



Village of Marwayne

Agenda

Regular Village Council Meeting
Monday, July 18, 2022 @ 7:00 PM
Horton Agencies Board Room

	Page
1 CALL TO ORDER	
2 ADDITIONS	
3 ADOPTION OF AGENDA	
3.1 July 18th, 2022	
Be it resolved that the July 18th, 2022 Regular Village Council Meeting Agenda be approved as presented.	
4 ADOPTION OF MINUTES	
4.1 June 20th, 2022	3 - 6
Be it resolved that the June 20th, 2022 Regular Village Council Meeting Minutes be approved as presented.	
5 DELEGATIONS/PUBLIC HEARINGS	
5.1 7:00 p.m. V3 Group of Companies Re: Strategic Plan and Sustainability Plan Drafts	7 - 46
Be it resolved that the presentation by V3 Group of Companies be received as information.	
6 KEY STRATEGY: ADDRESSING SERVICE NEEDS	
7 KEY STRATEGY: SAFE & CARING COMMUNITY	
8 KEY STRATEGY: PLANNING FOR GROWTH & CHANGE	
8.1 Strategic Plan	47 - 56
Be it resolved that the Strategic Plan be approved as presented.	
8.2 Sustainability Plan	57 - 82
Be it resolved that the Sustainability Plan be approved as amended.	
9 KEY STRATEGY: PURSUING OPERATIONAL & ORGANIZATIONAL EXCELLENCE	
9.1 Asset Management Plan	83 - 247

Be it resolved that the Village of Marwayne approve the 2022 Asset Management Plan as presented.

10 ADMINISTRATIVE REPORTS

10.1 Councillor Reports 248 - 321

Be it resolved that the following Councillor Reports be received as information:

- East Central 911
- Agricultural Society Meeting Minutes and Agenda
- Northern Lights Library System Weekly Reports
- Vermilion River Regional Waste Management Services Commission
- Alberta HUB Annual General Meeting Minutes

10.2 Chief Administrative Officer Report 322

Be it resolved that the Chief Administrative Officer Report be received as information.

11 FINANCIAL

11.1 Cheque Distribution Reports 323 - 324

Be it resolved that the Accounts Payable Invoices being over \$5,000.00 but within budget be approved and authorized to be paid as presented. Be it further resolved that the Accounts Payable Invoices being less than \$5,000.00 but within budget be received as information.

11.2 Monthly Utility Bill Report 325

Be it resolved that the June 2022 Monthly Utility Bill Report be received as information.

12 CORRESPONDENCE

12.1 Letters and Reports 326 - 375

Be it resolved that the Letters and Reports addressed to the Village of Marwayne be received as information.

13 CONFIDENTIAL

13.1 FOIP Section 17 (1) - Advice from Officials - Personnel

14 SETTING OF THE NEXT MEETING

14.1 August 15th, 2022

15 ADJOURNMENT



210 2nd Avenue South, Box 113
Marwayne AB T0B 2X0
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Minutes of the Regular Meeting of the Council of the Village of Marwayne
In the Province of Alberta, held on Monday June 20th, 2022
Commencing at 7:00 PM in the Horton Agencies Boardroom

PRESENT

Mayor Chris Neureuter
Councillors Morgan Wood, Rod McDonald and Cheryle Eikeland
Chief Administrative Officer Shannon Harrower

1. CALL TO ORDER

Mayor C. Neureuter called the June 20th, 2022 Village of Marwayne Council Meeting to order at 7:00 p.m. with all members in attendance except Councillors A. Rainey and M. Wood.

2. ADOPTION OF AGENDA

June 20th, 2022 Council Meeting Agenda

2022-06-14

Moved By Councillor C. Eikeland

Be it resolved that the June 20th, 2022 Village Council Meeting Agenda be approved with the following additions as presented:

- **Mowing at the ball diamonds**

CARRIED

3. ADOPTION OF MINUTES

June 6th, 2022 Council Meeting Minutes

2022-06-15

Moved By Deputy Mayor R. McDonald

Be it resolved that the June 6th, 2022 Village of Marwayne Council Meeting Minutes be approved as presented.

CARRIED

4. ADDITION

Mowing at the Ball Diamonds

2022-06-16

Moved By Deputy Mayor R. McDonald

Be it resolved that the Village of Marwayne only mow the ball diamonds grass before weekend tournaments if a minimum of three (3) days notice has been provided by the Minor Ball Association and/or Agricultural Society.

CARRIED

5. KEY STRATEGY: ADDRESSING SERVICE NEEDS

Public Works Foreman Report

2022-06-17

Moved By Councillor C. Eikeland

Be it resolved that the Public Works Foreman Report be received as information.

CARRIED



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Councillor M. Wood joined the June 20th, 2022 Regular Village Council Meeting at 7:11 p.m.

6. KEY STRATEGY: PURSUING OPERATIONAL & ORGANIZATIONAL EXCELLENCE

2022 Tax Auction Sale

2022-06-18

Moved By Councillor C. Eikeland

Be it resolved that the Terms and Conditions of Sale for the 2022 Public Auction be approved as presented. Be it further resolved that the 2022 Tax Auction Sale be held on Monday September 26th, 2022 at 2:00 p.m. at the Horton Agencies Boardroom.

CARRIED

7. ADMINISTRATIVE REPORTS

Councillor Reports

2022-06-19

Moved By Councillor C. Eikeland

Be it resolved that the Village of Marwayne move to a closed session at 7:57 p.m. with all members in attendance.

CARRIED

FOIP Section 17 (1) – Advice from Officials

2022-06-20

Moved By Councillor M. Wood

Be it resolved that the Village of Marwayne revert to an open session at 8:00 p.m. with all members in attendance.

CARRIED

2022-06-21

Moved By Councillor M. Wood

Be it resolved that the Councillor Reports be received as information.

CARRIED

Chief Administrative Officer Report

2022-06-22

Moved By Councillor C. Eikeland

Be it resolved that the Village of Marwayne move to a closed session at 8:07 p.m. with all members in attendance.

CARRIED

FOIP Section 17 (1) – Advice from Officials

2022-06-23

Moved By Councillor M. Wood

Be it resolved that the Village of Marwayne revert to an open session at 8:15 p.m. with all members in attendance.

CARRIED



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2022-06-24

Moved By Councillor M. Wood

Be it resolved that the Chief Administrative Officer Report be received as information.

CARRIED

8. FINANCIAL

Monthly Financial Report

2022-06-25

Moved By Councillor M. Wood

Be it resolved that the May 2022 Monthly Financial Report be received as information.

CARRIED

Cheque Distribution Report

2022-06-26

Moved By Councillor M. Wood

Be it resolved that the Accounts Payable Invoices being over \$5,000 but within budget be approved and authorized to be paid as presented. Be it further resolved that the Accounts Payable Invoices being less than \$5000 but within budget be received as information.

CARRIED

Bank Reconciliation Report

2022-06-27

Moved By Councillor C. Eikeland

Be it resolved that the May 2022 Bank Reconciliation Report be received as information.

CARRIED

9. CORRESPONDENCE

Letters, Reports and Surveys

2022-06-28

Moved By Councillor C. Eikeland

Be it resolved that the letters, reports and surveys addressed to the Village of Marwayne be received as information.

CARRIED

10. ADJOURNMENT

Being that the June 20th, 2022 Council Meeting agenda matters for the Village of Marwayne have concluded, the meeting adjourned at 8:21 p.m.



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Approved this 18th day of July 2022.

Chris Neureuter, Mayor

Shannon Harrower, CAO



VILLAGE OF MARWAYNE

Sustainability Plan and Strategic Plan Updates





COUNCIL STRATEGIC PLAN
Village of Marwayne



SUSTAINABILITY PLAN
Village of Marwayne



AGENDA

1. Marwayne Sustainability Plan Update
2. Marwayne Strategic Plan Update
3. How the plans work together

PURPOSE

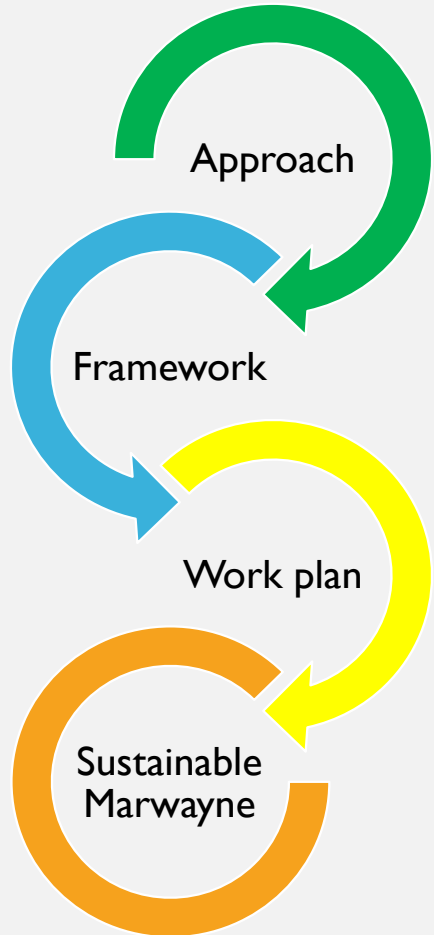
To update the initiatives and strategies in the existing Sustainability Plan that no longer reflect the realities and goals of Marwayne



SUSTAINABILITY PLAN
Village of Marwayne

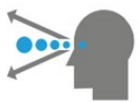


SCOPE



- Defined **approach** with a vision, community engagement and sustainability commitment
- **Framework** for recommended actions, setting priorities, and measuring success
- **Work plan** to meet the framework
- Means to create a Culture of **Sustainability**

PROJECT OBJECTIVES



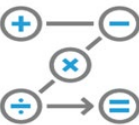
Long-Term Visioning -

involving municipality, private sector and community organizations, on-going dialogue between residents and stakeholders



Meaningful Strategies -

include ambitious - but achievable - initiatives and strategies



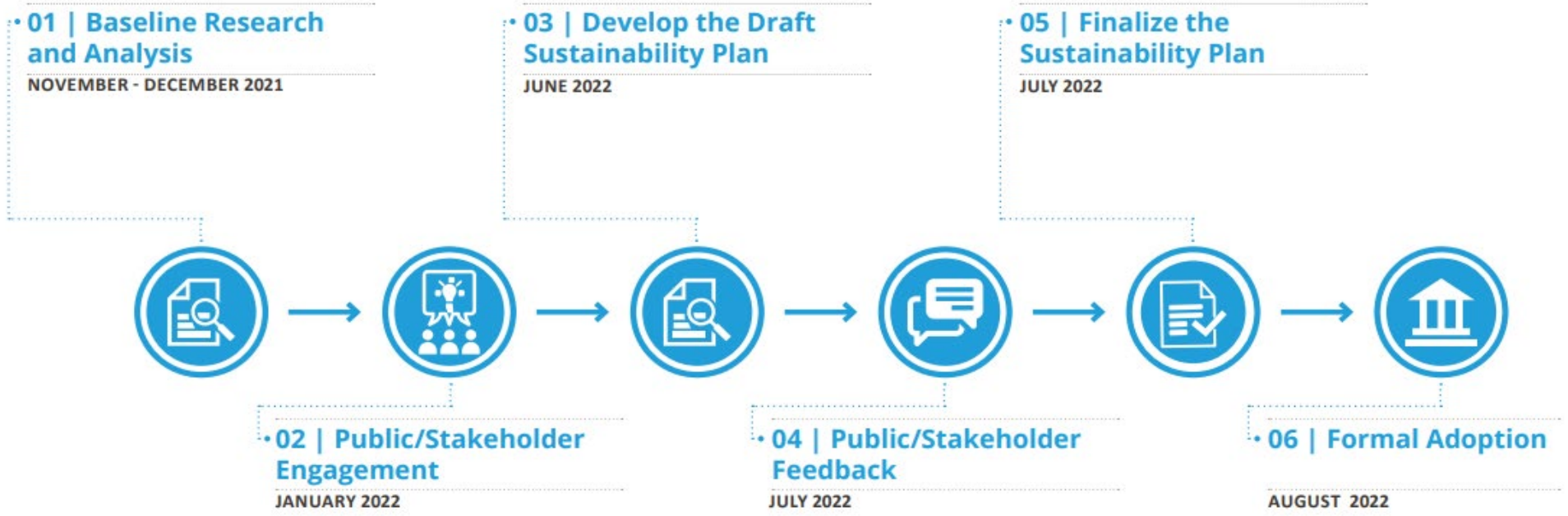
Outcomes Oriented -

identified actions and strategies with key performance indicators, which act as a monitoring tool



Community Collaboration -

on-going community collaboration and involvement for successful implementation



PROCESS

APPROACH

Vision

The Village of Marwayne is an inclusive and caring community that supports a safe, viable and small-town quality of life.

APPROACH

Core Values



Integrity

Marwayne governs in an open, honest, and transparent manner by considering resident values and needs when making decisions



Responsibility

Marwayne provides quality, efficient, and effective service utilizing best practices and innovative “Marwayne-made” approaches to achieve constant improvement.



Cooperation and Collaboration

Marwayne works well with regional neighbours and other levels of government, as well as empowers community volunteers and community groups to achieve the shared community vision



Community

Marwayne strives to be a safe, vibrant, active, and healthy community that supports families and fosters a strong sense of togetherness

FRAMEWORK

SUSTAINABILITY VISION

SUSTAINABILITY PILLARS

COMMUNITY

CULTURE

ECONOMY

ENVIRONMENT

GOVERNANCE

BROAD OBJECTIVES

Each pillar is connected to broad objectives derived from the challenges and opportunities

STRATEGIES

High level, how the identified broad objectives will be achieved

RECOMMENDED ACTIONS

A suite of sustainability tools that ensure our sustainability end state is realized over time

TARGETS AND KEY PERFORMANCE INDICATORS (KPI's)

Targets consider both community ambition and goal feasibility and should encourage success rather than hinder it. Key performance indicators are based on objective and comprehensive information and developed to track performance.

