:

As per the Municipal Government Act Section 268.1

A municipality must ensure that:

- (b) the actual revenues and expenditures of the municipality compared with the estimates in the operating or capital budget approved by council are reported to council as often as council directs;

ALTERNATIVE OPTIONS:

Council can request more information from Administration.

BENEFIT/RISKS:

Financial reporting to Council represents transparency and promotes financial accountability of the MD of Lesser Slave River No. 124.

STRATEGIC ALIGNMENT:

The attached reports are tied with the strategic goals of the MD of Lesser Slave River No. 124 as the budget and related expenses allow Administration to deliver all MD services.

FINANCIAL IMPLICATION:

Administration will work with all department managers and other stakeholders and communicate the operating position and capital YTD reports and its implications on all department and operational budgets.

OTHER CONSIDERATIONS:

The 2023 Tax Levy was \$21,158,436 and \$835,929 (4%) remain outstanding. You will note on the Statement of Operations it states the Actual Levy is \$21,151,406 – the difference being 305 changes – assessment changes.

The deadline for payment without penalty was July 31, 2023. A 6% penalty was charged on August 1, 2023, totalling \$25,182.86. Some properties are exempt from penalties.

Administration conducted information meetings on process changes to improve reporting both internally and externally. The MD staff has the acceptance and willingness to improve on the process to achieve our goals.

COMMUNICATION STRATEGY:

As Per the Municipal Government Act Section 207(c)

The Chief Administrative Officer advises and informs the Council on the operation and affairs of the municipality.

Continue reporting monthly to comply with the above.

Prepared By: Holly Omelchuk, Acting Director of Finance

Reviewed By: Marilyn Gladue, Executive Assistant

Approved By: Barry Kolenosky, Chief Administrative Officer

MD OF LESSER SLAVE RIVER NO. #124

Statement of Operations

For the Seven Months Ending July 31, 2023

	2022 Budget	As at July, 2022 Actual	2023 Budget	2023 Actual	Actual VS Budget %	Notes
Revenues						
As of July , 2023 the MD has incurred 84.6 % revenues compared to budget. Average @ July 31, 2023 is 58.33%						
Net Municipal Taxes	19,498,612.00	19,532,404.00	21,182,130.00	21,151,406.36	99.9%	Taxes generated - Timing - Down from June \$5860.85 - 305 changes
Reserve Transfers	2,078,805.00	81,168.00	1,961,916.00	622,807.23	31.7%	Not all transfers done
Government Transfers	640,511.00	285,557.00	1,202,509.00	359,744.84	29.9%	Not all transfers done
User fees & Sales of Goods	1,835,798.00	927,883.00	1,922,633.00	928,785.31	48.3%	10% Below Avg
Investment Income	603,750.00	58,912.00	616,356.00	87,905.45	14.3%	Timing - Investment not Matured
Penalties and costs of Taxes	88,066.00	71,719.00	93,411.00	38,109.26	40.8%	Next Penalty August 1, 2023
Licenses and Permits	72,600.00	10,950.00	15,000.00	10,050.00	67.0%	Municipal Planning - License & Permits 9% Above AVG
Other	22,362.00	5,546.00	24,982.00	12,384.10	49.6%	Bylaw Enforcement - 8.73 % Below Avg
Total Revenues	24,840,504.00	20,974,139.00	27,018,937.00	23,211,192.55	85.9%	

Expenses

Legislative

Council	344,100.00	218,492.00	503,691.00	227,904.64	45.2%	Council - 13.13% lower than Avg
Total Legislative	344,100.00	218,492.00	503,691.00	227,904.64	45.2%	

Administration

Administration	200.00	-	200.00	-	0.0%	N/A
General Administration	2,078,821.00	1,039,247.00	2,692,098.00	944,672.42	35.1%	Salary, Wages, Benefits. Contracted Services below Average
Elections	3,650.00	-	-	-	0.0%	N/A
Communications	139,500.00	65,658.00	157,540.00	72,159.02	45.8%	Contracted Services Below Average
Human Resources	267,964.00	41,609.00	258,554.00	107,274.67	41.5%	Salary, Wages, Benefits. Contracted Services below Average
Information Technology	445,956.00	189,541.00	498,585.00	271,893.31	54.5%	On Par
Safety	129,585.00	65,895.00	145,714.00	78,276.71	53.7%	On Par
Total Administration	3,065,676.00	1,401,950.00	3,752,691.00	1,474,276.13	39.3%	

Protective Services

Bylaw Enforcement	252,793.00	129,568.00	305,690.00	133,946.68	43.8%	Mobile Equipment/Legal Low
Fire Services	237,497.00	108,546.00	297,054.00	180,281.72	60.7%	On Par
Police Protection	151,336.00	151,336.00	154,363.00	-	0.0%	Haven't received invoice
	641,626.00	389,450.00	757,107.00	314,228.40	41.5%	

Planning and Development

Municipal Planning	74,550.00	66,330.00	53,265.00	35,092.81	65.9%	Software licensing \$22,400.00 all expense slightly higher
SDAB	5,650.00	-	6,118.00	1,031.83	16.9%	No Honoraria - board members or training
Development Authority	196,849.00	80,288.00	313,694.00	96,694.31	30.8%	All expenses under AVG
Total Planning and Development	277,049.00	146,618.00	373,077.00	132,818.95	35.6%	

MD OF LESSER SLAVE RIVER NO. #124

Statement of Operations

For the Seven Months Ending July 31, 2023

	2022 Budget	As at July, 2022 Actual	2023 Budget	2023 Actual	Acutal VS Budget %	Notes
Community Services						
FCSS	101,514.80	71,864.00	101,602.00	67,410.57	66.3%	Organization grants paid/yearly amount \$56,075.30 included
Community Assistance Board	40,000.00	20,879.00	40,000.00	24,444.63	61.1%	See Note 1 a)
Regional Development - VIC	98,518.00	27,978.00	84,792.00	43,122.40	50.9%	Contracted Services low and no insurance billing
Library	167,962.00	166,733.00	193,002.00	180,636.35	93.6%	Grants to Organizations \$177,359 paid
Canyon Creek Campground	163,645.00	10,256.00	23,442.00	12,806.37	54.6%	On Par
Recreation - General Administration	235,966.00	89,173.00	815,523.00	220,928.34	27.1%	Contracted Services low
Recreation - Arena - Smith & Canyon Cr	45,830.00	28,281.00	51,634.00	21,860.04	42.3%	All expenses under except for phone
Regional Development	15,100.00	-	15,000.00	-	0.0%	No Expenditures
Boat Launches	20,000.00	-	15,000.00	8,756.83	58.4%	On Par
Total Community Services	888,535.80	415,164.00	1,339,995.00	579,965.53	43.3%	
Field Services/Transportation						
Wages	2,160,361.00	1,195,843.00	2,086,258.00	1,089,203.07	52.2%	On par
Road & Road Crossing	259,620.00	108,769.00	321,050.00	116,749.17	36.4%	No software licensing exp 32.5K Contracted Services low
Signs	18,000.00	-	18,360.00	1,164.70	6.3%	One expenditure
Culverts	338,301.00	20,955.00	266,560.00	52,119.30	19.6%	Only expenditure contracted services
Brushing	200,000.00	-	204,000.00	3,244.65	1.6%	Contracted services total budget
Gravel Program	783,500.00	240,686.00	1,124,713.00	356,289.59	31.7%	No gravel Usage Recorded
Inventory	326,000.00	-	1,992,548.00	890,374.71	44.7%	Includes Transfer of \$612,000.00 see note 1 f)
Snowplowing	74,000.00	14,144.00	78,000.00	21,684.11	27.8%	Timing
Streets	65,100.00	20,695.00	66,402.00	29,249.49	44.0%	Timing - Electrical Costs
Construction	175,000.00	2,175.00	250,000.00	4,150.47	1.7%	Engineering costs low
Line Painting	10,092.00	17,300.00	17,700.00	-	0.0%	No Expenditures
Crack Sealing	46,000.00	36,000.00	60,000.00	40,499.96	67.5%	One expenditure - Contracted Services
Dust Control	152,000.00	92,998.00	190,961.00	135,128.74	70.8%	Chemical Costs
Bridge	265,000.00	16,367.00	60,000.00	34,950.31	58.3%	On par
Engineering Services	-	-	411,397.00	118,246.82	28.7%	No expenditures for Engineering Bridge Inspections
Fleet	1,352,428.00	434,798.00	1,421,075.00	536,595.03	37.8%	Equipment/Vehicle repairs low
Drainage	40,000.00	-	-	-	0.0%	N/A
Building	517,647.00	187,807.00	751,734.00	191,039.33	25.4%	Salary & Wages/Contracted services/Build Repairs low
Total Field Services/Transportation	6,790,257.00	2,388,537.00	9,320,758.00	3,620,689.45	38.8%	
Landscape						
Landscape	365,420.00	115,248.00	399,217.00	218,689.42	54.8%	On Par
Parks & Open Spaces	-	-	7,700.00	731.85	9.5%	One training class cost
Rural Road Allowance	-	-	11,850.00	1,234.47	10.4%	One training class cost/supplies
Total Landscape	365,420.00	115,248.00	418,767.00	220,655.74	52.7%	
ASB						
Rural Services	225,725.00	156,635.00	247,702.00	121,770.74	49.2%	On Par
Livestock	18,000.00	7,200.00	18,360.00	-	0.0%	No Expenditures
Plant Ind-Weed	116,215.00	22,300.00	117,894.00	87,611.26	74.3%	Chemicals @ 100%/Contracted Services @ 71%
Total ASB	359,940.00	186,135.00	383,956.00	209,382.00	54.5%	

MD OF LESSER SLAVE RIVER NO. #124

Statement of Operations

For the Seven Months Ending July 31, 2023

	2022 Budget	As at July, 2022 Actual	2023 Budget	2023 Actual	Actual VS Budget %	Notes
Utilities & Operational Services						
Water	1,573,591.00	848,433.00	1,785,723.00	993,394.13	55.6%	On Par
Sewer	1,315,626.00	518,186.00	1,979,722.00	718,133.39	36.3%	Supplies /Electricity Low
Solid Waste Management	327,560.20	126,056.00	338,064.00	167,693.24	49.6%	Contracted Services / Electricity Low
Disaster Services	482,750.00	141,194.00	76,500.00	97,263.83	127.1%	Salary/Meals/Accommodations not Budgeted - Cont Services @96%
Total Utilities & Operational Services	3,699,527.20	1,633,869.00	4,180,009.00	1,976,484.59	47.3%	
Other						
Transfer Payments	1,290,766.00	128,896.00	1,324,830.00	695,250.47	52.5%	See below - Transfer Payments Note 1 a) b) c) d)
Requisitions - Senior Foundation	547,250.00	220,443.00	593,915.00	456,717.91	76.9%	See below - Expenses - Note 2 a) & b)
Requisitions - School Foundation	3,951,091.00	1,930,262.00	3,782,726.00	1,971,296.17	52.1%	See below - Requisition 2 c)
Requisitions - AMA	79,628.00	78,306.00	87,315.00	87,365.95	100.1%	See below - Expenses - Note 2 d)
Contingencies	100.00	-	100.00	-	0.0%	
Reserve Contributions	412,145.00	412,145.00	200,000.00	200,000.00	100.0%	See below - Expenses - Note 1 e)
Amortization	4,499,830.00	-	-	-	0.0%	
Total Other	10,780,810.00	2,770,052.00	5,988,886.00	3,410,630.50	56.9%	
Total Expenses	27,212,941.00	9,665,515.00	27,018,937.00	12,167,035.93	45.0%	