SUSTAINABILITY PLAN CONTENTS

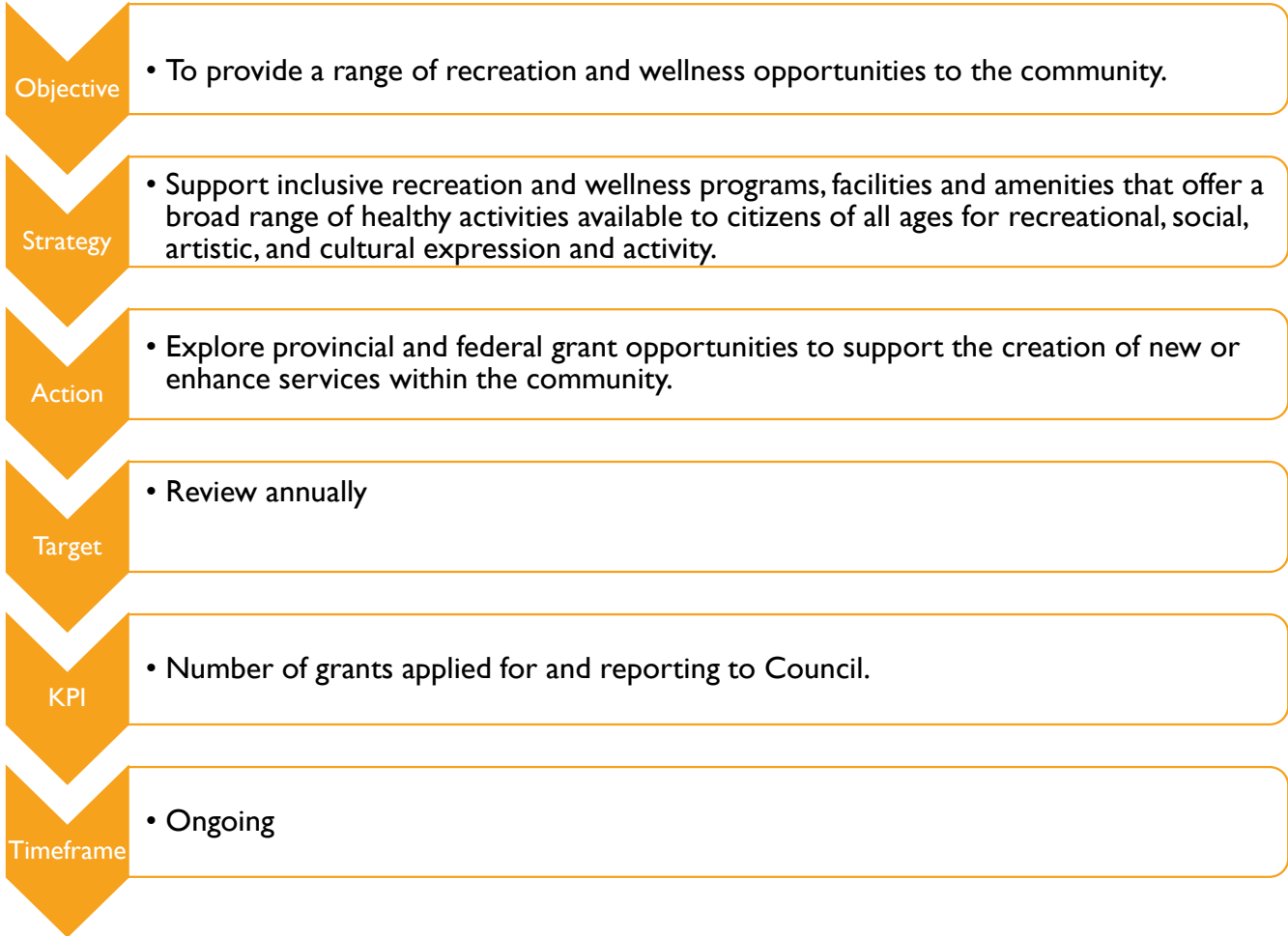


SUSTAINABILITY PLAN
Village of Marwayne



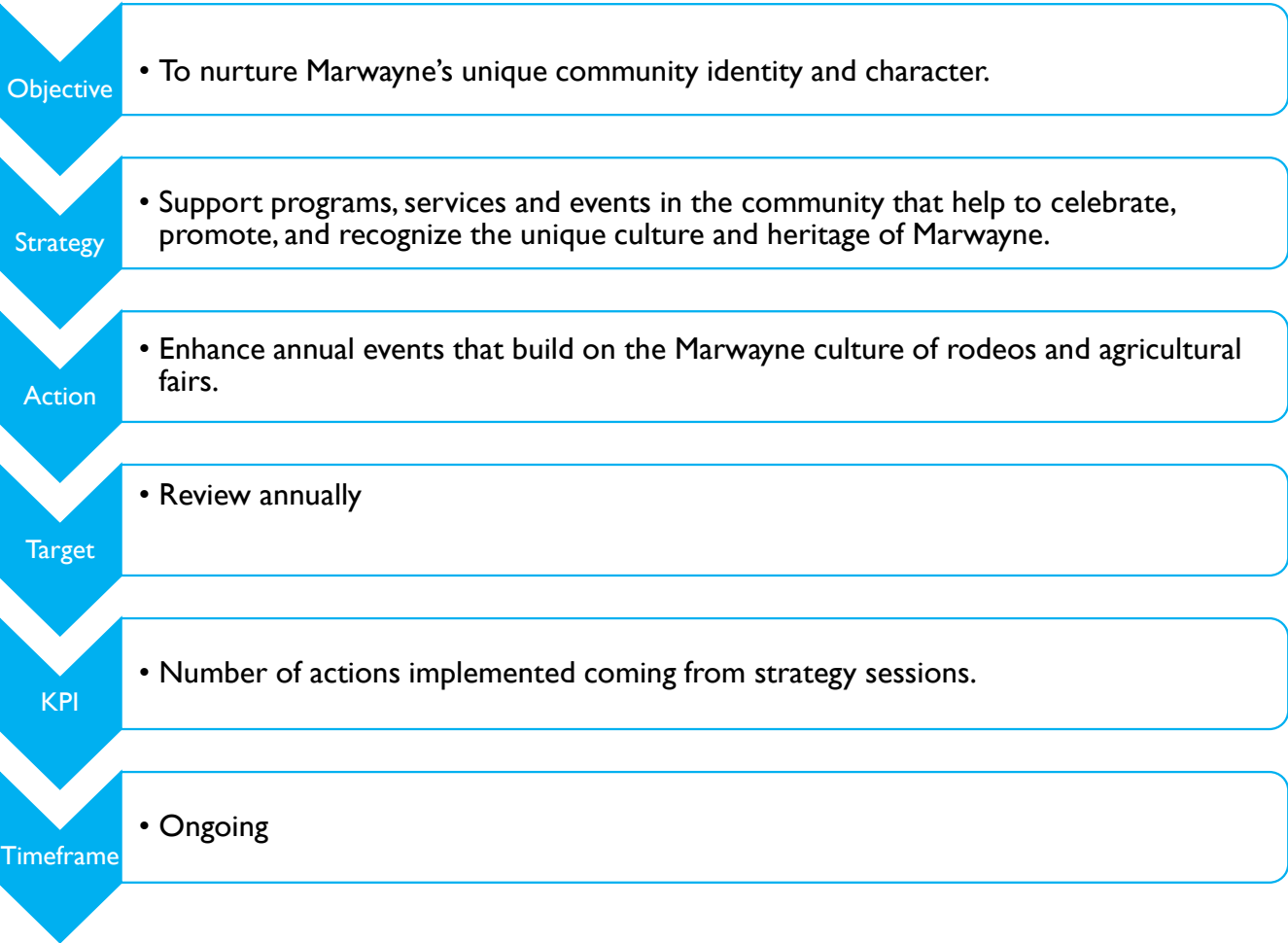
HOW THE FRAMEWORK FITS TOGETHER

COMMUNITY – *To foster a strong sense of community based on excellent amenities and to build a welcoming society that encourages new people and businesses to locate to the area.*



HOW THE FRAMEWORK FITS TOGETHER

COMMUNITY – *To take pride in and celebrate Marwayne’s rich and unique history and community culture.*



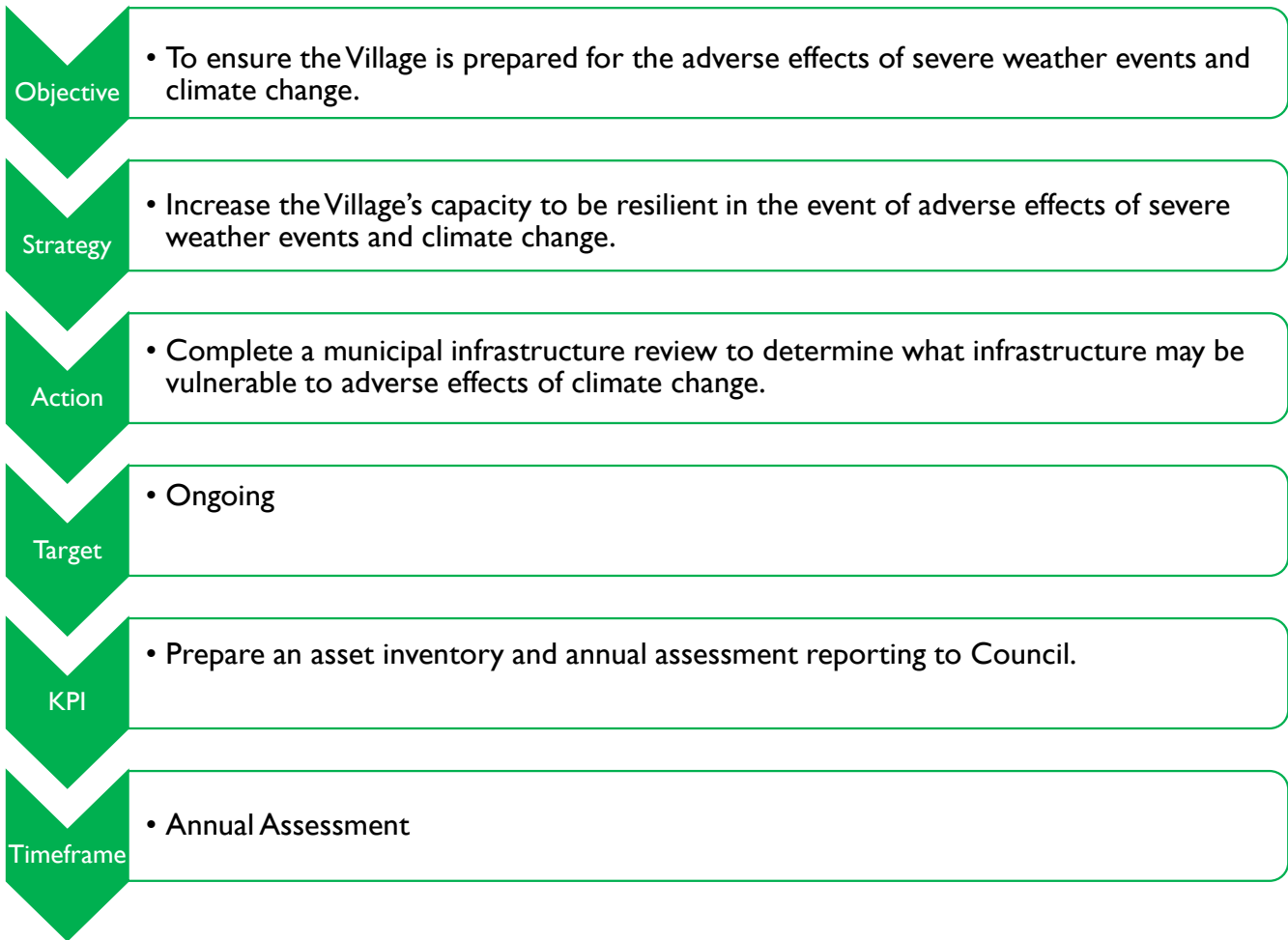
HOW THE FRAMEWORK FITS TOGETHER

ECONOMY – *To ensure the long-term financial viability of the Village while maintaining excellent services for residents.*



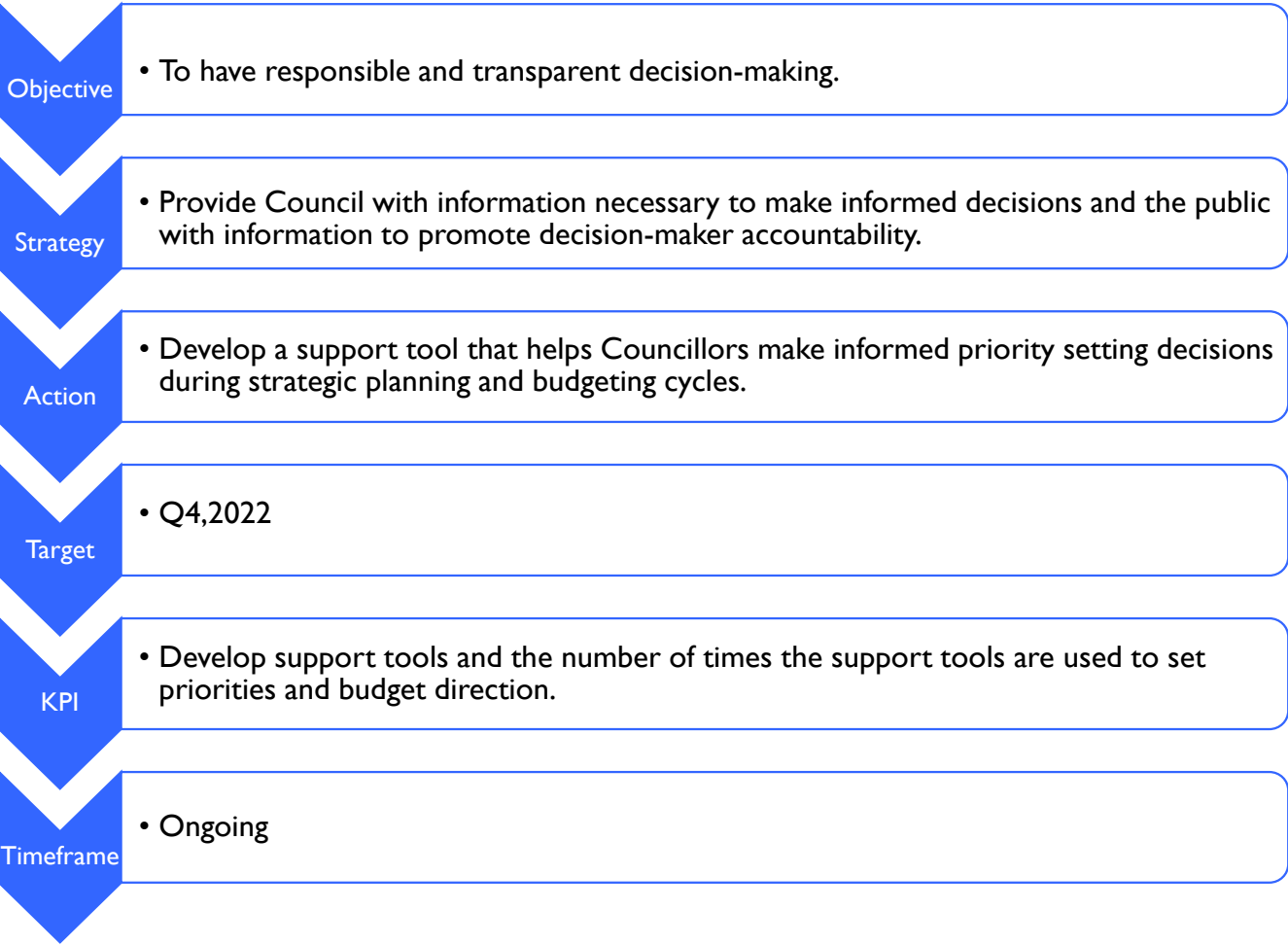
HOW THE FRAMEWORK FITS TOGETHER

ENVIRONMENT – *To preserve and enhance the natural environment for the enjoyment of future generations.*



HOW THE FRAMEWORK FITS TOGETHER

GOVERNANCE – *To establish a framework for sustainable, reliable, and transparent governance.*





COUNCIL STRATEGIC PLAN
Village of Marwayne



PURPOSE

Establishing a community vision, identifying key priorities, and linking those to actions that can be tracked and measured is crucial for good governance

- Council driven document;
- Identifies the municipality's mission statement;
- Identifies core values for the organization;
- Identifies key priority focus areas, goal statements and objectives; and,
- Has a long-term vision usually 10 to 20 years in length.