Surplus (Deficit)	(2,372,437.00)	11,308,624.00	-	11,044,156.62
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Notes:

Expenses

As of July 31, 2023 the MD has incurred 45.0% expenses compared to budget. Average @ July 31, 2023 58.33% +/- 5% considered on par

1 Transfer Payments made:

- a) Rec Board - Misc Grant \$24,444.63
- b) Annual Airport Contribution of \$114,750.00
- c) Fire Protection - Town of Slave Lake \$354,692.47
- d) InterMunicipal Town of Slave Lake \$225,808.00
- e) Flood Mitigation reserve \$200,000.00 as per budget
- f) Gravel Crushing \$612,000.00 funding from Transportation Operating Reserve as per budget
- g) Disaster Services Emergency Flood Mitigation \$10,807.23

2 Requisitions paid

- a) Lesser Slave River Regional Housing \$233,464.70 (2 quarters)
- b) Homeland Housing - \$106,520.87 - Fully Paid
- c) School Requisition - \$1,971,296.17 (2 quarters)
- d) AMA - \$87,365.95 - Fully Paid

Revenues

As of July 31, 2023 the MD recognized 85.9% of it's revenue

1 Tax levy of \$21,155,701.14, lower than budget due to assessment adjustments

2 Grant Funding

- a) Canyon Creek Cleanup \$109,206.72 - allocated funding from AEP Grant as per budget
- b) FCSS Grant \$62,965.81
- c) Designated Industrial Property Grant - \$21,325.31
- d) ASB Grant 166,247.00

Operating Projects 2023

15-Aug-23

Project	Project Code/GL	Manager	Budget	YTD	Over/Under
Asset Management	122320	Shari Spencer	\$ 20,000.00	\$ 5,638.60	\$ 14,361.40
SS Non-Compliant	422312	Doug Baird	\$ 440,000.00	\$ 5,456.53	\$ 434,543.47
Mitsue Pavement	322307	Barry Kolenoskey	\$ 50,000.00	\$ 11,535.00	\$ 38,465.00
Shoulder Pull	322306	Transportation	\$ 100,000.00	\$ -	\$ 100,000.00
FB Culvert Program	2-32-13-63-259	Ryan Cooper	\$ 71,000.00	\$ 1,906.66	\$ 69,093.34
SM Culvert Program	2-32-13-66-259	Ryan Cooper	\$ 63,000.00	\$ 5,366.07	\$ 57,633.93
SL Culvert Program	2-32-13-68-259	Ryan Cooper	\$ 53,000.00	\$ 9,081.67	\$ 43,918.33
Gravel Crushing - Flatbush*	322308	Cody Borris	\$ 540,000.00	\$ 540,000.00	\$ -
Gravel Crushing - Smith	322309	Cody Borris	\$ 754,875.00	\$ 754,875.00	\$ -
Gravel Crushing - Chisholm*	322310	Cody Borris	\$ 360,000.00	\$ 360,000.00	\$ -
Gravel Crushing - Mitsue*	322311	Cody Borris	\$ 360,000.00	\$ 360,000.00	\$ -
FB Community Complex Kitchen	2-72-20-63-519	Sandra Rendle	\$ 10,000.00	\$ -	\$ 10,000.00
SM Community Complex Kitchen	2-72-20-66-519	Sandra Rendle	\$ 10,000.00	\$ -	\$ 10,000.00
WW Community Complex Kitchen	2-72-20-69-519	Sandra Rendle	\$ 10,000.00	\$ -	\$ 10,000.00
FB Roof Drainage	312314	Ed Copeland	\$ 5,500.00	\$ -	\$ 5,500.00
Smith Double Doors	2-31-10-66-259	Ed Copeland	\$ 12,000.00	\$ 5,314.00	\$ 6,686.00
SSWWTP Roof Replacement*	312315	Ed Copeland	\$ 50,000.00	\$ 38,675.00	\$ 11,325.00
VIC Painting**	312316	Ed Copeland	\$ 15,624.00	\$ 19,500.00	\$ (3,876.00)
VIC Flag Poles	312317	Ed Copeland	\$ 14,000.00	\$ 8,495.58	\$ 5,504.42
Fencing (Various Locations)	2-31-10-00-252	Ed Copeland	\$ 46,941.00	\$ 48,236.00	\$ (1,295.00)
Canyon Creek Harbour	732284	Brian Vance	\$ 539,000.00	\$ 201,940.76	\$ 337,059.24

* Signed contract in place, work not started

** Cost to be Split with the Town

Work In Progress
Complete
Not Started

AGENDA ITEM #10.1

Capital Projects 2023

15-Aug-23

Project	Project Code/GL	Manager	Budget	YTD	Over/Under
Smith Pavement Rehabilitation	322275		\$ 36,000.00	\$ 7,525.00	\$ 14,361.40
Old Smith Highway Re-Route	325404		\$ 3,175,545.00	\$ 1,024,212.17	\$ 2,151,332.83
LED Lighting Program	315463		\$ 13,000.00	\$ 17,982.00	\$ (4,982.00)
Smith Subdivision	615348		\$ -	\$ -	\$ -
Smith Arena Surface	722174		\$ 313,768.00	\$ 159,285.25	\$ 154,482.75
Flatbush Playground	722100		\$ 10,000.00	\$ 4,797.00	\$ 5,203.00
Smith Raw Water Pump Chamber	412278		\$ 1,345,000.00	\$ 69,036.33	\$ 1,275,963.67
Canyon Creek Raw Water Pump Chamber	412279		\$ 800,000.00	\$ 117,943.80	\$ 682,056.20
PLC Upgrade	412101		\$ 1,270,600.00	\$ 620,383.89	\$ 650,216.11
Canyon Creek Ultrafiltration Membrane	412102		\$ 186,830.00	\$ 155,204.05	\$ 31,625.95
2021 SS Water & WW System Upgrade - SS Sewer Pad	422189		\$ 30,000.00	\$ 30,000.00	\$ -
Marten Beach Truckfill Station - Design	412306		\$ 250,000.00	\$ 9,730.67	\$ 240,269.33
Flatbush Raw Water Truckfill Station	412307		\$ 250,000.00	\$ 2,962.19	\$ 247,037.81
Security (Combined)	122308		\$ 200,000.00	\$ 91,286.90	\$ 108,713.10
SCBA Replacement	232309		\$ 250,000.00	\$ -	\$ 250,000.00
AFRRCS Radio System	232310		\$ 250,000.00	\$ -	\$ 250,000.00
2X Radar (Replacement)	262311		\$ 6,982.00	\$ -	\$ 6,982.00
Southshore Estates Drainage	372305		\$ 365,000.00	\$ 29,129.69	\$ 335,870.31
Marten Beach Secondary Access	322304		\$ 40,000.00	\$ 3,451.85	\$ 36,548.15
Smith Bridge Repairs	322301		\$ 1,269,432.00	\$ 1,072,065.28	\$ 197,366.72
Smith Bridge Prelim Design	322302		\$ 2,203,800.00	\$ 87,616.43	\$ 2,116,183.57
Radios for Fleet	322312		\$ 50,000.00	\$ 1,119.80	\$ 48,880.20
Attachments/Implements	362313		\$ 50,000.00	\$ 19,749.30	\$ 30,250.70
Vehicle Replacements	362314		\$ 585,000.00	\$ -	\$ 585,000.00
Dump Trailer	362315		\$ 26,000.00	\$ 18,691.00	\$ 7,309.00
Tractor for Rural Services	362316		\$ 106,000.00	\$ 105,000.00	\$ 1,000.00
SL River Boat Launch Upgrade	732317		\$ 230,000.00	\$ 24,007.00	\$ 205,993.00
Combined Smith Firehall, Library, Office	232318		\$ 30,000.00	\$ -	\$ 30,000.00
Flatbush Parking Lot	722319		\$ 34,000.00	\$ 60,277.20	\$ (26,277.20)
			\$ 13,376,957.00	\$ 3,731,456.80	\$ 9,645,500.20

Legend

Completed
In Progress
Additional Resources Required



Premier of Alberta

Office of the Premier, 307 Legislature Building, Edmonton, Alberta T5K 2B6 Canada

July 17, 2023

The Honourable Tanya Fir
Minister of Arts, Culture, and Status of Women

Dear Minister:

I want to thank you for your service to this government, and congratulate you on your new role as Minister of Arts, Culture, and Status of Women.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Under your leadership as Minister of Arts, Culture and Status of Women, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet, and legislative processes to deliver on our platform commitments to support Albertans, including providing enhanced funding and support for Alberta's zoos, science centres, museums, and theatres.

In addition, I expect you to deliver on further initiatives overseen by your ministry, including:

- Supporting the participation of women in Alberta's economy, including supporting women pursuing careers in science, technology, engineering, and mathematics (STEM) fields.
- Developing a strategy to invest in Alberta's cultural and heritage sites.
- Ensuring the Alberta Foundation for the Arts prioritizes Alberta artists, art, and cultural materials.
- Working with First Nations throughout the province that may wish to repatriate items identified as belonging to them, I request that you direct museums to accommodate organized visits from First Nations Elders for the purpose of identifying artifacts that belong to them through a collaborative process. I also ask that you enable First Nations to exercise more autonomy over the care, display, possession, and cherishing of their sacred artifacts.
- Promoting and celebrating Alberta's unique cultural identity and heritage.



Premier of Alberta

Office of the Premier, 307 Legislature Building, Edmonton, Alberta T5K 2B6 Canada

- Developing a 10-year strategic plan to end gender-based violence and support survivors. This would include negotiating a funding agreement with the federal government to support programs that address gender-based violence and support survivors.
- As lead, working with the Minister of Jobs, Economy, and Trade to continue growing Alberta's cultural industries during the next decade, including focusing on Alberta-made productions and supporting Alberta producers and companies in developing Alberta content.
- Continuing to support and engage with members of Alberta's Francophone and LGBTQ+ communities.
- As lead, working with Infrastructure to develop a building naming policy that celebrates and exemplifies Alberta's culture.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in cursive script that reads "Danielle Smith".

Danielle Smith

Premier of Alberta



Premier of Alberta

Office of the Premier, 307 Legislature Building, Edmonton, Alberta T5K 2B6 Canada

July 21, 2023

The Honourable Rajan Sawhney
Minister of Advanced Education

Dear Minister:

I want to thank you for your service to this government, and congratulate you on your new role as Minister of Advanced Education.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Under your leadership as Minister of Advanced Education, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the Committee, Cabinet, and legislative processes to deliver on our platform commitments to support Albertans, including:

- Increasing and accelerating auto-credentialing for workers from national and international jurisdictions with similar standards.
- In coordination with the Minister of Treasury Board and Finance, designing and implementing an up to \$10,000 Graduate retention tax credit for Alberta's post secondary graduates.
- Funding additional aviation management seats at Mount Royal University and other post secondary institutions, and providing grants to help more Albertans pursue a career in aviation.
- Investing \$4 million per year to add more mental health professional spaces in Alberta's post-secondary institutions.

In addition, I expect you to deliver on further initiatives overseen by your ministry including:

- Reviewing Alberta's professional governing bodies and post-secondary institutions, for the purpose of making recommendations to protect the free speech rights of Alberta professionals.



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- Exploring the development of a teaching certification program that would shorten the period of time it takes an individual with a degree or diploma to become certified to teach in Alberta's K-12 education system.
- Providing recommendations for strengthening provincial grants for medical and other post-secondary research so an increased number of research topics can be supported and explored by Alberta-based researchers.
- Working with Alberta's established medical schools to examine ways to increase the number of physicians trained in Alberta, particularly in rural areas, by partnering with other post-secondary institutions.
- Implementing the Professional Governance Act to ensure the adoption of a uniform governance framework for all professional regulatory organizations
- Working with the Minister of Technology and Innovation to ensure appropriate governance of software engineers that does not compromise the tech industry's ability to attract needed software engineers from around the world.
- Acting as Alberta's lead advocate and champion of the skilled trades and professions to ensure, as early as junior high, that this education track has parity of esteem as a desirable education pathway that will lead to highly rewarding careers.
- In the context of skilled trades, taking a leadership role in meeting the evolving needs of the economy with a focus on ensuring journeypersons obtain needed skills for the modern economy.
- In collaboration with the Minister of Education, reviewing the *Skills for Jobs Task Force Report*, and advance key recommendations from the Report pertaining to your ministry.
- As lead, working with the Minister of Health to develop streamlined auto-credentialling for front-line health care workers, doctors, nurses and paramedics.
- Continue working with career colleges and other educational institutions to develop pathways to become accredited to deliver diplomas and degrees.
- Working in cooperation with the Minister of Education, funding growth of "CAREERS" with public and separate school divisions to increase student participation in off campus programs/paid internships.
- Collaborating with the Minister of Education to develop and promote career educational scholarships in areas of labour shortage for Alberta's K-12 students.
- Assisting each ministry to execute on their mandate to design a ministry specific job attraction strategy that raises awareness for young Albertans (16-24), as well as adults changing careers, regarding the skilled trades and professions available in each economic sector including pathways for education, apprenticeship, and training



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I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in cursive script that reads "Danielle Smith".

Danielle Smith

Premier of Alberta



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July 6, 2023

The Honourable RJ Sigurdson
Minister of Agriculture and Irrigation

Dear Minister:

I want to thank you for your service to this government and congratulate you on your new role as Minister of Agriculture and Irrigation.

Our diverse Cabinet is made up of talented and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world-class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Our agriculture sector is not only one of Alberta's most important economic drivers, it also forms part of the very fibre of our province's history and culture.

Under your leadership as Minister of Agriculture and Irrigation, I expect you to work closely with your Cabinet and Caucus colleagues, and the public service through the committee, Cabinet, and legislative processes to deliver on our election platform commitments to support Albertans, including expanding the Feeder Assistance Loan Guarantee to \$3 million to support Alberta producers as they feed our country and compete in the global economy.

In addition, I expect you to work on several ongoing and new initiatives to promote and grow our agricultural sector, including:

- Advocating on behalf of Alberta farmers and ranchers by promoting Alberta agriculture and pushing back against policies passed by other jurisdictions that hinder the sector.
- Promoting the newly passed agrifood tax credit with a view to accelerating international and domestic business attraction and investment.
- Working to reduce barriers to interprovincial trade of meat products.
- Continuing work towards a customs pre-clearance process for the export of Alberta agricultural products.



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- Completing ongoing irrigation modernization commitments and exploring options for additional investment in the optimization and expansion of irrigation and water storage infrastructure in the province.
- Exploring ways to encourage increased nitrogen production in our petrochemical sector to reduce costs and improve availability of fertilizer for Alberta farmers.
- Exploring options to address opportunities identified in the Beef Competitiveness Study to improve Alberta beef-producer competitiveness.
- Exploring options to support entry and succession in our primary agriculture sector.
- Working with Jobs, Economy and Trade, assist in designing a ministry-specific job-attraction strategy to raise the awareness of young Albertans (aged 16 to 24), and adults changing careers, of the skilled trades and professions available in each economic sector, including pathways for education, apprenticeship, and training.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter, with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders to take feedback and identify potential solutions to issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their ability to grow the economy and improve the quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in black ink that reads "Danielle Smith". The signature is written in a cursive, flowing style.

Danielle Smith
Premier of Alberta



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July 19, 2023

The Honourable Nathan Neudorf
Minister of Affordability and Utilities

Dear Minister:

I want to thank you for your service to this government, and congratulate you on your new role as Minister of Affordability and Utilities.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Affordability is a top concern for Albertans and our government must proactively do all it can to stabilize and lower the costs of utilities, housing, food, insurance and other needed services so they can save more of their hard-earned money to spend on their families and other priorities.

Under your leadership as Minister of Affordability and Utilities, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet, and legislative processes to deliver on the following initiatives for Albertans, including:

- Pushing back against any federal regulation requiring a net-zero power grid by 2035, and developing and implementing a comprehensive plan to achieve a carbon-neutral power grid by 2050 that is reliable, affordable, and utilizes small modular reactors, carbon capture, utilization and storage, and other emission-reduction technologies.
- Reviewing the operations, policies, and mission of your agencies, including the Alberta Utilities Commission and the Alberta Electric System Operator, and recommending ways to improve their operations and align its mission with the government's goal of a carbon-neutral, reliable, and affordable power grid by 2050.
- Reviewing Alberta's electricity pricing system with the goal of reducing transmission and distribution costs for Albertans.
- Addressing the cost of utilities for Albertans by exploring the potential phase out of the regulated rate option for electricity and otherwise protecting consumers from spikes in electricity and natural gas prices, while ensuring Albertans continue to have a competitive range of provider choices within those markets.



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- Working with the relevant ministries to address cost-of-living concerns for Albertans, with a specific focus on housing, utilities, food costs, and insurance.
- Coordinating with the Minister of Treasury Board and Finance as lead, to work with stakeholders to review and provide short and long-term recommendations to make automobile and property insurance more affordable for Albertans.
- Working with the Minister of Indigenous Relations, who is the lead, to review and make recommendations to accelerate the connection of First Nations and Metis Settlement communities to electricity, natural gas and internet services.
- Working with the Minister of Seniors, Community and Social Services, who is the lead, to develop and implement an affordable home ownership and rental strategy that focuses on incentivizing the construction of new homes and rental units while removing barriers for prospective homeowners and renters.
- Collaborating with the Minister of Energy and Minerals and Minister of Environment and Protected Areas to develop strategic alliances with other provinces to deal with issues such as climate policy, electricity policy and federal intrusions into provincial jurisdiction.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in cursive script that reads "Danielle Smith".

Danielle Smith

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July 28, 2023

The Honourable Searle Turton
Minister of Children and Family Services

Dear Minister:

I want to thank you for your service to this government and congratulate you on your new role as Minister of Children and Family Services.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

The future of our province is contingent on the strength of our families and children. Under your leadership as Minister of Children and Family Services, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet, and legislative processes to deliver on our platform commitments to support Alberta families and children, including:

- Increasing funding for women's shelters by \$10 million over four years.
- Increasing funding for sexual assault centres by \$10 million over four years.
- Working with the federal government and child care providers to implement \$10-per-day daycare by 2026 that promotes and incentivizes new child care spaces for both private and non-profit operators.
- Collaborating with the Minister of Mental Health and Addiction, who is the lead, to expand access to young people struggling with severe mental illness with four new youth mental wellness centres that provide inpatient mental health and addiction treatment to youth. This includes expanding prevention and early intervention mental health supports for children and youth that are integrated within schools and communities.

In addition, I expect you to deliver on further initiatives overseen by your ministry including:

- Increasing the number of licensed child care spaces in private and non-profit centres as well as day homes.
- Developing and implementing improvements to the foster care system to reduce the number of moves and minimize disruption during a child's time in care, and supporting



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kinship and foster families, where appropriate, to provide permanent homes and continuity of care for children.

- Developing and implementing supports victims of domestic violence.
- Supporting Alberta's continued leadership in adoption by developing supports to enable a more efficient and effective adoption process.
- Conducting a review of the *Child, Youth and Family Enhancement Act* to ensure the legislation is meeting the needs of children, youth, and families in Alberta.
- As lead, continuing to work with the Minister of Indigenous Relations on engagement with the Government of Canada and with Alberta communities on the implementation of *An Act respecting First Nations, Inuit and Métis children, youth and families* (Bill C-92) to ensure the interests of Indigenous children in Alberta are protected.
- Designing a ministry-specific job attraction strategy that raises awareness for young Albertans (aged 16 to 24) and adults changing careers of the skilled trades and professions available in childcare and related services, including pathways for education, apprenticeship, and training.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in cursive script that reads "Danielle Smith".

Danielle Smith

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July 25, 2023

The Honourable Demetrios Nicolaides
Minister of Education

Dear Minister:

I want to thank you for your service to this government and congratulate you on your new role as Minister of Education.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Ensuring our children receive a world-class education is a top priority and focus of our government. Alberta's economy is creating tens of thousands of jobs in the modern economy, yet we are not doing enough to encourage Alberta students to pursue career paths with the most plentiful and lucrative employment opportunities. This is both hurting students and exacerbating our provincial labour shortage. We must do a better job of equipping Alberta's youth with the skills and direction they need to find meaningful employment in the economy we are building.

Part of achieving this objective is to promote greater choice in education. Expanding parent and student options in our public, separate, francophone, charter, independent (private), early childhood and home education systems will ensure parents have a host of tailored options for their children's education that best suit the needs of their individual students.

And importantly, as we grow new opportunities for students, we must address the growing needs of students with mental health and other learning challenges. These children must be provided with every opportunity to flourish in our education system and economy. We need them to be successful, fulfilled and fully participative in building our province.

Under your leadership as Minister of Education, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet, and legislative processes to deliver on our platform commitments to support Albertans, including:

- Working in cooperation with the Minister of Advanced Education, fund growth of "CAREERS" with public and separate school divisions to increase student participation in off-campus programs or paid internships.