STRATEGIC PLAN IN THE MUNICIPAL PROCESS

VISION

The Village of Marwayne is an inclusive and caring community that supports a safe, viable and small-town quality of life.

MISSION / MANDATE

Mission

To make Marwayne an attractive , active, and vibrant rural community where people choose to live, experience community, and grow a business.

Mandate

To provide quality, efficient, and effective services to build and maintain a safe, vibrant, active, and healthy community that is sustainable and fosters a sense of belonging.

CORE VALUES



Integrity

Marwayne governs in an open, honest, and transparent manner by considering resident values and needs when making decisions



Responsibility

Marwayne provides quality, efficient, and effective service utilizing best practices and innovative “Marwayne-made” approaches to achieve constant improvement.



Cooperation and Collaboration

Marwayne works well with regional neighbours and other levels of government, as well as empowers community volunteers and community groups to achieve the shared community vision



Community

Marwayne strives to be a safe, vibrant, active, and healthy community that supports families and fosters a strong sense of togetherness

**PRIORITY
FOCUS
AREAS**



**PRIORITY
FOCUS
AREAS**

Economic Resilience

Goal - To generate economic activity in the community; increase and diversify the assessment/tax base; and create local employment opportunities.

We will:

1. Attract and retain a diverse range of businesses to meet the needs of the community.
2. Coordinate and collaborate efforts with regional economic development partners to attraction and retention business.
3. Improve Village broadband connectivity.
4. Support and grow Marwayne's tourism and visitor economy.

Community Safety, Recreation and Wellness

Goal - To ensure our community remains a safe, active, and healthy community.

We will:

1. Support recreation and wellness programs, facilities and amenities for all ages and abilities.
2. Promote safe community services and education programs
3. Enhance the safety of our community through proactive initiatives that involve resident and community organizations.
4. Support quality of life services, programs, facilities, and amenities that meet the needs of all residents.
5. Support a vibrant, inclusive, and welcoming community with small-town character.

**PRIORITY
FOCUS
AREAS**

Service Delivery

Goal - To deliver and improve essential and value-add services to support the quality of life of our residents.

We will:

1. Provide dependable and well managed infrastructure.
2. Identify which services matter and contribute to quality of life.
3. Identify service priorities through the budget process.
4. Align resources with service priorities.
5. Focus on sustainability of the Volunteer Fire & Rescue Department.
6. Strive for service excellence.
7. Recognize and communicate our service accomplishments.
8. Provide on-going monitoring of municipal initiatives.

Collaboration and Partnership

Goal - Seek out opportunities to collaborate and partner with local organizations, regional municipalities, and other levels of government to benefit the quality of life for Marwayne residents.

We will:

1. Identify specific areas and initiatives for increased activity to work together with local organizations, regional municipalities, and other levels of government for shared benefit.
2. Identify opportunities for capital infrastructure cost sharing for projects.
3. Identify opportunities for sharing resources and delivering shared services.

**PRIORITY
FOCUS
AREAS**

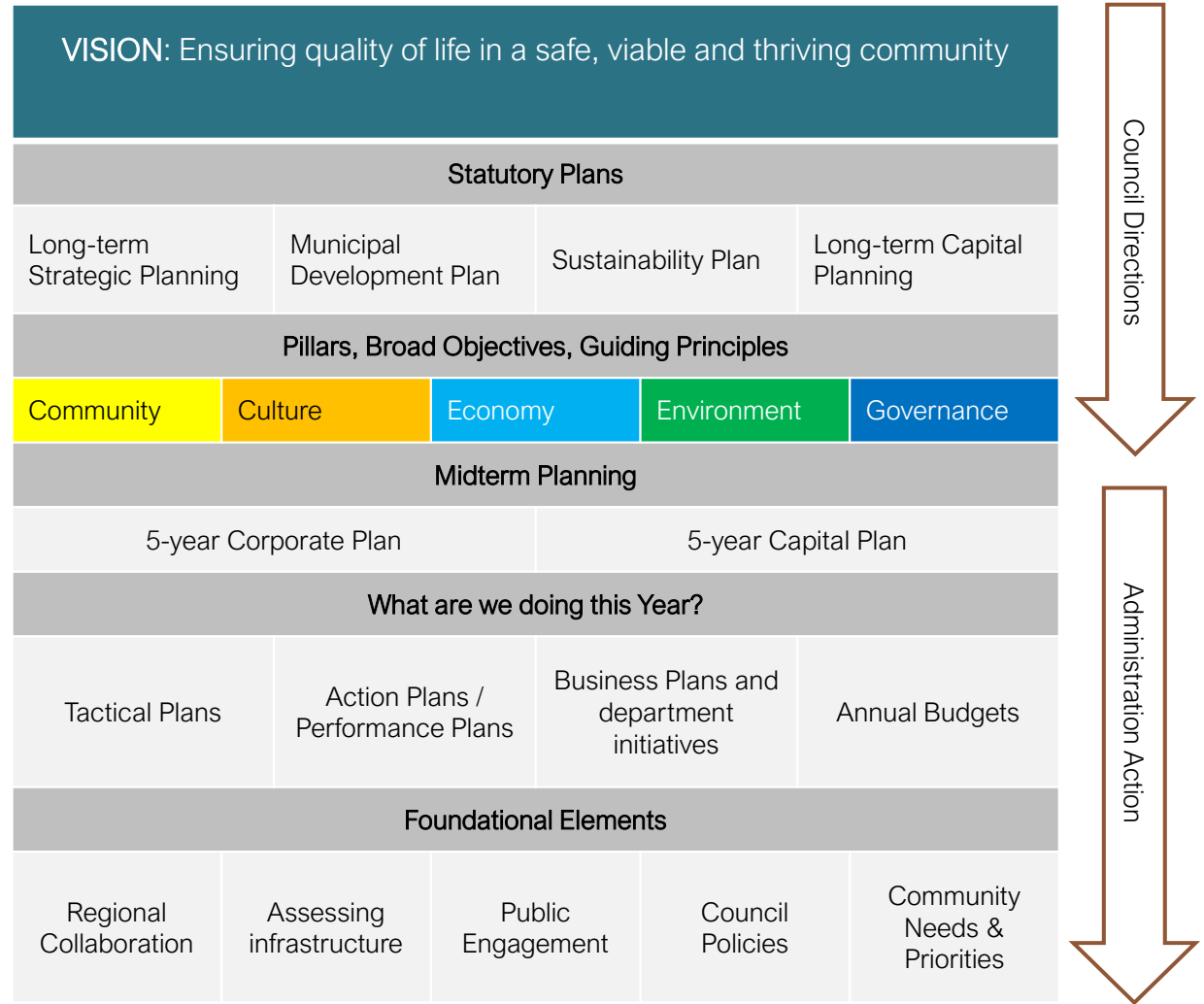
Financial Sustainability

Goal - Continually develop short- and long-term financial strategies in support of the Strategic Plan's objectives and the Village's future financial sustainability.

We will:

1. Develop a Financial Plan to support the Strategic Plan objectives.
2. Place more emphasis on the financial processes to become more strategic.
3. Develop a long-term tax strategy aligned with financial resource.
4. Ensure the annual budget process reflects plans to enhance operational, capital, and reserve accounts.
5. Analyze and pursue opportunities for regional cost sharing for capital projects and services.
6. Develop a communication strategy and process to support understanding of the value for taxes, user fees and charges.

HOW THE PLANS WORK TOGETHER



HOW THE PLANS WORK TOGETHER

ADMINISTRATION

Manages action implementation, processes monitoring data and presents to public, Council and Council Committees

COUNCIL COMMITTEES

Reviews progress and makes recommendations for additional or adjusted actions

COUNCIL

Sets priorities and makes ultimate decisions regarding recommendations

COMMUNITY

Identifies priorities, follows implementation, partners on and leads certain actions, and provides feedback



QUESTIONS





Welcome To

Marwayne Sustainability Plan Workshop

July 18, 2022





The Project

THE MARWAYNE SUSTAINABILITY PLAN MODERNIZATION

The Village of Marwayne is going through the process of reviewing and modernizing the Sustainability Plan.

The project includes a public engagement component where stakeholders – those who live and work in the Village – have the opportunity to provide input and help shape the changes.

WE ALREADY HAVE A SUSTAINABILITY PLAN – WHY IS THE MUNICIPALITY CHANGING IT?

The Village of Marwayne is updating its Sustainability Plan to account for changes to municipal operations that have occurred in the years since the existing plan was adopted in 2013.

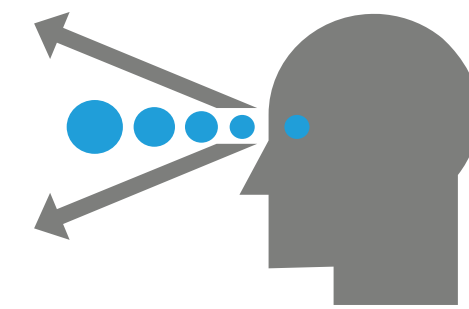
The Village is evolving, and some of the initiatives and strategies in the existing Sustainability Plan no longer reflect the realities and goals of Marwayne, or don't align with current ideals and aren't flexible enough to prepare for and embrace future change. There also aren't consistent monitoring tools to evaluate how well the Village is doing to achieve the Sustainability Plan's objectives.

The Village is seeking to create a Sustainability Plan that is practical in use and function, that reflects and considers community consultation, capitalizes on the Village's unique opportunities, and that supports other statutory documents adopted by Council, such as the Municipal Development Plan (MDP) and Land Use Bylaw (LUB).

Several data sources were taken into consideration, including but not limited to economic and population data and forecasts, environmental factors, existing intermunicipal agreements and statutory/non-statutory plans currently in place.

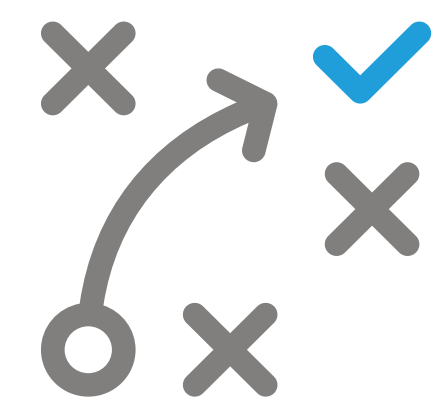
PROJECT GOALS AND PURPOSE

The Sustainability Plan is one of the many ways the Village is working hard to make Marwayne an even greater place to live, work, and play.



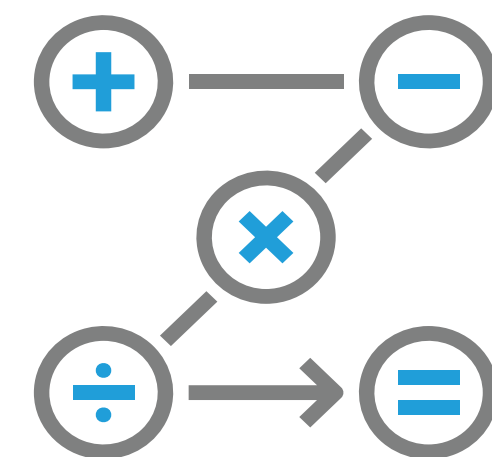
Long-Term Visioning

A Sustainability Plan emphasizes long-term thinking, collaboration between the municipality, private sector and community organizations, on-going dialogue between residents and stakeholders, and continuous monitoring and evaluation. As a member of the Marwayne community, what will your Village look like in 10, 25, or 100 years? The Sustainability Plan aims to answer that question and achieve the community's long-term vision.



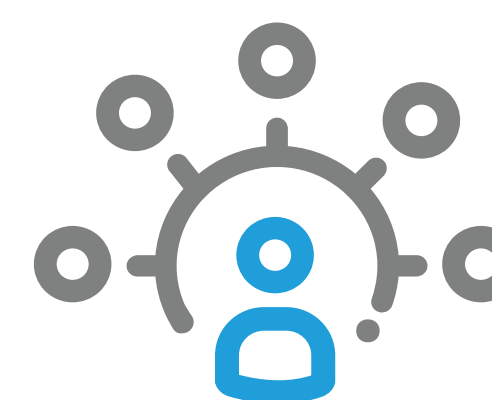
Meaningful Strategies

To be successful, the Sustainability Plan must include ambitious - but achievable - initiatives and strategies. The engagement plan for the project will enable stakeholders and the public to have a voice in telling the Village what is working and what isn't, and to describe what their long-term vision of the community is. The initiatives and strategies formed herein came directly from the community's voices, a reflection of the ideas and ideals of those who call Marwayne home.



Outcomes Oriented

The Sustainability Plan is only a useful tool if the identified initiatives and strategies are followed through on. A critical component of the Sustainability Plan are the key performance indicators, which act as a monitoring tool to measure how well the Sustainability Plan is performing, and to keep the community and Council on track to meet the Plan's intended outcomes. There are also mechanisms for review and updating, to ensure that the outlined initiatives and strategies match the current vision of the community.