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- Enhancing dual credit grant programs to make more funding available for new dual credit programming and equipment.
- Continuing to bring more collegiate schools online across the province to create pathways for students to post-secondary or their chosen fields in the workforce.
- In collaboration with the Minister of Advanced Education, reviewing the *Skills for Jobs Task Force Report*, and advancing key recommendations from the report pertaining to your ministry, including the design and implementation of an apprenticeship system (similar to the Germanic model) for high school age students interested in pursuing vocational education and training in the skilled trades.
- Investing \$20 million over 4 years in promoting career pathways including:
 - Organizing career fairs for high school students in high demand sectors.
 - Establishing an online career counselling website for students and parents to assist with career and education road mapping.
 - Launching a high school targeted advertising campaign to promote high demand careers.
 - Developing more teacher training for career and technology studies.
 - Collaborating with the Minister of Advanced Education to develop and promote career educational scholarships in areas of labour shortage for Alberta's K-12 students.
 - Funding additional mobile CTS and CTF labs

In addition, I expect you to deliver on further initiatives overseen by your ministry including:

- As lead, working with the Minister of Seniors, Community, and Social Services to invest \$5 million to improve testing and educational supports for children with complex needs including children with autism.
- Collaborating with the Minister of Mental Health and Addiction, who is the lead, to expand access to young people struggling with severe mental illness to construct four new youth mental wellness centres to provide inpatient mental health and addiction treatment to youth while expanding prevention and early intervention mental health support for children and youth that are integrated within schools and communities.
- Reviewing the role of parent school councils and working with educators to explore ways parents can appropriately provide more input into school policies and learning options.
- Ensuring Alberta's educational funding model continues to promote parental choice in education. This includes ensuring that Alberta's public, separate, francophone, charter,



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independent (private) schools and early childhood services operators and home education systems are all appropriately funded to ensure the highest educational outcomes for students.

- Working to significantly increase the number of schools in the communities of greatest need.
- Making recommendations on the best way to create an expedited teaching certificate to fast-track instructors of skilled trades and other professions into teaching positions in junior high and high schools.
- Exploring incentives to support the recruitment and retention of teachers, educational assistants and support staff in underserved areas of the province.
- Continuing to implement additional educational assistants in our classrooms to address learning loss and the increasing complexity of learning needs.
- Evaluating and, if needed, expanding supports for qualified professionals, such as speech language pathologists, physical therapists, occupational therapists, and psychologists.
- Reviewing and strengthening Program Unit Funding (PUF) to ensure programming and funding are addressing the educational needs of children with severe disabilities or delay.
- Working collaboratively with parents, teachers, and stakeholders to continue to implement K to 12 curriculum, and implement additional basic life and home maintenance skills as well as financial literacy training into the high school curriculum where appropriate.
- Assisting each ministry to execute on their mandate to design a ministry-specific job-attraction strategy that raises awareness for young Albertans, especially those in grades 9-12, and adults changing careers of the skilled trades and professions available in each economic sector including pathways for education, apprenticeship, and training.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.



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Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in black ink that reads "Danielle Smith". The signature is written in a cursive, flowing style.

Danielle Smith
Premier of Alberta



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July 10, 2023

The Honourable Brian Jean
Minister of Energy and Minerals

Dear Minister:

I want to thank you for your service to this government, and congratulate you on your new role as Minister of Energy and Minerals.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Alberta owns the largest oil and gas deposits in the free world and our energy sector is by far the most environmentally responsible and innovative. How we develop our energy resources, including the pioneering and commercialization of emerging green technologies, will have a significant impact on the direction the global community takes in achieving both meaningful emissions reductions and global energy security.

Under your leadership as Minister of Energy and Minerals, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet and legislative processes to deliver on our platform commitment to support Albertans by developing and implementing an investment incentive program similar to the Alberta Petrochemical Incentive Program for additional capital-intensive technologies related to the reduction of emissions. This includes carbon capture, utilization and storage, ammonia, helium, lithium, liquefied natural gas, geothermal and mineral development.

In addition, I expect you to work on several initiatives to promote and grow our energy sector, including:

- In cooperation with the Minister of Intergovernmental Relations, defending Alberta's energy interests against federal overreach and developing strategic alliances with other provinces to deal with energy-related issues.
- Reviewing the findings of the Premier's panel on Alberta Energy Futures and recommending which recommendations of the panel should be implemented to strengthen Alberta's global competitiveness in the conventional, non-conventional and emerging energy sectors.



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- Continuing to facilitate and promote industry and provincial partnerships with Indigenous communities in the development and transport of Alberta's energy resources.
- Reviewing the policies, operations and mission of the Alberta Energy Regulator and making recommendations to streamline approvals and align policies with the government's goals of increased natural resource production, carbon neutrality by 2050, investment in emissions-reduction technologies and increased energy export.
- Developing and improving regulatory regimes to incentivize investment in hydrogen, ammonia, helium, lithium, liquefied natural gas, small modular reactor, geothermal and mineral development in our province.
- Coordinating with other provinces and the federal government to further explore and promote small and micro modular reactor technologies and pave the way for their use in oil sands operations and petrochemical production.
- Working with the Alberta Energy Regulator to improve and modernize processes around the new Liability Management Framework, project approvals and transfer of well sites in a timely fashion.
- Developing a strategy to effectively incentivize reclamation of inactive legacy oil and natural gas sites, and to enable future drilling while respecting the principle of polluter pay.
- Coordinating with Environment and Protected Areas to implement the Emissions Reduction and Energy Development Plan.
- Working with industry and relevant ministries to develop a pathway for implementing carbon-reducing technologies and liquefied natural gas export and credits to achieve carbon neutrality in Alberta's energy sector by 2050.
- As lead, and working with the Minister of Environment and Protected Areas, to develop and implement a regulatory framework for small modular reactor technology use in Alberta.
- As lead, and working with the Ministers of Justice and Environment and Protected Areas, to review the mission, policies and operations of the Canadian Energy Centre and make recommendations to align its work with the government's goals of 1) informing Canadians about the importance of the energy industry and its efforts to protect both Canadian prosperity and Canada's environment; and 2) informing the world about the Alberta energy sector's world-class environmental standards.
- Working with the Minister of Environment and Protected Areas, who is the lead, to develop a plan to improve reclamation certificate issuance.



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- Working with the Minister of Jobs, Economy and Trade, assist in designing a ministry-specific job-attraction strategy to raise the awareness of young Albertans (aged 16 to 24), and adults changing careers, of the skilled trades and professions available in each economic sector, including pathways for education, apprenticeship, and training.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

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Danielle Smith
Premier of Alberta



Premier of Alberta

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July 10, 2023

The Honourable Rebecca Schulz
Minister of Environment and Protected Areas

Dear Minister:

I want to thank you for your service to this government, and congratulate you on your new role as Minister of Environment and Protected Areas.

Our diverse Cabinet is made up of talented and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world-class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Alberta is the most responsible energy producer and exporter on Earth. Our industry and government spend billions annually on pioneering and commercializing technologies that are turning our massive oil and gas reserves into a long-term, environmentally sustainable and responsible source of energy for the world.

We must accelerate these technological advances to significantly impact the direction the global community takes in pursuing emissions-reduction strategies. Alberta has the potential to provide the world with the technology and the energy-development policies necessary to make meaningful emissions reductions while maintaining global energy security, affordability and economic growth.

Under your leadership as Minister of Environment and Protected Areas, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet and legislative processes to deliver on several key priorities that will improve our environment, promote economic growth and ensure the protection of our land, air and water. These include:

- Working collaboratively with the federal government, First Nations and industry to develop and implement an accelerated strategy for oil sands mine water management and tailings pond reclamation.
- Coordinating with the Minister of Energy and Minerals to implement the Emissions Reduction and Energy Development Plan.



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- Reviewing Alberta's water management strategy to increase the availability of water and water licences to Alberta municipalities, businesses and agricultural producers while maintaining the highest standards of water conservation and treatment.
- As lead, and working with the Minister of Energy and Minerals, develop a plan to improve the current reclamation certificate issuance process and streamline reclamation requirements for new and emerging energy sources.
- As lead, and working with relevant and impacted ministries, establish new land-use plans and review existing land-use plans to ensure alignment with government environmental and economic policy.
- Supporting continued technology and innovation through the Technology, Innovation and Emissions Reduction (TIER) program, including establishing new protocols to develop and trade carbon credits.
- Conducting an analysis into Alberta's carbon sink capacity (i.e., forest, fescue, soil, etc.) to establish a true understanding of Alberta's position in relation to carbon neutrality.
- Promoting Alberta's leading-edge regulatory and cumulative effects management systems, including climate and environmental policies for air, land, water, biodiversity and waste.
- Implementing extended producer responsibility systems and creating a circular economy for plastics development and recycling in Alberta, establishing our province as a North American centre of excellence for plastics diversion and recycling.
- Working with the Minister of Energy and Minerals, who is lead, to develop and implement a regulatory framework for use of small modular reactor technology.
- In cooperation with the Minister of Intergovernmental Relations, defending Alberta's energy interests against federal overreach and developing strategic alliances with other provinces to deal with environment-related issues.
- Working with the Minister of Energy and Minerals, who is the lead, and the Minister of Justice, to review the mission, policies and operations of the Canadian Energy Centre, and make recommendations to align its work with the government's goals.
- Working with the Minister of Jobs, Economy and Trade, assist in designing a ministry-specific job-attraction strategy to raise the awareness of young Albertans (aged 16 to 24), and adults changing careers, of the skilled trades and professions available in each economic sector, including pathways for education, apprenticeship, and training.



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I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter, with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders to take feedback and identify potential solutions to issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their ability to grow the economy and improve the quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in black ink that reads "Danielle Smith". The signature is written in a cursive, flowing style.

Danielle Smith
Premier of Alberta



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July 20, 2023

The Honourable Todd Loewen
Minister of Forestry and Parks

Dear Minister:

I want to thank you for your service to this government, and congratulate you on your new role as Minister of Forestry and Parks.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Under your leadership as Minister of Forestry and Parks, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet, and legislative processes to deliver on our platform commitments to support Albertans, including:

- Working with the Minister of Treasury Board and Finance and Minister of Jobs, Economy and Trade, who is the lead, to develop an incentive program for the forestry industry that is similar to the Agri-Processing Investment Tax Credit.
- Developing and implementing a plan for more than 900 new campsites and several new locations for comfort camping over the next 10 years.
- Investing an additional \$5 million in trail upgrades for Kananaskis Country and building new trails and campgrounds across Alberta.
- Bringing stakeholders together to develop a Crown lands recreation and conservation strategy to expand public access while protecting natural spaces.
- Enabling the expansion of trails, campsites, and other public land use opportunities by Alberta entrepreneurs and other organizations.

In addition, I expect you to deliver on further initiatives overseen by your ministry, including:

- Exploring the best ways to improve infrastructure and services in Kananaskis, Canmore, Waiparous Creek, Crowsnest Pass, and other high-traffic recreational areas.
- Shortening timelines for permit and licence approvals in all areas of the ministry.



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- Developing a plan with industry to use active forestry and grasslands management techniques to maintain the health and biodiversity of provincial lease lands and provide nature-based solutions for carbon sequestration.
- Designing a ministry-specific job-attraction strategy that raises awareness for young Albertans (aged 16 to 24) and adults changing careers of the skilled trades and professions available in each economic sector, including pathways for education, apprenticeship, and training.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in black ink that reads "Danielle Smith". The signature is written in a cursive, flowing style.

Danielle Smith

Premier of Alberta



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July 18, 2023

The Honourable Adriana LaGrange
Minister of Health

Dear Minister:

I want to thank you for your service to this government and congratulate you on your new role as Minister of Health.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

A primary focus of our government over the next four years will be to ensure Albertans have improved access to world-class health care when and where they need it. To accomplish this task, you will need to demonstrate creativity, responsiveness to public concerns, and a willingness to reform the management and structure of Alberta Health Services to better decentralize decision-making and resources to the front lines and local communities. We need to foster an environment within AHS and the entire health community that welcomes innovation and incentivizes the best patient care.

It is also critical that these objectives be accomplished within the pillars of the *Canada Health Act* and, importantly, in alignment with our government's Public Health Care Guarantee that no Albertan will ever have to pay out-of-pocket to see their doctor or receive a needed medical treatment.

Under your leadership as Minister of Health, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet, and legislative processes to deliver on our platform commitments to support Albertans, including:

- Investing \$6 million to add five more conditions to the Alberta Newborn Screening Program: congenital cytomegalovirus, argininosuccinic aciduria, guanidinoacetate methyltransferase deficiency, mucopolysaccharidosis type 1, and 3-hydroxy-3-methylglutaryl-CoA lyase.
- Adding more obstetrics doctors for communities in need, including Lethbridge and Fort McMurray.



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- Investing approximately \$10 million to develop and implement a province-wide Midwifery Strategy.
- Providing the Alberta Women's Health Foundation Legacy Grant – a one-time \$10-million investment to support women-focused research, advocacy, and care.

In addition, I expect you to support the delivery of these further initiatives to strengthen our province's health care system, including:

- Resolving the unacceptable lab services delay challenge so that lab service access is timely across all areas of the province.
- Continuing to improve emergency medical services response times, decrease surgical backlogs, and cut emergency room wait times.
- Continuing to implement the recommendations from the Alberta EMS Provincial Advisory Committee and the PricewaterhouseCoopers EMS Dispatch Review to ensure EMS dispatch is being conducted in a way that provides the highest levels of service to Albertans in every part of the province, with special consideration for addressing local resources, challenges and concerns.
- Supporting primary care as the foundation of our health care system by assessing alternative models of care and leveraging all health care professionals. This includes continuing the work of the Modernizing Alberta's Primary Health Care System initiative, assessing alternative compensation models for family physicians and nurse practitioners, improving the management of chronic disease, and increasing the number of Albertans attached to a medical home.
- Providing better care to seniors by implementing recommendations from the Facility-Based Continuing Care Review and the Advancing Palliative and End-of-life Care in Alberta report. This includes ongoing work to add continuing care congregate spaces and to help seniors stay in their homes longer with additional supports and appropriate home care.
- Developing a series of reforms to the health care system that enhance local decision-making authority, improve health care services for all Albertans, and create a more collaborative working environment for our health care workers by incentivizing regional innovation and increasing our ability to attract and retain the health care workers we need.
- Working to address rural health challenges such as access to health care professionals.
- Working with municipalities, post-secondary institutions, doctors, and allied health providers to identify strategies to attract and retain health care workers to rural Alberta.



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- Collaborating with the Minister of Technology and Innovation to perform an independent review of the effectiveness of the information technology systems used throughout Alberta's health system and provide recommendations on how to strengthen Alberta's health-care system through the use of technology.
- Working with the Minister of Advanced Education, who is the lead, to develop streamlined automated credentialing for front-line health care workers, doctors, nurses, and paramedics.
- Addressing health care staffing challenges, particularly in rural areas, by:
 - Improving health workforce planning.
 - Evaluating retention policies.
 - Leveraging the scope of allied health professionals.
 - Working with the Minister of Immigration and Multiculturalism, who is lead, to streamline immigration and certification processes.
 - Increasing the number of training seats for health care professionals in Alberta.
 - Fully implementing the recently negotiated Alberta Medical Association agreement.
- Working closely with the Minister of Mental Health and Addiction, who is the lead, to ensure that recovery from mental health and addiction and increasing the recovery capital of Albertans is a guiding policy in modernizing Alberta's primary health care system.
- Working with the Minister of Technology and Innovation, who is lead, to explore the feasibility of creating an Alberta health spending account to support improved health outcomes for Albertans.
- Working with the Minister of Justice, who is the lead, to assess the proposed federal medical assistance in dying legislation amendments that would include those with mental health conditions and recommend Alberta's regulation of the profession regarding this proposed legislation.
- Designing a health ministry-specific job-attraction strategy that raises awareness for young Albertans (aged 16 to 24) and adults changing careers about the skilled trades and professions available in each economic sector, including pathways for education, apprenticeship, and training.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.



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I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in cursive script that reads "Danielle Smith".

Danielle Smith
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July 26, 2023

The Honourable Muhammad Yaseen
Minister of Immigration and Multiculturalism

Dear Minister:

I want to thank you for your service to this government and congratulate you on your new role as Minister of Immigration and Multiculturalism.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

People from all over Canada and the world are flocking to Alberta to enjoy our increasingly powerful Alberta Advantage. Welcoming and integrating new Albertans into our communities has built our province into what it is today. The vast majority of new immigrants to our province are entrepreneurial, skilled, hard-working and eager to integrate into Canadian and Alberta society. Alberta is calling, and the best and brightest want to come here to help build the best place in the world to live, work and raise a family. We need to do a better job of opening opportunities for them to do so.

Under your leadership as Minister of Immigration and Multiculturalism, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet, and legislative processes to deliver on several initiatives and platform commitments to support and attract new Albertans, including:

- Working with the Minister of Advanced Education on increasing and accelerating auto-credentialing for workers from national and international jurisdictions with similar standards.
- As the lead, working with the Minister of Health to streamline immigration processes to support health care staffing challenges, particularly in rural areas.



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- Working to maximize the nomination allocations made available annually to the Alberta Advantage Immigration Program by the federal government with opportunities for all sectors of the provincial economy to retain talented newcomers through the program's worker and entrepreneur streams.
- As the lead, working with the Minister of Tourism and Sport to establish a dedicated tourism and hospitality immigration stream in Alberta.
- Ensuring enhanced funding for more effective engagement and promotion of Alberta's ethno-cultural communities.
- Ensuring newcomers have access to English as a Second Language training and settlement services.
- Working with federal agencies, continue to support settlement services for Ukrainian evacuees.
- Developing and passing anti-racism legislation to build on Alberta's culture of inclusion, respect, and celebration of our diverse cultural communities.
- Working with the Premier's Council on Multiculturalism and Premier's office, establish working councils to offer advice on addressing systemic barriers and challenges in Alberta's diverse ethnocultural communities.
- Reviewing models from other jurisdictions to develop and implement legislation that permits Alberta's cultural community members the flexibility to more easily observe major holidays without placing undue hardship or expense on Alberta businesses.
- Increasing access and enhancing funding opportunities for mentoring, labour attachment, and other related labour market integration programs for immigrants and newcomers.
- Assisting each ministry to execute on their mandate to design a ministry-specific job attraction strategy that includes raising awareness for new Albertans changing careers, along with their children of the skilled trades and professions available in each economic sector including pathways for education, apprenticeship, and training

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.



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I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in cursive script that reads "Danielle Smith".

Danielle Smith

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July 26, 2023

The Honourable Pete Guthrie
Minister of Infrastructure

Dear Minister:

I want to thank you for your service to this government and congratulate you on your new role as Minister of Infrastructure.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Under your leadership as Minister of Infrastructure, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet, and legislative processes to deliver on our platform commitments to support Albertans, including:

- Working with the Minister of Mental Health and Addiction, who is the lead, to build and operationalize 11 new recovery communities in key locations throughout the province.
- In cooperation with the Minister of Transportation and Economic Corridors, who is the lead, and the Minister of Municipal Affairs, contributing up to \$330 million towards road and bridge construction, LRT connection, site utilities, site reclamation and other supportive infrastructure to support the Calgary arena and entertainment district project. This funding includes up to \$30 million for a new 1,000-seat community arena neighbouring the main arena that will serve youth and amateur hockey.

In addition, I expect you to deliver on further initiatives overseen by your ministry including:

- Analyzing the current process for building schools and hospitals with a view to accelerate construction timelines and reduce cost.
- Modernizing building contracts for Alberta Infrastructure projects to reduce red tape and costs for contracted businesses.
- As lead, working with the Minister of Transportation and Economic Corridors and the President of the Treasury Board and Minister of Finance, propose a formula that provides guidance on the amount of capital funding that should be budgeted each year to ensure long-term greater predictability for our industry partners while ensuring



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infrastructure resiliency and effective maintenance of the network. This should include assessing innovative financing and funding opportunities for infrastructure solutions, such as financing public-private partnerships and other government sources.

- Working with the Minister of Arts, Culture and Status of Women, who is the lead, develop a building naming policy that celebrates and exemplifies Alberta's culture.
- Working with the Minister of Transportation and Economic Corridors, accelerate priority investments identified by Cabinet and Caucus.
- Working with Jobs, Economy and Trade, assist in designing a ministry-specific job-attraction strategy to raise the awareness of young Albertans (aged 16 to 24), and adults changing careers, of the skilled trades and professions available in the construction industry, including pathways for education, apprenticeship, and training.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in cursive script that reads "Danielle Smith".

Danielle Smith

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July 27, 2023

The Honourable Rick Wilson
Minister of Indigenous Relations

Dear Minister:

I want to thank you for your service to this government and for your continued service as Minister of Indigenous Relations.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Forming lasting and meaningful economic and social partnerships with Indigenous communities will be integral to any success our province will achieve over the coming decades and beyond.

Under your leadership as Minister of Indigenous Relations, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet, and legislative processes to deliver on our platform commitments to support Albertans, including:

- Doubling the Alberta Indigenous Opportunities Corporation loan capacity to at least \$2 billion and providing recommendations related to the potential expansion of eligible projects, including health care, manufacturing, forestry, tourism, and technology.
- Working with the Minister of Mental Health and Addiction, who is the lead, to support Indigenous Peoples in Alberta by strengthening a comprehensive continuum of mental health and addiction services and ensuring service provision is not disrupted by jurisdictional disputes.
- Working with the President of Treasury Board and Minister of Finance, who is lead, to ensure First Nations and Metis Settlements have access to insurance to rebuild homes and structures in the case of fire and other insurable losses.



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In addition, I expect you to deliver on further initiatives overseen by your ministry including:

- Taking the lead on Indigenous reconciliation by using Jordan's principle as a guide to ensure every Indigenous person has the same access to core services as any other Albertan.
- Respecting the traditional territories and treaties of our First Nations and Métis partners and, in coordination with the Minister of Transportation and Economic Corridors, who is lead, proactively partner with communities on planning economic corridors and other major development projects for the mutual economic benefit of all.
- Working with cross-ministry partners to continue addressing violence and increase safety and economic security of Indigenous women, girls, and two-spirit people.
- Continuing to build and strengthen relationships between the provincial government and First Nations and Métis communities in Alberta.
- Continuing to work with the Minister of Children and Family Services, who is the lead, on engagement with the Government of Canada and with Alberta communities on the implementation of *An Act respecting First Nations, Inuit and Métis children, youth and families* (Bill C-92) to ensure the interests of Indigenous children in Alberta are protected.
- As the lead, working with the Minister of Affordability and Utilities to review and make recommendations to accelerate the connection of First Nations and Metis Settlement communities to electricity, natural gas, and internet services.
- Working with cross-ministry partners to ensure Indigenous businesses and communities play an integral role in our provincial energy strategy and economic partnerships.
- In cooperation with the Minister of Transportation and Economic Corridors, who is the lead, implementing the First Nations Regional Drinking Water Tie-In Program.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of



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importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in cursive script that reads "Danielle Smith".