Community Collaboration

Just as the Sustainability Plan will be built from the voices of the community, on-going community collaboration and involvement will be critical to the Plan's successful implementation.

WHAT IS A SUSTAINABILITY PLAN?

- » A Sustainability Plan is a community's road map for the future; it not only outlines a vision of where the community wants to be in 25+ years but also includes clear initiatives, strategies and key performance indicators to measure and monitor actions taken to achieve the vision. It is a rallying, non-statutory document for a municipality, preparing the community for future changes, challenges, and opportunities, and requires ongoing refinement and iterations to move the community to where it wants to be. A Sustainability Plan emphasizes long-term thinking, collaboration between the municipality, private sector and community organizations, on-going dialogue between residents and stakeholders, and continuous monitoring and evaluation.
- » The municipal sustainability planning process is an opportunity for Marwayne stakeholders to look long-term at the community they want and take proactive steps to build the future they desire. A Sustainability Plan may be more appropriately thought of as a **community resiliency plan** or as a **community viability plan**, but regardless of what it may be called, it is about honoring the community's past, while proactively planning for a successful, ambitious, and viable future for future generations. There are five key pillars of a Sustainability Plan that supports the communities long term vision:
 - » Social sustainability;
 - » Cultural sustainability;
 - » Economic sustainability;
 - » Environmental sustainability; and,
 - » Governance sustainability.
- » While a Municipal Development Plan supports broad, overarching objectives by building vision and framework for growth and future development, a Sustainability Plan is a vehicle for identifying, planning, implementing and measuring the success of the Village's sustainable village and strategies by identifying current opportunities and challenges, establishing long-term objectives, and linking them to actions that will help move the community to where it wants to be.

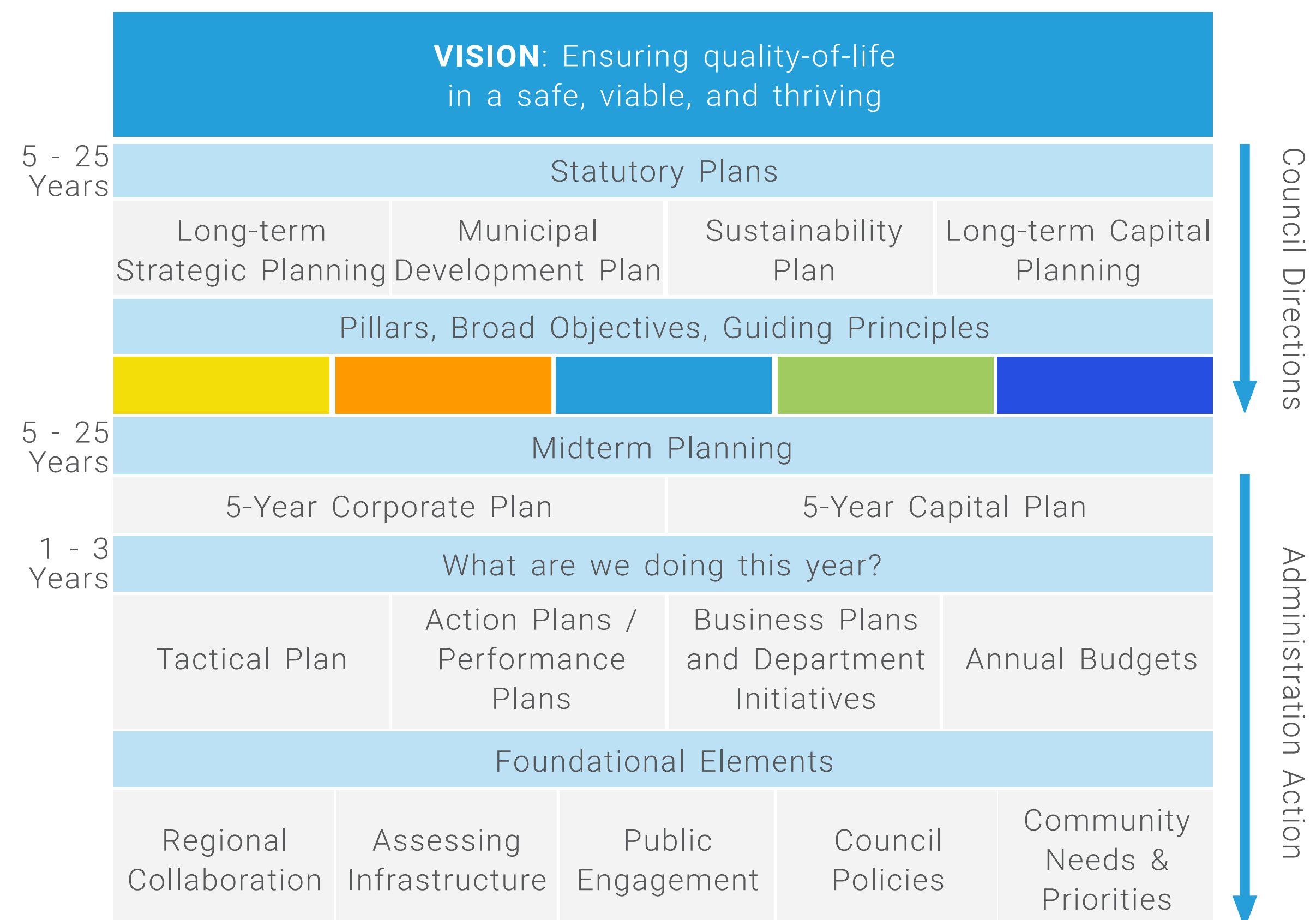


Context

ENABLING LEGISLATION - WHERE THE SUSTAINABILITY PLAN FITS

- » While a municipality's Sustainability Plan provides the long-term framework for the community, it works in lock step with other municipal plans and initiatives.
- » To achieve the community's vision, it is best that all the documents highlighted below complement and work with one another, with the municipality and the community holistically addressing the initiatives, policies and strategies identified.
- » These documents assist in driving the development of Council's Strategic Plan and ultimately the Council budget.

HOW THE PLANS COME TOGETHER



COMPONENTS TO A SUSTAINABILITY PLAN

Marwayne's Sustainability Plan will address the following areas:

- » An introduction to sustainability planning in Marwayne;
- » The approach the Village took to develop the Plan, including inputs from other strategic plans and feedback from the community;
- » The framework the Village will use to structure and measure its progress;
- » Details about how the Plan will be put into action; and
- » Information about the direction the Village is taking to create a culture of sustainability.

In addition, a Sustainability Plan emphasizes:

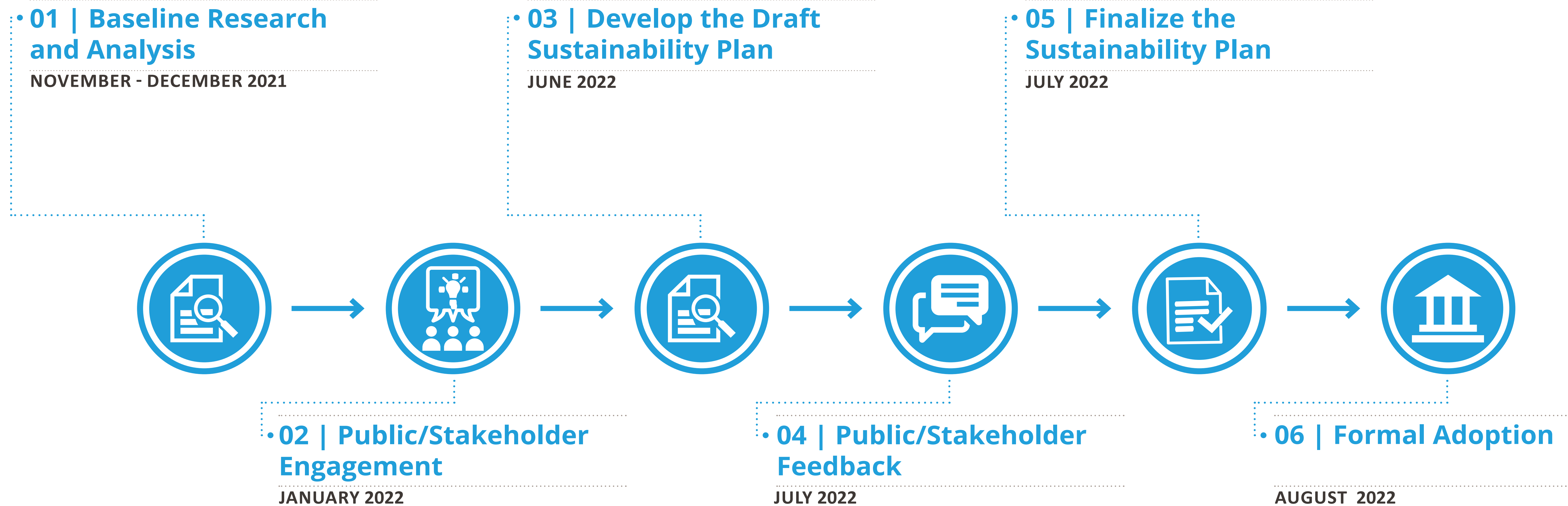
- » Long-term thinking;
- » Collaboration between community organizations, municipal departments, and private sectors;
- » Engagement of community stakeholders and residents;
- » Continuous monitoring and evaluation; and
- » Information about the direction the Village is taking to create a culture of sustainability.





The Process

Below is the project process and anticipated timelines. However, the dates noted are subject to change due to uncontrollable circumstances, such as gathering restrictions due to COVID-19.



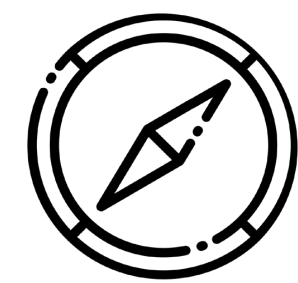


Approach

SUSTAINABILITY VISION

The Village of Marwayne is an inclusive and caring community that supports a safe, viable and small-town quality of life.

Marrying values of the previous Sustainability Planning initiatives, with the current and future context of Marwayne the following core values and associated visions form the basis of the Sustainability Plan.



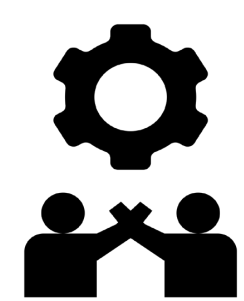
VALUE 1: INTEGRITY

The Village of Marwayne governs in an open, honest, and transparent manner by considering resident values and needs when making decisions.



VALUE 2: RESPONSIBILITY

The Village of Marwayne provides quality, efficient, and effective service utilizing best practices and innovative "Marwayne-made" approaches to achieve constant improvement.



VALUE 3: COOPERATION & COLLABORATION

The Village of Marwayne works well with regional neighbours and other levels of government, as well as empowers community volunteers and community groups to achieve the shared community vision.

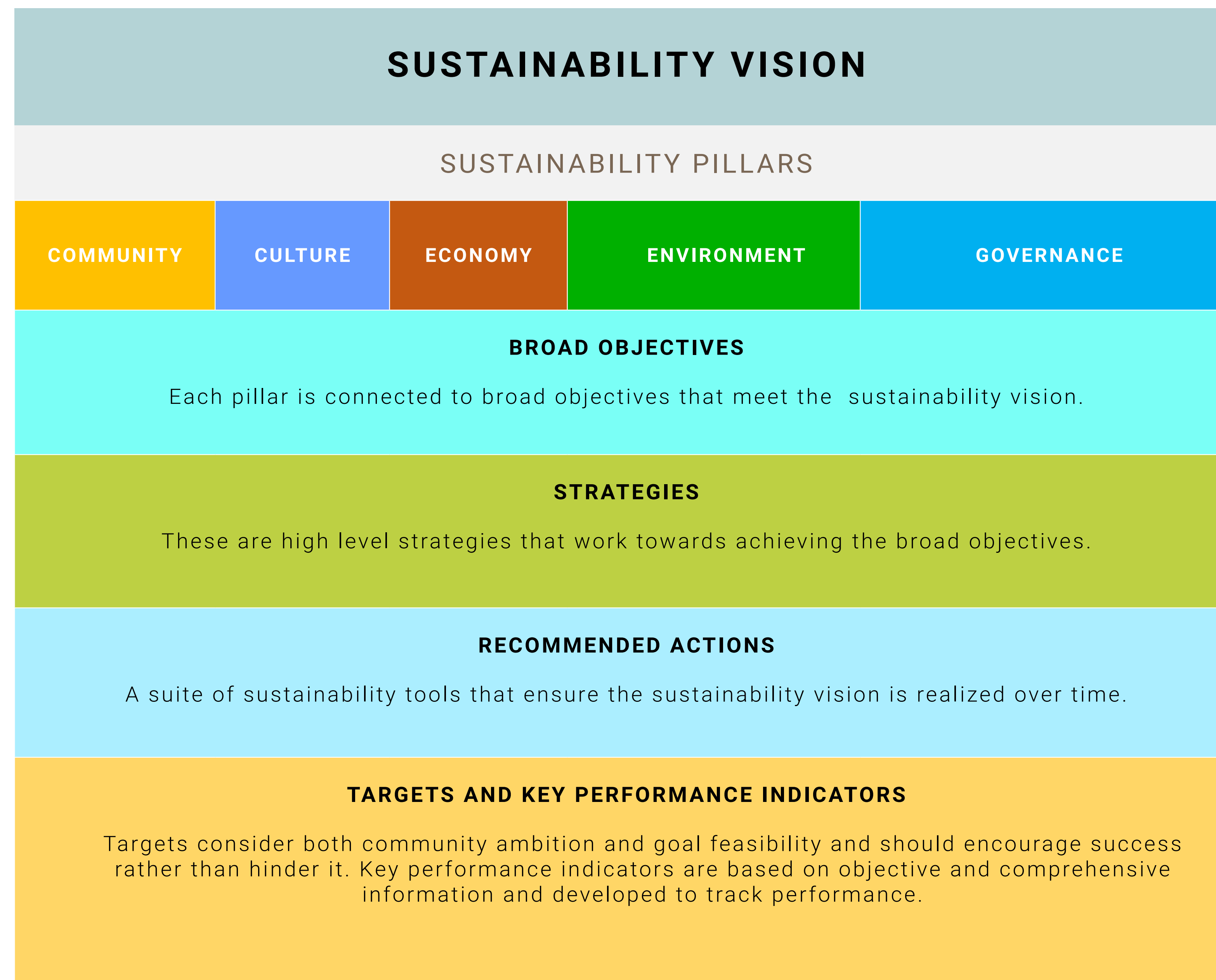


VALUE 4: COMMUNITY

The Village of Marwayne strives to be a safe, vibrant, active, and healthy community that supports families and fosters a strong sense of togetherness.