Danielle Smith

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July 5, 2023

The Honourable Matt Jones
Minister of Jobs, Economy and Trade

Dear Minister:

I want to thank you for your service to this government and congratulate you on your new role as Minister of Jobs, Economy and Trade.

Our diverse Cabinet is made up of talented and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world-class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Alberta continues to be the economic and job creation engine of Canada, and a world hub for technological innovation in multiple sectors; our Government must keep it that way and grow our Alberta Advantage to new heights.

Under your leadership as Minister of Jobs, Economy and Trade, I expect you to work closely with your Cabinet and Caucus colleagues, and the public service through the committee, Cabinet, and legislative processes to deliver on our election platform commitments to support Albertans, including:

- As lead, working with the Ministers of Treasury Board and Finance as well as Forestry and Parks, develop programs similar to the Agri-Processing Investment Tax Credit to incentivize investment in forestry and other manufacturing sectors.
- Collaborating with partner organizations, including Regional Economic Development Alliances, to enhance wayfinding services and other business-attraction initiatives for investments under approximately \$50 million.
- Introducing a one-time “Alberta is Calling” attraction bonus of at least \$1,200 for workers in skilled trades and professions where there are labour shortages in Alberta, including health care, child care and trades.



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- Consulting with Alberta private sector unions on ways to reduce red tape in aspects of the *Restoring Balance in Alberta's Workplaces Act* that made it unduly onerous for unions to make charitable donations.

In addition, I expect you to work on several ongoing and new initiatives to create jobs and grow the economy including:

- Working directly with each economic ministry across government, design a ministry-specific job-attraction strategy to raise the awareness of young Albertans (aged 16 to 24), and adults changing careers, of the skilled trades and professions available in each economic sector, including pathways for education, apprenticeship, and training.
- Under my direction, advancing and defending Alberta's interests with the federal government in the negotiation, implementation, and management of international trade agreements.
- In collaboration with other ministries and Alberta investment attraction partners, ensuring Alberta is a highly competitive destination for job-creating international and domestic investments through effective and client-centred programs and policies.
- Promoting Alberta's trade interests on the global stage and supporting Alberta businesses to diversify into new international markets through programs, services, and international trade missions.
- In collaboration with other ministries, seeking solutions to Alberta's labour market shortages in key sectors including technology, agriculture, construction, and health care.
- Working in concert with the economic development ministries to remove barriers to the growth and development of Alberta's airports, with special attention to regional airports (i.e., Grande Prairie, Fort McMurray, Lethbridge and Medicine Hat), that can help Albertans connect themselves and their goods to major international airports and increase our province's economic competitiveness.
- Partnering with the Minister of Arts, Culture and Status of Women, who is the lead, to continue growing Alberta's cultural industries, including focusing on Alberta-made productions and supporting Alberta producers and companies in developing Alberta content.



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I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter, with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders to take feedback and identify potential solutions to issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their ability to grow the economy and improve the quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in black ink that reads "Danielle Smith". The signature is written in a cursive, flowing style.

Danielle Smith
Premier of Alberta



Premier of Alberta

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August 1, 2023

The Honourable Mickey Amery
Minister of Justice

Dear Minister:

I want to thank you for your service to this government and congratulate you on your new role as Minister of Justice.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Under your leadership as Minister of Justice, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet, and legislative processes to deliver on the following initiatives for Albertans:

- As lead, working with the Minister of Health and Minister of Mental Health and Addiction, to assess proposed federal medical assistance in dying legislation amendments to include those with mental health conditions and recommend Alberta's regulation of the profession with regard to it.
- Reviewing the *Elections Act*, the *Local Authorities Election Act*, *Election Finances and Contributions Disclosure Act* and other relevant election-related legislation and making recommendations that ensure election results are publicly available on a more timely basis on voting day to strengthen public trust in and the integrity of our provincial and municipal elections, including improving the investigation and enforcement of election rules before and during election periods.
- Reviewing recent Ethics Commissioner decisions and the *Conflicts of Interest Act* to establish guidelines and rules clarifying appropriate interactions between all ministries and the Justice Minister and Attorney General, and make recommendations that strengthen overall transparency and accountability. Further, implementing the Ethics Commissioner's recommendation regarding mandatory governance training for new Members of the Legislative Assembly so they understand the *Conflicts of Interest Act* and how it applies to them.



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- Reviewing the Public Health Emergencies Governance Review Panel's findings, when released, with affected ministries and advising to Cabinet and Caucus which recommendations should be implemented to improve Alberta's emergency governance in the future.
- Conducting a review of provincial resourcing to the courts and advancing related recommendations, including implementing remote court applications, digitization, and streamlining family court matters to ensure more affordable and efficient access to the courts.
- Continuing the constitutional challenge against the federal government's decision to label plastics as "toxic substances."
- Continuing the constitutional challenge against the federal *Impact Assessment Act*.
- Working through all available political and legal channels to eliminate the federal government's consumer carbon tax.
- As the lead, addressing the need for funding increases to strengthen Alberta's justice system and make it more accessible, including legal aid.
- Working with the Minister of Energy and Minerals, who is the lead, and the Minister of Environment and Protected Areas, to review the mission, policies, and operations of the Canadian Energy Centre to ensure alignment with government priorities and policy.
- Working with the Minister of Public Safety and Emergency Services, develop and implement a strategy to ensure violent criminals and gang members are detained and effectively prosecuted.
- Working collaboratively with the Minister of Mental Health and Addiction, who is the lead, develop compassionate intervention legislation, supporting facilities and legal processes to save the lives of those that are a danger to themselves or others.
- Working with the Minister of Public Safety and Emergency Services, develop a specialized prosecution unit to address deteriorating safety in Alberta's major urban centres.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and



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barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in black ink that reads "Danielle Smith". The signature is written in a cursive, flowing style.

Danielle Smith

Premier of Alberta



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August 4, 2023

The Honourable Ric McIver
Minister of Municipal Affairs

Dear Minister:

I want to thank you for your service to this government and congratulations on your new role as Minister of Municipal Affairs.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Under your leadership as Minister of Municipal Affairs, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet, and legislative processes to deliver on our platform commitment to, in cooperation with the Minister of Transportation and Economic Corridors, who is the lead, contribute up to \$330 million towards road and bridge construction, LRT connection, site utilities, site reclamation and other supportive infrastructure to support the Calgary arena and entertainment district project. This funding includes up to \$30 million for a new 1,000-seat community arena neighbouring the main arena that will serve youth and amateur hockey.

In addition, I expect you to deliver on further initiatives overseen by your ministry including:

- Working with municipalities and local businesses to benchmark, measure and reduce the time it takes to approve permits to create a more attractive business investment environment.
- Continuing to monitor the Calgary and Edmonton Metropolitan Region Boards to ensure they are serving the needs of their urban and rural residents effectively



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and fairly without unnecessarily interfering with the autonomy of small and mid-sized municipalities.

- Continuing to improve the delivery of stable, predictable funding through the Local Government Fiscal Framework.
- As lead, collaborating with the Minister of Service Alberta and Red Tape Reduction, Minister of Seniors, Community and Social Services, and Minister of Affordability and Utilities, and informed by on-the-ground municipal realities, developing appropriate incentives and benchmarks to significantly reduce municipal approval times for housing and business park developments.
- Protecting the province's constitutional right to oversee the governance of Alberta's municipalities without federal interference.
- Maintaining and building relationships of trust, partnership and open dialogue with municipal leaders across the province, and bringing feedback and solutions from these discussions with municipal leaders to Caucus and Cabinet for timely consideration and action.
- Teaming with the Minister of Energy and Minerals, who is lead, to ensure our government's new policy on making wellsite transfers contingent on payment of outstanding property taxes is implemented and enforced.
- In collaboration with the Minister of Justice, reviewing the *Local Authorities Election Act*, and making recommendations for any necessary amendments to strengthen public trust in and the integrity of our municipal election laws.
- Working with the Minister of Education and the President of the Treasury Board and Minister of Finance, reviewing the feasibility of amending the Education Property Tax to assist municipalities with retaining more funding for local priorities.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.



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Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in black ink that reads "Danielle Smith". The signature is written in a cursive, flowing style.

Danielle Smith

Premier of Alberta



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August 2, 2023

The Honourable Dan Williams
Minister of Mental Health and Addiction

Dear Minister:

I want to thank you for your service to this government, and congratulate you on your new role as Minister of Mental Health and Addiction.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

All of Canada, including Alberta, is experiencing an unprecedented and deadly mental health and addiction crisis. We must make addressing this crisis a cornerstone priority of our government. Accelerating the implementation of the recovery-oriented “Alberta Model” of care will be essential to saving the lives of hundreds of Albertans.

Under your leadership as Minister of Mental Health and Addiction, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the Committee, Cabinet, and legislative processes to deliver on our platform commitments to support Albertans, including:

- Investing at least \$20 million per year to expand mental health classrooms from 20 to 60.
- Expanding Integrated School Support Programs to an additional 22 high-needs schools through an investment of at least \$4.5 million per year..
- Increasing support for addiction and mental health prevention by expanding resiliency education in schools.
- Providing an annual investment of at least \$5 million with First Nations and Métis school communities across Alberta to amplify the voice of youth and create



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opportunities for educators, Elders, parents, coaches, and community members to develop their own strategies to enhance student wellness.

- Working collaboratively with community and government partners to develop compassionate intervention legislation, supporting facilities and legal processes to save the lives of those that are a danger to themselves or others.
- Implementing recovery community centres for youth in major centres throughout the province.
- Building and operationalizing at least 11 new recovery communities in key locations throughout the province, working collaboratively with the Ministries of Infrastructure, First Nations, and Metis communities.
- Developing at least five new 75+ bed mental wellness centres for short and long-term treatment and recovery.
- Expanding Counselling Alberta to provide same day, no wait list, accessible and affordable counselling sessions for all Albertans by investing at least \$4 million per year.
- As the lead, and in collaboration with the Ministers of Education and Children and Family Services, expanding access to young people struggling with severe mental illness with at least four new youth mental wellness centres to provide inpatient mental health and addiction treatment to youth. This should include expansion of prevention and early intervention mental health supports for children and youth that are integrated within schools and communities.
- As lead, working in partnership with the Minister of Indigenous Relations, support indigenous peoples in Alberta by strengthening a comprehensive continuum of mental health and addiction services, ensuring service provision is not disrupted by jurisdictional disputes.