SUSTAINABILITY FRAMEWORK

The sustainability framework is the backbone of this document, taking the directives of the community vision, core values, and sustainability commitment, and organizing it into actionable workplan.





Community Pillar

To foster a strong sense of community based on excellent amenities and to build a welcoming society that encourages new people and businesses to locate to the area.

BROAD OBJECTIVES – COMMUNITY PILLAR

- » To provide a range of recreation and wellness opportunities to the community.
- » To create and maintain a safe community for all residents.
- » To provide programming, services and amenities that provide a good quality of life for residents.
- » To foster a vibrant and inclusive, small-town character.
- » To provide the framework for community sustainability.

STRATEGIES

- » Support inclusive recreation and wellness programs, facilities and amenities that offer a broad range of healthy activities available to citizens of all ages for recreational, social, artistic, and cultural expression and activity.
- » Support enforcement services and education programs that address traffic safety and safe streets and public places, crime prevention and vandalism, through environmental design for new development.
- » Support inclusive services, programs, facilities, and amenities that meet the needs of all residents over the long-term, including community gathering places, recreation, education, health, employment, and housing.
- » Create a welcoming, inclusive community where members feel safe, and neighbours look out for one-another and work towards

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Explore provincial and federal grant opportunities to support the creation of new or enhance services within the community.	Ongoing	Review annually	<ul style="list-style-type: none"> » Number of grants applied for. » Reporting to Council.
Use the awarded federal grant funding to finish the Village's walking path, splash park, and public washroom/ change room by March 2023.	2023	Acquire funding to complete Village's walking path, splash park, and public washroom/ change room	<ul style="list-style-type: none"> » Federal Grant acquired.
On an annual basis, conduct a community wide survey to gauge the community's perception of facilities, amenities, and service levels. Where deficiencies exist, strategize and prioritize improvement methods.	Ongoing	Conduct annually	<ul style="list-style-type: none"> » 10 Responses for a simple survey (multiple Choice).
Update the long-term recreation plan to make sure we are meeting the community's needs.	2023-2024	Set aside funds and complete recreation plan	<ul style="list-style-type: none"> » Funds budgeted and grants investigated. » Work with Agricultural society to prepare plan.
Support community 'Welcome to Marwayne' initiatives, including encouraging Council members to be part of the programs and/or activities.	Ongoing	Review annually	<ul style="list-style-type: none"> » Review with council » Number of programs and activities Councillors are members on.
Ensure the long-term sustainability of the Volunteer Fire & Rescue Department.	Ongoing	Review annually	<ul style="list-style-type: none"> » Number of recruitment activities. » Monitor volunteerism levels.
Strategize with community movers and shakers to promote volunteerism within the community.	Ongoing	Conduct annually	<ul style="list-style-type: none"> » Annual strategy session with Council. » Annual meeting with individuals and organizations. » Monitor volunteerism levels.
Celebrate Volunteer Week to thank the volunteers for their community spirit and active participation in keeping Marwayne thriving.	Ongoing	Conduct annually	<ul style="list-style-type: none"> » Hold annual volunteerism event to recognize and celebrate volunteer efforts and participation.



Culture Pillar

To take pride in and celebrate Marwayne's rich and unique history and community culture.

BROAD OBJECTIVES – CULTURE PILLAR

- » To nurture Marwayne's unique community identity and character.

STRATEGIES

- » Support programs, services and events in the community that help to celebrate, promote, and recognize the unique culture and heritage of Marwayne.

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Increase awareness and communication of community events.	Ongoing	Review quarterly	<ul style="list-style-type: none"> » Monitor activity on social media and website. » Update web contents monthly or as needed for important community events.
Enhance annual events that build on the Marwayne culture of rodeos and agricultural fairs.	Ongoing	Review annually	<ul style="list-style-type: none"> » Annual strategy session with Council and organizations to brainstorm ideas. » Number of actions implemented coming from strategy sessions.
Promote Marwayne's history and cultural heritage.	Ongoing	Review annually	<ul style="list-style-type: none"> » Monitor interest in Marwayne history. » Promote Marwayne's history website. » Promote and support updated content of Marwayne history book.
Encourage the placement of murals, banners, and other public art in the downtown that promote the history and culture of Marwayne.	Ongoing	Review annually	<ul style="list-style-type: none"> » Update downtown banners. » Annually work with individuals and organizations to promote murals and public art celebrating Marwayne.



Economy Pillar

To ensure the long-term financial viability of the Village while maintaining excellent services for the residents.

BROAD OBJECTIVES – ECONOMY PILLAR

- » To attract and retain a diverse range of businesses to meet the needs of the community and the surrounding region.
- » To promote coordination and collaboration efforts with other municipalities and regional economic development agencies in efforts to enhance business attraction and retention.
- » To improve Village broadband connectivity to ensure Village residents and businesses have access to the global economy, marketplace, health, and educational resources.
- » To support and grow Marwayne’s tourism and visitor economy.

STRATEGIES

- » Create an Economic Development Strategy to identify business and industrial opportunities to help diversify the Marwayne economy and retain and attract new businesses.
- » Support emerging and existing recreational and tourism markets.
- » Work with partner municipalities and regional economic development organizations to provide local business support resources.
- » Plan for strategic infrastructure development and a target marketing plan as a proactive step towards economic resiliency.
- » Pursue funding from the provincial and federal governments to provide fast, reliable, and accessible broadband for Village residents and businesses. The broadband should meet or exceed federal broadband target speeds.

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Create a Retention/ Attraction strategy to target specific industries/ businesses to locate in the Village.	2022-2023	Review annually	<ul style="list-style-type: none"> » Annually review strategy content with Council and economic development committee. » Number of contacts made to actively promote targeted industries and businesses through website, site selectors and Alberta Hub.
Continuously update content on the Alberta HUB website so that prospective businesses have the most up-to-date information about the Village.	Ongoing	Review quarterly	<ul style="list-style-type: none"> » Quarterly update web content on Alberta HUB web site.
Work with partner municipalities and regional economic development organizations to provide local business support training, regional marketing and promotion, and other small business resources.	Ongoing	Quarterly – semi-annual meetings	<ul style="list-style-type: none"> » Create a business link on the Marwayne website linking resources for businesses, celebrating local successes stories, and regional educational programs. » Number of regional education programs to support Marwayne businesses.
Play an active role in the Vermilion River Regional Alliance, working with other member municipalities and organizations to promote the region as an excellent place to live, work and do business.	Ongoing	Quarterly – semi-annual meetings	<ul style="list-style-type: none"> » Two Councillors and CAO participate on VVRA committee.
Promote the services offered by the Lloydminster Region Business Development Centre to businesses within the community.	Ongoing	Quarterly – semi-annual meetings	<ul style="list-style-type: none"> » Create a business link on the Marwayne website linking LRBDC resources. » Council appoints representatives to LRBDC.
Create an area structure plan for the undeveloped, Village owned lands designated for industrial and/or commercial use.	2023	Adopted Area Structure Plan Q4, 2023	<ul style="list-style-type: none"> » Completed by 2023.
Subsequent to the area structure plan being adopted, develop a business case to determine if it is financially feasible for the Village to front-end infrastructure costs to attract business to the community.	2023	Adopt Business Plan Q4, 2023	<ul style="list-style-type: none"> » Incorporate business plan strategy into Village budget.



Economy Pillar

BROAD OBJECTIVES – ECONOMY PILLAR

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- » To promote coordination and collaboration efforts with other municipalities and regional economic development agencies in efforts to enhance business attraction and retention.
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- » Pursue funding from the provincial and federal governments to provide fast, reliable, and accessible broadband for Village residents and businesses. The broadband should meet or exceed federal broadband target speeds.

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Continue to support programs and municipal inventories, like the Highway Signage Project and the business directory on the Village website, to promote businesses within the Village.	Ongoing	Review annually	» Number of programs and initiatives started and maintained.
Seek funding through the Alberta and Canada Broadband Strategy.	Ongoing	Review annually	» Amount of grant dollars able to access annually to support improvements to local broadband network.
Equip all municipal and public infrastructure within the Village to be able to capitalize on the connectivity.	Ongoing	Review during the preparation of the annual municipal budget	» Number of hotspots and infrastructure connected to the internet.
Development, implement and monitor a Tourism and Visitor strategy.	Ongoing	Review annually	» Number of visitor indicators developed (visits or dollars spent). » Annual reporting to Council.
Provide updates to the Go East of Edmonton website on a semi-annual basis.	Ongoing	Semi-annual	» Two tourism updates per year to Go East of Edmonton.
Work with community members and not-for-profit organizations to determine what weekly, bi-weekly, monthly, or annual events occur or could occur in the community to draw visitors (ex. monthly food truck and farmers market along main, bi-weekly summer concert series etc.).	Ongoing	Semi-annual	» Semi-annual meetings with community members and or not for profit organizations (Agricultural Society) to prepare community calendar of events (Cowboy Dance).



Environment Pillar

To preserve and enhance the natural environment for the enjoyment of future generations.

BROAD OBJECTIVES – ENVIRONMENT PILLAR

- » To ensure the Village is prepared for the adverse effects of severe weather events and climate change.
- » To ensure new publicly funded buildings and retrofitted buildings incorporate a high degree of energy and environmental design standards.
- » To ensure the Village is a good steward of the environment when allowing new greenfield developments.
- » To reduce the level of waste directed to the landfill.
- » To ensure the Village provides sufficient water resources that are dependable, clean, and healthy that exceed Provincial quality requirements and meets the needs of residents.

STRATEGIES

- » Increase the Village's capacity to be resilient in the event of adverse effects of severe weather events and climate change.
- » When the Village builds, retrofits, or contributes funding for new facilities it should incorporate energy efficient fixtures, renewable energy resources and environmental design building standards.
- » When new greenfield developments are approved, they will follow industry practices for environmental assessment and management.
- » In collaboration with the Solid Waste Management Authority, the Village should support programs to reduce waste to the landfill and encourage recycling and reuse.
- » The Village will minimize potable water utilization and optimize use of non-potable water.

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Complete a municipal infrastructure review to determine what infrastructure may be vulnerable to adverse effects of climate change.	Ongoing	Annual assessment	<ul style="list-style-type: none"> » Prepare an asset inventory. » Annual assessment reporting to Council.
Develop a community climate resiliency plan, with measures to incrementally build up the capacity of municipally owned buildings and infrastructure to withstand the impacts of the changing climate.	Ongoing	Completed community resiliency plan Q4, 2023	<ul style="list-style-type: none"> » Community climate resiliency plan incorporated into asset management plan. » Annual assessment reporting to Council.
Seek grant funding to incorporate green technologies and the use of alternative energies within community assets (ex. solar powered display signs, etc.).	Ongoing	Review annually	<ul style="list-style-type: none"> » Amount of grant dollars received to implement green technologies. » Number of green technologies approved by Council each year.
Explore practical applications and incentives for green technologies for landowners and businesses within the Village.	Ongoing	Review annually	<ul style="list-style-type: none"> » Quarterly advertise as part of the community newsletter.
Develop an awareness strategy for landowners and businesses to better understand the effects of climate change and ways that they can proactively prepare for and mitigate any adverse effects.	Ongoing	Review annually	<ul style="list-style-type: none"> » Number of regional municipal, utility, and community organizations Marwayne can partner with to mitigate capital costs.
Foster the "reduce-reuse-recycle" approach to solid waste management in collaboration with the Solid Waste Management Authority.	Ongoing	Review annually	<ul style="list-style-type: none"> » Number of initiatives and programs Marwayne can participate in waste reduction and diversion.



Governance Pillar

To establish a framework for sustainable, reliable, and transparent governance.

BROAD OBJECTIVES – GOVERNANCE PILLAR

- » To have responsible and transparent decision-making.
- » To work collaboratively with regional partners to build resiliency and efficiencies in the delivery of municipal services to residents.
- » To provide on-going monitoring of municipal planning and corporate initiatives.
- » To provide dependable and well managed infrastructure to Village residents now and into the future.
- » To ensure the financial sustainability of the Village.

STRATEGIES

- » Provide Council with information necessary to make informed decisions and the public with information to promote decision-maker accountability.
- » Find opportunities to collaborate with regional neighbours, provincial and federal governments, and not-for-profits for mutual benefit.
- » Monitor and adjust processes as necessary to ensure people and community focused outcomes that contribute to community sustainability and resiliency.
- » Continue to build upon our Asset Management Strategies and program to best manage Village facilities, infrastructure, and lands.
- » Annual capital and operating budgets to meet Village service levels and capital replacement needs.

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Annually update the Village's asset management plan to ensure proper reserve funding is being set aside to fill future needs or service gaps.	Ongoing	Review annually	<ul style="list-style-type: none"> » Annual review and reporting to Council. » Annual adjustments to asset management plan to reflect annual budget process.
Develop a support tool that helps Councillors make informed priority setting decisions during strategic planning and budgeting cycles.	Ongoing	Q4, 2022	<ul style="list-style-type: none"> » Develop support tools. » Number of times the support tools are used to set priorities and budget direction.
Ensure municipal resources are available to pursue all available grants and project cost-sharing opportunities, and support not-for-profit organizations when applicable.	Ongoing	Q1, 2023	<ul style="list-style-type: none"> » Council approving budget for municipal resources.
Develop a semi-annual program where Councillors are made available to the public for meet-and-greets.	Ongoing	Review annually	<ul style="list-style-type: none"> » 2 meet-and-greets with Council per year.
Continue to seek ways to inform the public on key initiatives undertaken by the Village, services and amenities offered, and resources available for public use, including both virtual, analog and in-person methods.	Ongoing	Review annually	<ul style="list-style-type: none"> » Number of new or changed methods or approaches the public is made aware of Marwayne initiatives.
Restructure the Village's website for ease of access by community members and the public.	2022	Q4, 2022	<ul style="list-style-type: none"> » Restructure the Village website.
Annually provide Council with updates on the long-term financial health of the municipality, with recommendations to appropriately fund reserve accounts.	Ongoing	Review and present annually	<ul style="list-style-type: none"> » Annual financial sustainability reporting to Council.
Maintain and nurture the Village's relationship with the Agricultural Society and other local not-for-profit organizations to benefit the community.	Ongoing	Review annually	<ul style="list-style-type: none"> » Annual meeting of Council and CAO with Agricultural Society and other local not-for-profit organizations.



Governance Pillar

BROAD OBJECTIVES – GOVERNANCE PILLAR

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- » Monitor and adjust processes as necessary to ensure people and community focused outcomes that contribute to community sustainability and resiliency.
- » Continue to build upon our Asset Management Strategies and program to best manage Village facilities, infrastructure, and lands.
- » Annual capital and operating budgets to meet Village service levels and capital replacement needs.

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Seek opportunities to share municipal resources with the County of Vermilion River by way of the Intermunicipal Collaboration Framework.	Ongoing	Review semi-annually	» Two meetings annually to share information, services, and collaborate on ICF initiatives (ASP Partnership).
Jointly pursue grant funding with the County of Vermilion River for municipal services and community assets.	Ongoing	Review annually	» Meeting annually to collaborate on joint grant funding proposals and initiatives (ASP Partnership).
Work with the County of Vermilion to address land use matters along jurisdiction boundaries, such as a joint Area Structure Plan.	Ongoing	Review semi-annually	» Two meetings annually to share information, and address land use matters along jurisdiction boundaries and collaborate on ICF initiatives (ASP Partnership).
Pursue opportunities to work with provincial and/or federal authorities, capitalizing on their resources to support community resiliency.	Ongoing	Review annually	» Setup quarterly meetings between Council, CAO, and provincial and/or federal authorities to share information regarding issues facing Marwayne, and opportunities to work together.
Assess and provide Council with updates quarterly on how well progress is being made pursuing the objectives, strategies and actions outlined in this Sustainability Plan.	Ongoing	Quarterly reporting	» Quarterly reporting to Council.
Every year, review outcomes of this plan achieved in the previous, celebrating successes and identifying shortcomings, amending and/or reprioritizing actions as necessary to keep this document relevant and up to date.	Ongoing	Review annually	» Annual report to Council.
Every four years, in alignment with the municipal election cycle, and within six months following the election, complete a comprehensive review of this Sustainability Plan to ensure relevancy to the directives of Council and the community.	Ongoing	Every four years post-election	» Comprehensive review every four years post-election.



Find out more



BENEFITS OF A SUSTAINABILITY PLAN

- Enables a holistic and integrated approach by linking broad objectives, strategies, and actions.
- Will help the Village and community determine if the specific targets and goals have been reached, allowing broad intentions to be clearly translated into sustainable, on-the-ground, measurable results.
- Creates a living document where, as success is achieved, the strategies and actions are renewed or replaced as necessary. This measured approach enables the Village to work towards long-term sustainability.

visit MARWAYNE.CA to learn more

THE VILLAGE OF MARWAYNE

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COUNCIL STRATEGIC PLAN
Village of Marwayne



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Last Revised: 2022-06-29

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TABLE OF CONTENTS

1 COUNCIL'S MESSAGE	1
2 VILLAGE OF MARWAYNE	1
3 CORE VALUES	2
4 MISSION	2
5 MANDATE	2
6 PRIORITY FOCUS AREAS	3



ii PAGE

1 COUNCIL’S MESSAGE

Establishing a community vision, identifying key priorities, and linking those to actions that can be tracked and measured is crucial for good governance. Given that there are many opportunities and challenges facing the Village of Marwayne, both presently and into the future, Council understands the importance of preparing a Strategic Plan and is committed to setting a path for action that will ensure the Village of Marwayne remains a resilient and sustainable community for years to come.

The first step in Council’s Strategic planning process was to confirm the Community Vision. This strategic document is wide in scope and outlines a long-term plan for an enhanced quality of life in Marwayne.

Council for the Village of Marwayne is excited to present a new Strategic Plan that outlines the priorities needed to guide the Village so that the vision can be achieved in the long-term. Both Council and administration are committed to carrying out the steps needed to implement the plan with measurable and tangible actions. Council’s Strategic Plan enables Council, directs administration, and works together with residents and local organizations to draw on the Village of Marwayne’s strengths and to help make the community reach its ultimate potential.

COMMUNITY SUSTAINABILITY VISION:

The Village of Marwayne is an inclusive and caring community that supports a safe, viable and small-town quality of life.

2 VILLAGE OF MARWAYNE

The Village of Marwayne is located in the County of Vermilion River, approximately 44 kms northwest of Lloydminster, and 240 kms east of Edmonton. The community is situated along the south side of a former Canadian Pacific Railway line and approximately 18 kms north of the Yellowhead Trans-Canada Highway (Highway 16) which connects to Lloydminster and Edmonton, and beyond.

Marwayne’s major businesses are involved in providing services to the region’s primary industries, such as agriculture, oil and gas and related products. The surrounding region is also referred to as “The Lakeland Region” due to its numerous lakes and rivers. Lea Park is a ten-minute drive north and Whitney Lakes Provincial Park is a half-hour drive north. The lakes and rivers provide the community with an opportunity to take on a larger role as a seasonal service provider for residents and tourists alike.

Marwayne’s long term growth relies on retaining and attracting more businesses into the Village. To take full advantage of its location and attract investors to the area, the Village must ensure to be investment ready. The readiness must be achieved through continually responsive planning and strategic actions. Some of the most important features of forward planning include land use, transportation, municipal services, community infrastructure, and most important, their budget and cost implication to the Village’s resiliency and growth. By contemplating in advance what needs to be done, by who and how, the Village can demonstrate readiness to local and regional investors.

3 CORE VALUES



VALUE 1: INTEGRITY

The Village of Marwayne governs in an open, honest and transparent manner, by considering resident values and needs when making decisions.



VALUE 2: RESPONSIBILITY

The Village of Marwayne provides quality, efficient, and effective service utilizing best practices and innovative “Marwayne-made” approaches to achieve constant improvement.



VALUE 3: COOPERATION & COLLABORATION

The Village of Marwayne works well with regional neighbours and other levels of government, as well as empowers community volunteers and groups to achieve the shared vision.



VALUE 4: COMMUNITY

The Village of Marwayne strives to be a safe, vibrant, active, and healthy community that supports families and fosters a strong sense of togetherness.

4 MISSION

To make Marwayne an attractive , active, and vibrant rural community where people choose to live, experience community, and grow a business.

5 MANDATE

To provide quality, efficient, and effective services to build and maintain a safe, vibrant, active, and healthy community that is sustainable and fosters a sense of belonging.

6 PRIORITY FOCUS AREAS

Council identified priority focus areas for the Village of Marwayne, which will have the most impact on the long-term resilience and sustainability of the community. Council and Administration will work together to support future policies, projects, and funding commitments that enhance Marwayne’s economic resilience, regional collaborations, recreation and wellness opportunities, safety, service excellence, financial sustainability, and community identity. Within each of these priority focus areas, the described goal statements and broad objectives will be matched with actionable, measurable, and realistic plans to ensure Council’s vision of Marwayne comes to fruition.

ECONOMIC RESILIENCE
<p>Goal To generate economic activity in the community; increase and diversify the assessment/tax base; and create local employment opportunities.</p>
<p>We will:</p> <ol style="list-style-type: none"> 1. Attract and retain a diverse range of businesses to meet the needs of the community and surrounding region. 2. Promote coordination and collaboration efforts with municipalities and regional economic development agencies in efforts to enhance business attraction and retention. 3. Improve Village broadband connectivity to ensure Village residents and businesses have access to the global economy, marketplace, and health and educational resources. 4. Support and grow Marwayne’s tourism and visitor economy.

COMMUNITY SAFETY, RECREATION AND WELLNESS
<p>Goal To ensure our community remains a safe, active, and healthy community.</p>
<p>We will:</p> <ol style="list-style-type: none"> 1. Support recreation and wellness programs, facilities and amenities that offer a broad range of activities available to citizens of all ages and abilities. 2. Promote safe community services and education programs that address traffic safety, crime prevention, vandalism, and environmental design for new development. 3. Enhance the safety of our community through proactive initiatives that involve resident and community organization discussions and engagement. 4. Support quality of life services, programs, facilities, and amenities that meet the needs of all residents in both the short and long-term. 5. Support a vibrant, inclusive, and welcoming community with small-town character where residents feel safe, and neighbours look out for one-another.

COUNCIL STRATEGIC PLAN

SERVICE DELIVERY

Goal

To deliver and improve essential and value-add services to support the quality of life of our residents.

We Will:

1. To provide dependable and well managed infrastructure to Village residents now and into the future.
2. Continually identify which services matter the most to residents and contribute to daily quality of life.
3. Focus on the identification of service priorities through the budget process.
4. Align staff, financial and capital resources with service priorities.
5. Focus on the long-term sustainability of the Volunteer Fire & Rescue Department.
6. Strive for service excellence through innovation and best practices.
7. Regularly recognize and communicate our service accomplishments to Marwayne’s residents.
8. Provide on-going monitoring of municipal planning and corporate initiatives.

COLLABORATION AND PARTNERSHIP

Goal

Seek out opportunities to collaborate and partner with local organizations, regional municipalities, and other levels of government to benefit the quality of life for Marwayne residents.

We will:

1. Identify specific areas and initiatives for increased activity to work together with local organizations, regional municipalities, and other levels of government for shared benefit.
2. Identify opportunities for capital infrastructure cost sharing for projects.
3. Identify opportunities for sharing resources and delivering shared services.

FINANCIAL SUSTAINABILITY

Goal Continually develop short- and long-term financial strategies in support of the Strategic Plan’s objectives and the Village’s future financial sustainability.

We will:

1. Develop a Financial Plan to support the Strategic Plan objectives.
2. Place more emphasis on the financial processes to become more strategic and able to meet the Village’s current and future resources challenges.
3. Develop a long-term tax strategy aligned with Marwayne’s financial resource requirements.
4. Ensure the annual budget process reflects plans to enhance the Village’s operational, capital, and reserve accounts.
5. Analyze and pursue opportunities for regional cost sharing for capital projects and services.
6. Develop a communication strategy and process to support resident’s understanding of the value they receive for their taxes, user fees and charges.

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COUNCIL STRATEGIC PLAN
Village of Marwayne





SUSTAINABILITY PLAN
Village of Marwayne



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Last Revised: 2022-06-29

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TABLE OF CONTENTS

1 INTRODUCTION 1

1.1 WHAT IS A SUSTAINABILITY PLAN? 1

1.2 SUSTAINABILITY PLAN PURPOSE 1

1.3 COMMUNITY SUSTAINABILITY IN THE VILLAGE OF MARWAYNE 2

1.4 PLAN INTERPRETATION AND ORGANIZATION 3

2 APPROACH 4

2.1 SUSTAINABILITY VISION 4

2.2 COMMUNITY SUSTAINABILITY VISION 4

3 FRAMEWORK 5

3.1 SUSTAINABILITY FRAMEWORK 5

4 WORK PLAN 6

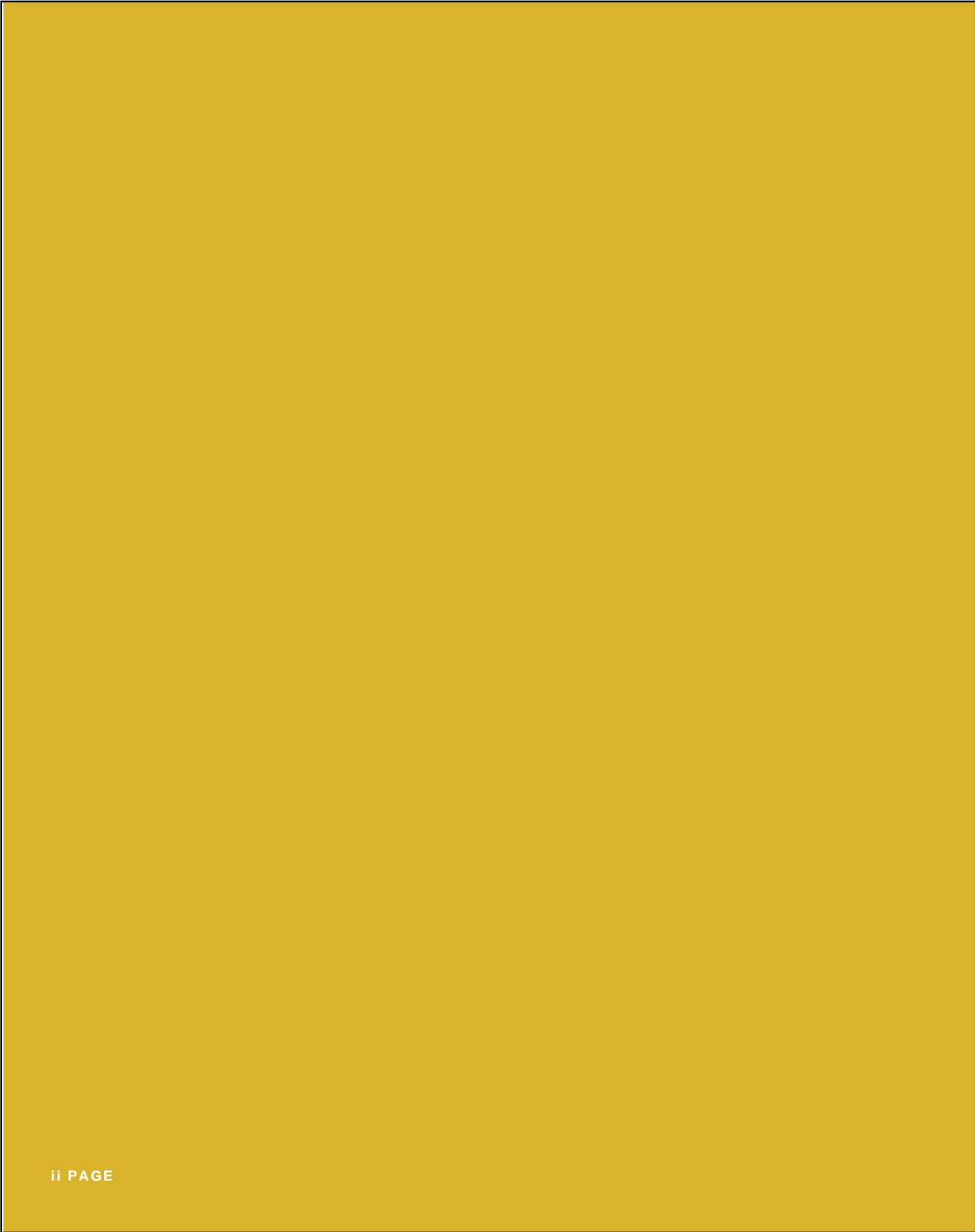
4.1 COMMUNITY 6

4.2 CULTURE 9

4.3 ECONOMY 10

4.4 ENVIRONMENT 14

4.5 GOVERNANCE 17



ii PAGE

1 INTRODUCTION

1.1 What is a Sustainability Plan?

A Sustainability Plan is a community’s roadmap for the future; it not only outlines a vision of where the community wants to be in 25+ years but also includes clear initiatives, strategies, and key performance indicators to measure and monitor actions taken to achieve the vision. It is a rallying, non-statutory document for a municipality, preparing the community for future changes, challenges, and opportunities, and requires ongoing refinement and iterations to move the community to where it wants to be. A Sustainability Plan emphasizes long-term thinking, collaboration between the municipality, private sector and community organizations, on-going dialogue between residents and stakeholders, and continuous monitoring and evaluation.