In addition, I expect you to deliver on further initiatives overseen by your ministry including:

- Completing a review of mental health and addiction related expenditures within Alberta Health Services and, as appropriate, within ministries across the Government of Alberta to ensure expenditure oversight by the ministry.
- As the lead minister, continuing to develop a recovery-oriented system of care in Alberta for mental health and addiction in partnership with other government



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departments that support the mental health and addiction needs of Albertans to ensure consistency across the Government of Alberta.

- Working with Alberta Health Services to establish a dedicated Provincial Mental Health and Addiction Operations division and governance structure within Alberta Health Services.
- Ensuring the Ministry of Mental Health and Addiction is responsible for the management of Government of Alberta funding provided to Alberta Health Services for the purpose of delivering mental health and addiction services.
- Developing electronic information gathering systems to ensure that system outcomes are standardized, transparent, focus on recovery-based outcomes, and explore mechanisms for greater information sharing with lead organizations and other government departments that support the mental health and addiction needs of Albertans.
- Working with stakeholders across Alberta to help Albertans improve their mental wellness while creating healthy and vibrant communities.
- Collaborating with your Federal, Provincial, and Territorial colleagues to ensure that Alberta's interests are represented when engaging with governments across Canada and collaborate closely with other jurisdictions when their interests are aligned with Alberta.
- Working with the Minister of Justice, who is the lead, to assess proposed federal medical assistance in dying legislation amendments to include those with mental health conditions and recommend Alberta's regulation of the profession with regards to it.
- In collaboration with the Minister of Public Safety and Emergency Services, who is the lead, ensuring that police services have the tools they need to support the wellness and recovery of Albertans while they focus on keeping communities safe.
- Working closely with the Minister of Health, who is the lead, to ensure that recovery from mental health and addiction and increasing the recovery capital of Albertans, is a guiding policy in the modernization of Alberta's primary healthcare system.



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I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in cursive script that reads "Danielle Smith".

Danielle Smith

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July 31, 2023

The Honourable Mike Ellis
Minister of Public Safety and Emergency Services

Dear Minister:

I want to thank you for your service to this government and congratulate you on your continued service as Minister of Public Safety and Emergency Services.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Violence and social order have become one of the gravest challenges governments across Canada are facing. Fueled by an unprecedented mental health and addiction crisis and enabled by dysfunctional bail laws, a cheap supply of deadly hard drugs and far too many “defund the police” policies, our streets increasingly resemble those of Vancouver, Portland, and San Francisco.

We cannot let this happen. Enough is enough. Our government has no higher priority than protecting Albertans and keeping our communities safe.

Under your leadership as Minister of Public Safety and Emergency Services, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet, and legislative processes to deliver on our platform commitments to support Albertans, including:

- Immediately implementing the Safe Streets Action Plan, including adding at least 100 new patrol officers for Calgary and Edmonton, and assessing whether more officers are needed.
- Creating specialized sheriff-led anti-fentanyl and illegal gun trafficking teams including at the Canada-U.S. border.
- Expanding the provincial cybercrime units.
- Exploring opportunities for continued sheriff deployment in Edmonton, Calgary, and other communities to assist with patrols and street-level law enforcement.
- Increasing support for Internet and Child Exploitation Teams.



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- Creating additional Alberta Law Enforcement Response Team Gang Suppression Units including increased monitoring of scrap metal dealers and gang connections to reduce catalytic converter theft.
- Working with partners to create a new provincial DNA lab.
- Implementing, with sheriffs, a modern ankle bracelet monitoring program and enhanced 24-hour bail monitoring of violent and sexual offenders.
- Improving awareness of Clare's Law and other tools to assist Albertans forming close relationships with violent and sexual offenders without knowledge or consent.

In addition, I expect you to deliver on further initiatives overseen by your ministry including:

- Continuing to create and expand therapeutic living units at correctional facilities.
- Reviewing the education and training curriculum for sheriffs so they can assist in a broader scope of policing.
- Ensuring the safe transportation of mental health and addiction patients to appropriate health services.
- Working with Indigenous, mid-sized, and rural communities to address rising crime rates in these areas.
- Reviewing and providing recommendations to improve the delivery model and funding associated with search and rescue operations in the province.
- Introducing emergency management measures that will ensure the province is prepared to respond to any natural disaster or other emergency anywhere in the province.
- Developing a flood and fire mitigation strategy to proactively protect communities at risk of future natural disasters.
- Modernizing and reforming Indigenous policing programs to address chronic underfunding and gaps.
- Continuing to work with local communities to support them with the community policing options they believe will best serve their populations.
- As the lead, and in collaboration with the Minister of Mental Health and Addiction, ensuring police services have the tools they need to support the wellness and recovery of Albertans while they focus on keeping communities safe.
- Designing a ministry-specific job-attraction strategy that raises awareness for young Albertans (aged 16 to 24) and adults changing careers of the professions available in the



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policing, emergency services, and emergency management sectors, including pathways for education and training.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

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Danielle Smith
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July 24, 2023

The Honourable Dale Nally
Minister of Service Alberta and Red Tape Reduction

Dear Minister:

I want to thank you for your service to this government, and for your continued service as Minister of Service Alberta and Red Tape Reduction.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Alberta entrepreneurs and businesses - small, medium, and large - are the job-creating engines of the Alberta and Canadian economies. Our province's unique tax advantage and skilled workforce are attracting thousands of new jobs and dozens of new projects in diverse sectors on a monthly basis.

That said, one of the biggest drags on business growth and development is unnecessary red tape and uncertain and protracted timelines for needed approvals. This needs to be addressed on an expedited basis. The Alberta Advantage must be expanded to include a regulatory and approval advantage.

Under your leadership as Minister of Service Alberta and Red Tape Reduction, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet, and legislative processes to deliver on our platform commitment to support Alberta seniors by implementing a Seniors' Discount of 25 per cent to all personal registry services, camping fees, and medical driving tests.

In addition, I expect you to deliver on further initiatives overseen by your ministry including:

- Working with Indigenous partners, finish developing and implementing Alberta's online gaming strategy with a focus on responsible gaming and provincial and Indigenous revenue generation.
- Reviewing Alberta Gaming, Liquor and Cannabis (AGLC) operations to remove red tape in the liquor and cannabis industries to increase provincial revenue generation and to further increase contributions from AGLC-regulated industries to Alberta charities and community facilities.



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- Diagnosing slow turnaround times in Land Titles and implementing both short-term and long-term solutions that will bring efficiency and faster approvals that allow government to work through and eliminate the backlog.
- Acquiring expressions of interest from private sector investors to establish a network of hydrogen vehicle and electric vehicle (EV) recharge stations throughout the province, with a focus on partnering with the retail and hospitality industries, and work towards adding hydrogen and EV stations to the commercial safety rest areas expansion program.
- Refocusing red tape reduction efforts to measure, benchmark, and reduce wait times for permit approvals across all ministries. Report on the feasibility of adopting an “automatic yes” policy that would assume a permit is approved within a reasonable and specific amount of time after an application, unless the ministry in question delivers a written rationale on why it should be rejected.
- Consulting on potentially extending prompt payment legislation to the Government of Alberta projects and complete any outstanding regulatory work on the current legislation to ensure its full implementation as soon as possible to address the problems in the Alberta construction industry related to timeliness of payments from contractors to sub-contractors.
- Continuing to act on the MacKinnon Panel's recommendation by forming a procurement council to provide a regular forum for conducting ongoing dialogue among representatives from major procurement ministries and industry organizations whose members supply goods, consulting services and construction services for the Government of Alberta.
- In consultation with the Minister of Justice, developing an adjudication process to better handle disputes and improve recourse for contractors and subcontractors in the event of a claim for non-payment.
- Passing and implementing amendments to the *Condominium Property Act* as previously directed by Cabinet.
- Undertaking an analysis of life-lease protections, including a jurisdictional scan of other provinces, and bringing forward recommendations to ensure appropriate protections are in place for Albertans.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them,



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including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in cursive script that reads "Danielle Smith".

Danielle Smith
Premier of Alberta



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August 3, 2023

The Honourable Jason Nixon
Minister of Seniors, Community and Social Services

Dear Minister:

I want to thank you for your service to this government and congratulate you on your new role as Minister of Seniors, Community and Social Services.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

As in many cities across Canada, it is becoming increasingly difficult to buy or rent a home in Calgary, Edmonton and other Alberta communities. The reasons for this range from a dramatic spike in interest rates brought on by federal overspending, to unnecessary red tape for those trying to add additional suites in their properties, to poor urban planning in general.

Overcoming this challenge will require a multi-ministry effort and a willingness to be creative and innovative while avoiding simplistic knee-jerk policies, such as rent control, that will only deepen the crisis by driving out investment in new builds.

Under your leadership as Minister of Seniors, Community and Social Services, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet, and legislative processes to deliver on the following commitments to support Albertans, including:

- As lead, working in cooperation with relevant ministries, including the Minister of Affordability and Utilities, to develop and implement an affordable and attainable home ownership and rental strategy that focuses on incentivizing the construction of new homes and rental units and creating additional financing options for prospective homeowners, while removing barriers for both homebuyers and



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renters. The strategy should be focused on both middle-income and low-income prospective renters and buyers, including seniors.

- Exploring the feasibility of a “short-term disability” program to better facilitate, where medically appropriate, the return of Albertans to work when medically able to do so.
- Ensuring supports for the vulnerable, including AISH and the seniors’ benefit, continue to be indexed to inflation.
- Ensuring those with severe disabilities have seamless support from first diagnosis through childhood and adulthood without interruption of needed supports.
- Working with the federal government and municipalities to ensure housing-related programs align with the housing needs of Albertans.
- Continuing to implement Stronger Foundations, Alberta’s 10-year strategy to address affordable housing across the province.
- Providing adequate ongoing funding to food banks and other operators to ensure families have access to nutritional food in times of need.
- Ensuring adequate funding is provided to partners to ensure low-income Albertans can access municipal transit at lower prices.
- Working with seniors lodge providers to undergo a planned review for the purpose of expanding seniors lodges and facilities to keep up with increased growth and demand.
- Ensuring the Office of the Public Guardian is funded appropriately to support aging seniors who become mentally or physically unable to make personal decisions for themselves.
- Working with the Minister of Mental Health and Addiction, who is lead, to align the policies of your ministry with the Alberta model recovery-oriented system of care.
- Designing a ministry-specific job-attraction strategy that raises awareness for young Albertans (aged 16 to 24) and adults changing careers of the professions available in the seniors and community supports sector, including pathways for education and training.



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I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in black ink that reads "Danielle Smith". The signature is written in a cursive, flowing style.

Danielle Smith

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July 13, 2023

The Honourable Nate Horner
President of Treasury Board and Minister of Finance

Dear Minister:

I want to thank you for your service to this government and congratulate you on your new role as President of Treasury Board and Minister of Finance.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Our government is committed to continued balanced budgets, limiting operational spending to less than inflation plus population growth, lowering the provincial debt and growing the Alberta Heritage Savings Trust Fund to lessen the province's reliance on resource revenues over the long term.