Sustainability plans are integrated sustainable planning documents linked to Council’s Strategic Plan, Municipal Development Plan, long-term Capital Planning and Corporate Business Planning. Sustainability Plans have:

- a defined **approach** with a vision, community engagement and sustainability commitment;
- a **framework** for recommended actions, setting priorities, and measuring success;
- a **work plan** to meet the framework; and,
- the **means to create** a Culture of Sustainability.

A Sustainability Plan may be more appropriately thought of as a community resiliency plan or as a community viability plan, but regardless of what it may be called, it is about honouring the community’s past, while proactively planning for a successful, ambitious, and viable future for generations. A Sustainability Plan focusses on the four (4) pillars of community sustainability: community (society and culture), economy, environment, and governance.

Benefits of a Sustainability Plan include:

- enabling a holistic and integrated approach by linking broad objectives, strategies, and actions.
- helping the municipality and community determine if the specific targets and goals have been reached, allowing broad intentions to be clearly translated into sustainable, on-the-ground, measurable results.
- creating a living document where, as success is achieved, the strategies and actions are renewed or replaced as necessary. This measured approach enables the municipality to work towards long-term sustainability.

1.2 Sustainability Plan Purpose

The Village of Marwayne is seeking a Sustainability Plan that is practical in use and function, that reflects and considers community consultation, capitalizes on its unique opportunities, and supports other statutory documents adopted by Council, such as the Municipal Development Plan (MDP), Intermunicipal Development Plan (IDP) and Land Use Bylaw (LUB). Ultimately, the Sustainability Plan is one of the many ways the Village is working hard to ensure Marwayne remains an excellent place to live, work, and play.

1

INTRODUCTION

Objectives of the Sustainability Plan:

- **Long-Term Visioning**
 A Sustainability Plan emphasizes long-term thinking, collaboration between the municipality, private sector and community organizations, on-going dialogue between residents and stakeholders, and continuous monitoring and evaluation. As a member of the Marwayne community, what will your Village look like in 10, 25, or 100 years? The Sustainability Plan aims to answer that question and achieve the community’s long-term vision.
- **Meaningful Strategies**
 To be successful, the Sustainability Plan must include ambitious - but achievable - initiatives and strategies. The engagement plan used to create the Sustainability Plan enabled stakeholders and the public to have a voice in telling the Village what is working and what isn’t and to describe what their long-term vision of the community is. The initiatives and strategies formed herein came directly from the community’s voices, a reflection of the ideas and ideals of those who call Marwayne home.
- **Outcomes Oriented**
 The Sustainability Plan is only a useful tool if the identified initiatives and strategies are followed through on. A critical component of the Sustainability Plan are the key performance indicators, which act as a monitoring tool to measure how well the Sustainability Plan is performing, and to keep the community and Council on track to meet the Plan’s intended outcomes. There are also mechanisms for review and updating, to ensure that the outlined initiatives and strategies match the current vision of the community.
- **Community Collaboration**
 Just as the Sustainability Plan will be built from the voices of the community, on-going community collaboration and involvement will be critical to the Plan’s successful implementation. This Plan outlines touchpoints for the Village to directly collaborate with Village resident’s, landowners, and business owners.

1.3 Community Sustainability in the Village of Marwayne

The Village of Marwayne has a rich history of undertaking community sustainability planning initiatives. In 2001, the Village of Marwayne Council chose to look to the future and accepted the responsibility to demonstrate prudent leadership in long-term, strategic, sustainable planning. In the following years, a number of different initiatives were pursued to ensure the long-term viability and resiliency of the community, involving members of the Village Council, community groups like the Marwayne Agricultural Society, and Village residents and businessowners. The first iteration of the Sustainability Plan, informed by community voices and collective vision, was endorsed in October 2008; the second iteration, building off the previous version’s foundation, was endorsed in July 2013.

Because of the collective community culture rooted in sustaining and enhancing the Village, Marwayne has been the recipient of several awards from provincial and federal bodies, with the most recent being the 2016 Federation of Canadian Municipalities (FMC) Sustainable Community Award. This iteration of the Villages’ Sustainability Plan has been built leveraging the successes of the past while recognizing areas of improvement for the future.

1.4 Plan Interpretation and Organization

The structure of this Sustainability Plan is intended to allow for easy interpretation of the topic areas, associated strategies and actions, and key performance indicators. Each section begins with a goal that addresses a specific topic relating to the four pillars of community sustainability. Within each section are specific objectives, strategies and associated actions to meet the objectives, and key performance indicators to keep the Village on track to meet its sustainability goals. This structure works best when the document is interpreted in a holistic manner where each of the four pillars of community sustainability are viewed in the context of one another rather than separately. Generally, the objectives, and ultimately the goals and vision of the Sustainability Plan are more likely to be achieved by addressing the complete set of policy directions.

This Sustainability Plan is organized into three major parts:

- **Approach**
Provides Marwayne’s sustainability approach, community engagement, vision, and commitment to sustainability.
- **Framework**
Provides the sustainability framework to reach Marwayne’s vision by outlining broad objectives, strategies, and recommended actions for the Village to undertake in the short, medium, and long-term, as is the backbone of the plan.
- **Work Plan**
Provides the workplan to achieve the Sustainability Framework, organized by the four (4) pillars of community sustainability.

2

APPROACH

2 APPROACH

2.1 Sustainability Vision

The Village of Marwayne is an inclusive and caring community that supports a safe, viable and small-town quality of life.

During previous Sustainability Planning initiatives, the community identified a number of core values, forming the basis of who the Village is and what the Village believes in. Marrying these values, within the context of Marwayne in 2022 and the Marwayne of the future, the following core values and associated visions form the basis of the Sustainability Plan.



VALUE 1: INTEGRITY

The Village of Marwayne governs in an open, honest, and transparent manner by considering resident values and needs when making decisions.



VALUE 2: RESPONSIBILITY

The Village of Marwayne provides quality, efficient, and effective service utilizing best practices and innovative “Marwayne-made” approaches to achieve constant improvement.



VALUE 3: COOPERATION & COLLABORATION

The Village of Marwayne works well with regional neighbours and other levels of government, as well as empowers community volunteers and community groups to achieve the shared community vision.



VALUE 4: COMMUNITY

The Village of Marwayne strives to be a safe, vibrant, active, and healthy community that supports families and fosters a strong sense of togetherness.

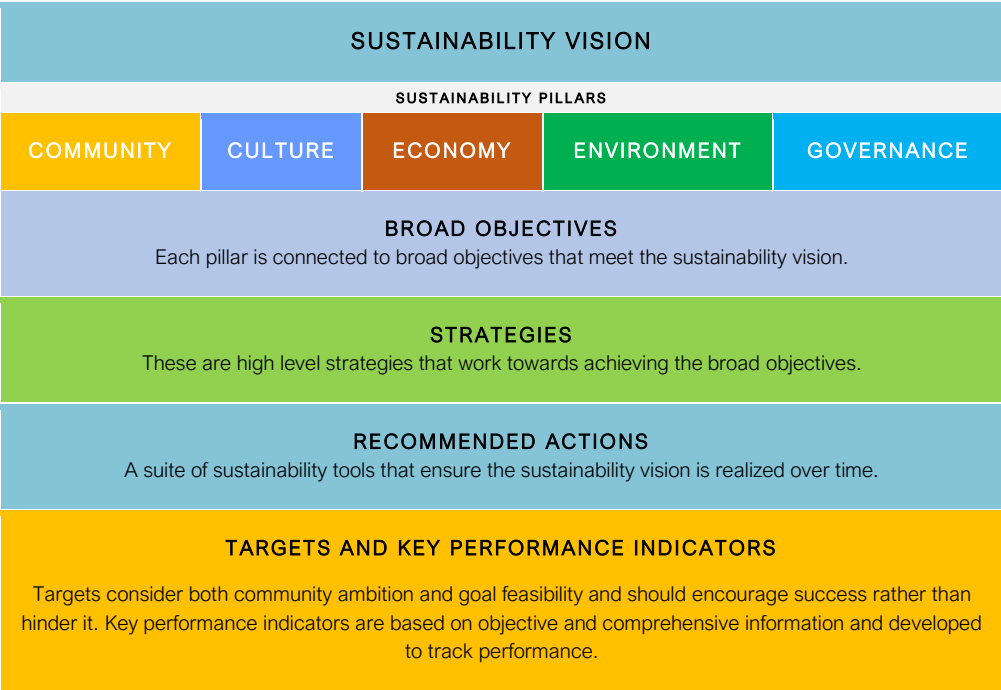
2.2 Community Sustainability Vision

Marwayne is committed to an ambitious, long-term pursuit of community sustainability, placing equal importance on equitable opportunities for all, environmental stewardship, financial viability, and societal resiliency for generations now and in the future. While Marwayne may look different in 5, 10, or 50 years from now, residents and businesses are proud to call Marwayne home, with a relentless commitment to embody the community’s core values and to support the community’s long-term resiliency

3 FRAMEWORK

3.1 Sustainability Framework

The sustainability framework is the backbone of this document, taking the directives of the community vision, core values, and sustainability commitment, and organizing it into actionable workplan.



By organizing the framework as indicated above with a holistic and integrated approach of linking objectives, strategies and actions between the sustainability pillars, the Sustainability Plan Vision has a greater chance of being realized. It also empowers the Village, and its residents and business owners, to track and measure progress, and to update the Sustainability Plan as needed to reflect current trends, evolving community values, and emerging innovations.

Community sustainability continuously evolves and should never be thought of as being “complete”. This Sustainability Plan is meant to be a living document, where if actions and strategies and objectives are deemed to have been met, a new set should be created in its place.

4

COMMUNITY

4 WORK PLAN

4.1 Community

To foster a strong sense of community based on excellent amenities and to build a welcoming society that encourages new people and businesses to locate to the area.

Marwayne is safe, caring, and secure community that recognizes the unique importance of every member of the community. Marwayne’s natural and built environments create a safe environment, a sense of place and an attractive small-town charm that fosters pride and community spirit which serves to retain residents and attracts new residents, visitors, and businesses. Marwayne also promotes and supports a healthy and active lifestyle, and there is a culture of personal responsibility for individual, family, and the community’s well-being. Marwayne residents and local organizations work with the different levels of government and agencies to meet the health and social needs (including physical, mental, spiritual, and emotional) of the community members, especially children, the elderly and people with special needs.

BROAD OBJECTIVES – COMMUNITY PILLAR

1. To provide a range of recreation and wellness opportunities to the community.
2. To create and maintain a safe community for all residents.
3. To provide programming, services and amenities that provide a good quality of life for residents.
4. To foster a vibrant and inclusive, small-town character.
5. To provide the framework for community sustainability.

STRATEGIES

1. Support inclusive recreation and wellness programs, facilities and amenities that offer a broad range of healthy activities available to citizens of all ages for recreational, social, artistic, and cultural expression and activity.
2. Support enforcement services and education programs that address traffic safety and safe streets and public places, crime prevention and vandalism, through environmental design for new development.
3. Support inclusive services, programs, facilities, and amenities that meet the needs of all residents over the long-term, including community gathering places, recreation, education, health, employment, and housing.
4. Create a welcoming, inclusive community where members feel safe, and neighbors look out for one-another and work towards the betterment of the community as a whole.

4

COMMUNITY

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Explore provincial and federal grant opportunities to support the creation of new or enhance services within the community.	Ongoing	Review annually	<ul style="list-style-type: none"> - Number of grants applied for. - Reporting to Council.
Use the awarded federal grant funding to finish the Village’s walking path, splash park, and public washroom/ change room by March 2023.	2023	Acquire funding to complete Village’s walking path, splash park, and public washroom/ change room	<ul style="list-style-type: none"> - Federal Grant acquired.
On an annual basis, conduct a community wide survey to gauge the community’s perception of facilities, amenities, and service levels. Where deficiencies exist, strategize and prioritize improvement methods.	Ongoing	Conduct annually	<ul style="list-style-type: none"> - 10 Responses for a simple survey (multiple Choice).
Update the long-term recreation plan to make sure we are meeting the community’s needs.	2023-2024	Set aside funds and complete recreation plan	<ul style="list-style-type: none"> - Funds budgeted and grants investigated. - Work with Agricultural society to prepare plan.
Support community ‘Welcome to Marwayne’ initiatives, including encouraging Council members to be part of the programs and/or activities.	Ongoing	Review annually	<ul style="list-style-type: none"> - Review with council - Number of programs and activities Councilors are members on.
Ensure the long-term sustainability of the Volunteer Fire & Rescue Department.	Ongoing	Review annually	<ul style="list-style-type: none"> - Number of recruitment activities. - Monitor volunteerism levels.

4

COMMUNITY

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Strategize with community movers and shakers to promote volunteerism within the community.	Ongoing	Conduct annually	<ul style="list-style-type: none">- Annual strategy session with Council.- Annual meeting with individuals and organizations.- Monitor volunteerism levels.
Celebrate Volunteer Week to thank the volunteers for their community spirit and active participation in keeping Marwayne thriving.	Ongoing	Conduct annually	<ul style="list-style-type: none">- Hold annual volunteerism event to recognize and celebrate volunteer efforts and participation.

4.2 Culture

To take pride in and celebrate Marwayne's rich and unique history and community culture.

Marwayne's community identity and character is celebrated by all community members and radiates outwards to visitors and regional partners alike. The community as a whole finds ways to nurture and embody the culture, drawing in programs, services, events and facilities that help celebrate, promote and recognize its strengths.

BROAD OBJECTIVES – CULTURE PILLAR

1. To nurture Marwayne's unique community identity and character.

STRATEGIES

1. Support programs, services and events in the community that help to celebrate, promote, and recognize the unique culture and heritage of Marwayne.