We are also committed to growing Alberta's tax advantage for both individuals and businesses to strengthen economic activity, investment, Albertans' quality of life and the ability to invest in core social programs and those that deliver them.

Under your leadership as Minister of Treasury Board and Finance, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet and legislative processes to deliver on our platform commitments to support Albertans, including:

- Amending the *Alberta Taxpayer Protection Act* to ensure no future government can increase personal or business income tax rates without approval from Albertans in a referendum.
- Creating a new eight per cent tax bracket on income under \$60,000, thereby saving each Alberta taxpayer approximately \$760 per year.
- Legislatively extending the fuel tax pause until Dec. 31, 2023.
- Continuing to index personal income tax brackets annually.

In addition, I expect you to undertake the following initiatives to further strengthen Alberta's economy:



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- As lead, working with the Minister of Affordability and Utilities and stakeholders to review and develop short and long-term recommendations to make automobile and property insurance more affordable for Albertans.
- Reviewing the mandate of ATB and making recommendations on how it can become more competitive in financing Alberta businesses and homebuyers, and making other recommendations to strengthen the institution's financial position to ensure it remains viable and contributes to Alberta's unique provincial economy in the long term.
- Releasing the Alberta Pension Plan report and consulting with Albertans on its findings to determine whether a referendum should be held to establish an Alberta Pension Plan that will increase pension benefits for seniors, reduce premiums for workers and protect the pension interests and benefits of all Albertans.
- Exploring the feasibility and advantages of establishing an Alberta Revenue Agency to collect all provincial tax revenues, and developing a detailed strategy for its implementation should our government choose to pursue it.
- Implementing a Halal financing option for Alberta's Islamic communities.
- Working with the Minister of Jobs, Economy and Trade, assist in designing a ministry-specific job-attraction strategy to raise the awareness of young Albertans (aged 16 to 24), and adults changing careers, of the skilled trades and professions available in each economic sector, including pathways for education, apprenticeship, and training.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains one of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in cursive script that reads "Danielle Smith".

Danielle Smith
Premier of Alberta



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July 11, 2023

The Honourable Devin Dreeshen
Minister of Transportation and Economic Corridors

Dear Minister:

I want to thank you for your service to this government, and for your continued service as Minister of Transportation and Economic Corridors.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Our province requires world-class transportation networks, infrastructure and economic corridors to grow our economy, improve Albertans' quality of life and attract the best and brightest from around the world.

Under your leadership as Minister of Transportation and Economic Corridors, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet and legislative processes to deliver on our election platform commitments, including taking the lead in finalizing a provincial investment of up to \$300 million for road and bridge construction, LRT connection, site utilities, site reclamation and other supportive infrastructure to support the development of the new Calgary arena and entertainment district.

This should include a partnership with the city, with an additional contribution of up to \$30 million, to build a new 1,000-seat community arena neighbouring the main arena that will serve youth and amateur hockey.

In addition, I expect you to work on several ongoing and new initiatives to develop Alberta's transportation infrastructure and economic corridors, including:

- Expanding and improving major highways and roadways in the greater Edmonton and Calgary areas, including the Anthony Henday Drive and Deerfoot Trail.
- Developing an integrated water program that facilitates increased water treatment and distribution for residential, industrial and agricultural water use across Alberta.



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- Focusing on expanding economic corridors across the province and country to increase employment, economic growth and non-renewable resource revenue for Albertans. This should include working to secure corridor agreements with provincial, territorial, and Indigenous partners to Hudson Bay, the Pacific and the Arctic. Also, to improve Highway 686 to better connect Alberta's northwestern and northeastern economic regions.
- Working through the Alberta, Saskatchewan and Manitoba Memorandum of Understanding (MOU), to prioritize interprovincial infrastructure projects and to align regulation with a view towards a more prosperous transportation and logistics industry. In addition, work should include expanding economic corridor MOUs to include British Columbia and territorial partners.
- As lead, collaborating with the President of Treasury Board and Minister of Finance to explore cost-sharing arrangements with the private sector and/or municipalities that support economic investment in Alberta's transportation network, including public transit, heavy rail and bridge infrastructure that better connects the Calgary and Edmonton airports to their downtowns, regional communities to Calgary and Edmonton, and Calgary to the province's Rocky Mountains parks system. This must initially include completing the Blue Line link to the Calgary airport.
- Examining the feasibility of a province-led Metrolinx-like model for commuter rail service using heavy rail on the Canadian Pacific rail line from Airdrie to Okotoks and the Edmonton International Airport to downtown Edmonton, with a view to developing a commuter rail system that can expand as Alberta grows. Part of the feasibility study should include the use of hydrogen-powered trains.
- Building a safer transportation system and a more efficient network in Alberta that embraces technology and innovative products and reduces the regulatory burden on commercial carriers, drivers and other users.
- As lead, working with the Minister of Jobs, Economy and Trade to facilitate the growth and development of Alberta's airports, with special attention to regional airports (i.e., Grande Prairie, Fort McMurray, Lethbridge and Medicine Hat) that can help Albertans connect themselves and their goods to major international airports and increase Alberta's economic competitiveness.
- Collaborating with the Minister of Indigenous Relations to explore ways to work with Indigenous and Métis people for transportation-related prosperity-sharing, water management, emergency mitigation and recovery.
- As lead, working with the Minister of Indigenous Relations to implement the First Nations Regional Drinking Water Tie-In Program.
- In cooperation with the Minister of Infrastructure, accelerating priority infrastructure investments identified by Cabinet and Caucus.



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- Working with the Minister of Jobs, Economy and Trade, assist in designing a ministry-specific job-attraction strategy to raise the awareness of young Albertans (aged 16 to 24), and adults changing careers, of the skilled trades and professions available in each economic sector, including pathways for education, apprenticeship, and training.
- Working with municipalities to assess and improve strategic bridge infrastructure.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains on of the best places on earth to live, work and raise a family.

Thank you,

A handwritten signature in black ink that reads "Danielle Smith". The signature is written in a cursive, flowing style.

Danielle Smith
Premier of Alberta



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July 10, 2023

The Honourable Nate Glubish
Minister of Technology and Innovation

Dear Minister:

I want to thank you for your service to this government and for your continued service as Minister of Technology and Innovation.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Under your leadership as Minister of Technology and Innovation, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet and legislative processes to deliver on our platform commitment to attract more venture capital to the province by investing an additional \$100 million into the Alberta Enterprise Corporation.

In addition, I expect you to undertake the following initiatives to grow our technology sector and make the province and our government a leader in innovation:

- Leading government implementation of the Alberta Technology and Innovation Strategy to ensure Alberta is the destination of choice for innovators, entrepreneurs and investors, and to encourage the commercialization of new technologies in Alberta, with the goal of creating more technology jobs, attracting more technology investment and diversifying Alberta's economy.
- Working with the Minister of Health, who will be the lead, to perform an independent review of the effectiveness of the IT systems used throughout Alberta's health system and to provide recommendations on how to strengthen Alberta's health-care system with the use of technology.
- Exploring the feasibility of creating Alberta health spending accounts to improve health outcomes for Albertans, with the support from the ministries of Health and Treasury Board and Finance.
- Continuing to develop and implement a government-wide digital strategy that respects and places the security and privacy needs of Albertans at its core while accelerating the adoption of technology and innovation to deliver better, faster and smarter services,



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provides them with more control over their personal information and data, saves them money, makes government more efficient, and makes Alberta the most modern and innovative jurisdiction in Canada.

- Exploring options to address poor cellphone coverage on major highways across Alberta.
- Continuing to implement the Alberta Broadband Strategy and working with the Federal Government to each invest \$390 million to ensure all Albertans have access to reliable, high-speed internet.
- Exploring options to ensure Alberta is competitive in attracting investment in the video game/interactive digital media industry.
- Working with the Minister of Advanced Education, who is the lead, to ensure appropriate governance of software engineers that will not hamper the efforts of tech companies to attract these needed-professionals from competing jurisdictions.
- Working with the Minister of Jobs, Economy and Trade, assist in designing a ministry-specific job-attraction strategy to raise the awareness of young Albertans (aged 16 to 24), and adults changing careers, of the skilled trades and professions available in each economic sector, including pathways for education, apprenticeship, and training.

I direct you to work closely with the public service, including your Deputy Minister and other senior officials in your ministry, to support the priorities outlined in this letter with the highest standard of professionalism, integrity, and creativity.

I also expect you to regularly and proactively reach out to all ministry-related stakeholders in order to take feedback and identify potential solutions on issues of importance to them, including finding ways our government can reduce burdensome and unnecessary red tape and barriers that are hurting their members' ability to grow the economy and improve quality of life for the Albertans they serve.

Together with you and our Caucus and Cabinet colleagues, I look forward to serving all Albertans to ensure our province remains on of the best places on earth to live, work and raise a family.

Sincerely,

A handwritten signature in cursive script that reads "Danielle Smith".

Danielle Smith
Premier of Alberta



Premier of Alberta

Office of the Premier, 307 Legislature Building, Edmonton, Alberta T5K 2B6 Canada

July 14, 2023

The Honourable Joseph Schow
Minister of Tourism and Sport

Dear Minister:

I want to thank you for your service to this government and congratulate you on your new role as Minister of Tourism and Sport.

Our Cabinet is made up of talented, diverse, and experienced leaders and I am proud to share with you our responsibility to fulfill the mandate given to us by Albertans. We all love this beautiful province and want the best for our families and our future. Over the next four years, we will take clear and decisive action to grow and diversify our economy while ensuring our health, education and other core social programs are world class.

I have full confidence that our team will build on our solid foundation of stability, informed decision-making, and good governance to improve the lives of Albertans and help our province realize its potential.

Under your leadership as Minister of Tourism and Sport, I expect you to work closely with your Cabinet and Caucus colleagues and the public service through the committee, Cabinet and legislative processes to deliver on our platform commitments to support Albertans, including:

- Establishing a Community Recreation Centre Infrastructure Fund that invests at least \$80 million over four years in small and mid-sized projects such as indoor and outdoor hockey arenas and rinks, community pools, indoor turf centres, pickle ball courts, sports fields and courts, and other recreational facilities.
- Investing at least \$10 million over five years to improve air access options for visitors from high-value markets.

In addition, I expect you to support the growth of tourism and sport in our province through the following initiatives:

- Developing an international games bidding policy and legislation (if necessary) to ensure future international gaming bids using substantial provincial taxpayer dollars are subject to transparent public disclosure requirements and cost/benefit analysis and include mandatory referenda for affected communities when appropriate.
- Supporting the Minister of Immigration and Multiculturalism, who is the lead, in establishing a dedicated tourism and hospitality immigration stream in Alberta.



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- Assessing the advantages and disadvantages of having all of Alberta's tourism levy invested in tourism-related growth initiatives and making recommendations based on the findings.
- Continuing to develop and implement a long-term provincial tourism strategy.
- Working with the Minister of Jobs, Economy and Trade, assist in designing a ministry-specific job-attraction strategy to raise the awareness of young Albertans (aged 16 to 24), and adults changing careers, of the skilled trades and professions available in each economic sector, including pathways for education, apprenticeship, and training.

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