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Increase awareness and communication of community events.	Ongoing	Review quarterly	<ul style="list-style-type: none"> - Monitor activity on social media and website. - Update web contents monthly or as needed for important community events.
Enhance annual events that build on the Marwayne culture of rodeos and agricultural fairs.	Ongoing	Review annually	<ul style="list-style-type: none"> - Annual strategy session with Council and organizations to brainstorm ideas. - Number of actions implemented coming from strategy sessions.
Promote Marwayne's history and cultural heritage.	Ongoing	Review annually	<ul style="list-style-type: none"> - Monitor interest in Marwayne history. - Promote Marwayne's history website. - Promote and support updated content of Marwayne history book.
Encourage the placement of murals, banners, and other public art in the downtown that promote the history and culture of Marwayne.	Ongoing	Review annually	<ul style="list-style-type: none"> - Update downtown banners. - Annually work with individuals and organizations to promote murals and public art celebrating Marwayne.

4

ECONOMY

4.3 Economy

To ensure the long-term financial viability of the Village while maintaining excellent services for the residents.

Marwayne has a diverse, resilient, and vibrant local economy with successful and adaptive businesses that keep Marwayne sustainable. The community has an entrepreneurial spirit and works together to support local businesses and encourage innovation. Through collaborative actions across the wider region, residents have the capacity to find or create work opportunities and incomes to support sustainable lifestyles.

BROAD OBJECTIVES – ECONOMY PILLAR

1. To attract and retain a diverse range of businesses to meet the needs of the community and the surrounding region.
2. To promote coordination and collaboration efforts with other municipalities and regional economic development agencies in efforts to enhance business attraction and retention.
3. To improve Village broadband connectivity to ensure Village residents and businesses have access to the global economy, marketplace, health, and educational resources.
4. To support and grow Marwayne’s tourism and visitor economy.

STRATEGIES

1. Create an Economic Development Strategy to identify business and industrial opportunities to help diversify the Marwayne economy and retain and attract new businesses.
2. Support emerging and existing recreational and tourism markets.
3. Work with partner municipalities and regional economic development organizations to provide local business support resources.
4. Plan for strategic infrastructure development and a target marketing plan as a proactive step towards economic resiliency.
5. Pursue funding from the provincial and federal governments to provide fast, reliable, and accessible broadband for Village residents and businesses. The broadband should meet or exceed federal broadband target speeds.

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Create a Retention/Attraction strategy to target specific industries/businesses to locate in the Village.	2022-2023	Review Annually	<ul style="list-style-type: none"> - Annually review strategy content with Council and economic development committee. - Number of contacts made to actively promote targeted industries and businesses through website, site selectors and Alberta Hub.

4

ECONOMY

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Continuously update content on the Alberta HUB website so that prospective businesses have the most up-to-date information about the Village.	Ongoing	Review quarterly	- Quarterly update web content on Alberta HUB web site.
Work with partner municipalities and regional economic development organizations to provide local business support training, regional marketing and promotion, and other small business resources.	Ongoing	Quarterly – semi-annual meetings	- Create a business link on the Marwayne website linking resources for businesses, celebrating local successes stories, and regional educational programs. - Number of regional education programs to support Marwayne businesses.
Play an active role in the Vermilion River Regional Alliance, working with other member municipalities and organizations to promote the region as an excellent place to live, work and do business.	Ongoing	Quarterly – semi-annual meetings	- Two Councillors and CAO participate on VRRRA committee.
Promote the services offered by the Lloydminster Region Business Development Centre to businesses within the community.	Ongoing	Quarterly – semi-annual meetings	- Create a business link on the Marwayne website linking LRBDC resources. - Council appoints representatives to LRBDC.
Create an area structure plan for the undeveloped, Village owned lands designated for industrial and/or commercial use.	2023	Adopted Area Structure Plan Q4, 2023	- Completed by 2023.

4

ECONOMY

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Subsequent to the area structure plan being adopted, develop a business case to determine if it is financially feasible for the Village to front-end infrastructure costs to attract business to the community.	2023	Adopt Business Plan Q4, 2023	- Incorporate business plan strategy into Village budget.
Continue to support programs and municipal inventories, like the Highway Signage Project and the business directory on the Village website, to promote businesses within the Village.	Ongoing	Review annually	- Number of programs and initiatives started and maintained.
Seek funding through the Alberta and Canada Broadband Strategy.	Ongoing	Review annually	- Amount of grant dollars able to access annually to support improvements to local broadband network.
Equip all municipal and public infrastructure within the Village to be able to capitalize on the connectivity.	Ongoing	Review during the preparation of the annual municipal budget	- Number of hotspots and infrastructure connected to the internet.
Development, implement and monitor a Tourism and Visitor strategy.	Ongoing	Review annually	- Number of visitor indicators developed (visits or dollars spent). - Annual reporting to Council.
Provide updates to the Go East of Edmonton website on a semi-annual basis.	Ongoing	Semi-annual	- Two tourism updates per year to Go East of Edmonton.

4

ECONOMY

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Work with community members and not-for-profit organizations to determine what weekly, bi-weekly, monthly, or annual events occur or could occur in the community to draw visitors (ex. monthly food truck and farmers market along main, bi-weekly summer concert series etc.).	Ongoing	Semi-annual	- Semi-annual meetings with community members and or not for profit organizations (Agricultural Society) to prepare community calendar of events (Cowboy Dance).

4

ENVIRONMENT

4.4 Environment

To preserve and enhance the natural environment for the enjoyment of future generations.

Marwayne is a leader in climate resiliency, proactively adapting and embracing innovative methods to prepare for adverse impacts of climate change. Incrementally over time, municipal infrastructure and assets has been upgraded to better withstand and rebound from extreme weather events, and the community has embraced green infrastructure to balance reliance on renewable resources with non-renewable resources. The community embraces the notion that they are all meant to be stewards of the landscape they call home.

BROAD OBJECTIVES – ENVIRONMENT PILLAR

1. To ensure the Village is prepared for the adverse effects of severe weather events and climate change.
2. To ensure new publicly funded buildings and retrofitted buildings incorporate a high degree of energy and environmental design standards.
3. To ensure the Village is a good steward of the environment when allowing new greenfield developments.
4. To reduce the level of waste directed to the landfill.
5. To ensure the Village provides sufficient water resources that are dependable, clean, and healthy that exceed Provincial quality requirements and meets the needs of residents.

STRATEGIES

1. Increase the Village’s capacity to be resilient in the event of adverse effects of severe weather events and climate change.
2. When the Village builds, retrofits, or contributes funding for new facilities it should incorporate energy efficient fixtures, renewable energy resources and environmental design building standards.
3. When new greenfield developments are approved, they will follow industry practices for environmental assessment and management.
4. In collaboration with the Solid Waste Management Authority, the Village should support programs to reduce waste to the landfill and encourage recycling and reuse.
5. The Village will minimize potable water utilization and optimize use of non-potable water.

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Complete a municipal infrastructure review to determine what infrastructure may be vulnerable to adverse effects of climate change.	Ongoing	Annual assessment	<ul style="list-style-type: none"> - Prepare an asset inventory. - Annual assessment reporting to Council.

4

ENVIRONMENT

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Develop a community climate resiliency plan, with measures to incrementally build up the capacity of municipally owned buildings and infrastructure to withstand the impacts of the changing climate.	Ongoing	Completed community resiliency plan Q4, 2023	<ul style="list-style-type: none"> - Community climate resiliency plan incorporated into asset management plan. - Annual assessment reporting to Council.
Seek grant funding to incorporate green technologies and the use of alternative energies within community assets (ex. solar powered display signs, etc.).	Ongoing	Review annually	<ul style="list-style-type: none"> - Amount of grant dollars received to implement green technologies. - Number of green technologies approved by Council each year.
Explore practical applications and incentives for green technologies for landowners and businesses within the Village.	Ongoing	Review annually	<ul style="list-style-type: none"> - Quarterly advertise as part of the community newsletter.
Develop an awareness strategy for landowners and businesses to better understand the effects of climate change and ways that they can proactively prepare for and mitigate any adverse effects.	Ongoing	Review annually	<ul style="list-style-type: none"> - quarterly advertise as part of the community newsletter.
Develop partnerships that will mitigate capital costs to the extent that our community can begin implementing energy efficient facilities and equipment.	Ongoing	Review annually	<ul style="list-style-type: none"> - Number of regional municipal, utility, and community organizations Marwayne can partner with to mitigate capital costs.
Foster the “reduce-reuse-recycle” approach to solid waste management in collaboration with the Solid Waste Management Authority.	Ongoing	Review annually	<ul style="list-style-type: none"> - Number of initiatives and programs Marwayne can participate in waste reduction and diversion.

4

ENVIRONMENT

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Minimize potable water utilization and optimize use of non-potable water through the use of metering and user pay structures, public awareness, and education programs.	Ongoing	Review annually	- Number of initiatives (rain barrels), programs and public awareness notices in the community newsletter.

4.5 Governance

To establish a framework for sustainable, reliable, and transparent governance.

Marwayne’s Council and administration strives to be seen as a leader in their roles as the policy makers and regulators within the region. The Village itself maintains the capacity and resources needed to provide an excellent quality of service to its residents and businesses, meeting their needs through proactive measures while being financially savvy to best use rate-payer dollars.

BROAD OBJECTIVES – GOVERNANCE PILLAR

1. To have responsible and transparent decision-making.
2. To work collaboratively with regional partners to build resiliency and efficiencies in the delivery of municipal services to residents.
3. To provide on-going monitoring of municipal planning and corporate initiatives.
4. To provide dependable and well managed infrastructure to Village residents now and into the future.
5. To ensure the financial sustainability of the Village.

STRATEGIES

1. Provide Council with information necessary to make informed decisions and the public with information to promote decision-maker accountability.
2. Find opportunities to collaborate with regional neighbours, provincial and federal governments, and not-for-profits for mutual benefit.
3. Monitor and adjust processes as necessary to ensure people and community focused outcomes that contribute to community sustainability and resiliency.
4. Continue to build upon our Asset Management Strategies and program to best manage Village facilities, infrastructure, and lands.
5. Annual capital and operating budgets to meet Village service levels and capital replacement needs.

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Annually update the Village’s asset management plan to ensure proper reserve funding is being set aside to fill future needs or service gaps.	Ongoing	Review annually	<ul style="list-style-type: none"> - Annual review and reporting to Council. - Annual adjustments to asset management plan to reflect annual budget process.

4

GOVERNANCE

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Develop a support tool that helps Councillors make informed priority setting decisions during strategic planning and budgeting cycles.	Ongoing	Q4, 2022	- Develop support tools. - Number of times the support tools are used to set priorities and budget direction.
Ensure municipal resources are available to pursue all available grants and project cost-sharing opportunities, and support not-for-profit organizations when applicable.	Ongoing	Q1, 2023	- Council approving budget for municipal resources. -
Develop a semi-annual program where Councillors are made available to the public for meet-and-greets.	Ongoing	Review annually	- 2 meet-and-greets with Council per year.
Continue to seek ways to inform the public on key initiatives undertaken by the Village, services and amenities offered, and resources available for public use, including both virtual, analog and in-person methods.	Ongoing	Review annually	- Number of new or changed methods or approaches the public is made aware of Marwayne initiatives. -
Restructure the Village's website for ease of access by community members and the public.	2022	Q4, 2022	- Restructure the Village website.
Annually provide Council with updates on the long-term financial health of the municipality, with recommendations to appropriately fund reserve accounts.	Ongoing	Review and present annually	- Annual financial sustainability reporting to Council. -
Maintain and nurture the Village's relationship with the Agricultural Society and other local not-for-profit organizations to benefit the community.	Ongoing	Review annually	- Annual meeting of Council and CAO with Agricultural Society and other local not-for-profit organizations.

4

GOVERNANCE

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Maintain and nurture the Village's relationship with the Buffalo Trail Public School Division, utilizing each other's resources for the benefit of the community.	Ongoing	Review annually	<ul style="list-style-type: none"> - Annual meeting of Council and CAO with the Buffalo Trail Public School Division to build relationships to benefit the community. - Number of times the Village can provide information to the community in the school's newsletter. -
Seek opportunities to share municipal resources with the County of Vermilion River by way of the Intermunicipal Collaboration Framework.	Ongoing	Review semi-annually	<ul style="list-style-type: none"> - Two meetings annually to share information, services, and collaborate on ICF initiatives (ASP Partnership).
Jointly pursue grant funding with the County of Vermilion River for municipal services and community assets.	Ongoing	Review annually	<ul style="list-style-type: none"> - Meeting annually to collaborate on joint grant funding proposals and initiatives (ASP Partnership).
Work with the County of Vermilion to address land use matters along jurisdiction boundaries, such as a joint Area Structure Plan.	Ongoing	Review semi-annually	<ul style="list-style-type: none"> - Two meetings annually to share information, and address land use matters along jurisdiction boundaries and collaborate on ICF initiatives (ASP Partnership).
Pursue opportunities to work with provincial and/or federal authorities, capitalizing on their resources to support community resiliency.	Ongoing	Review annually	<ul style="list-style-type: none"> - Setup quarterly meetings between Council, CAO, and provincial and/or federal authorities to share information regarding issues facing Marwayne, and opportunities to work together.
Assess and provide Council with updates quarterly on how well progress is being made pursuing the objectives, strategies and actions outlined in this Sustainability Plan.	Ongoing	Quarterly reporting	<ul style="list-style-type: none"> - Quarterly reporting to Council.

4

GOVERNANCE

ACTIONS	TIMEFRAME	TARGET	KEY PERFORMANCE INDICATORS
Every year, review outcomes of this plan achieved in the previous, celebrating successes and identifying shortcomings, amending and/or reprioritizing actions as necessary to keep this document relevant and up to date.	Ongoing	Review annually	- Annual report to Council.
Every four years, in alignment with the municipal election cycle, and within six months following the election, complete a comprehensive review of this Sustainability Plan to ensure relevancy to the directives of Council and the community.	Ongoing	Every four years post-election	- Comprehensive review every four years post-election.

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SUSTAINABILITY PLAN
Village of Marwayne



Asset Management Plan

2022-2031

The Village of Marwayne



Project No. 22-119

Limitations and Disclosure

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TABLE OF CONTENTS

1 EXECUTIVE SUMMARY 4

2 HISTORICAL OVERVIEW..... 5

3 SCOPE AND METHODOLOGY 6

4 STATE OF THE INFRASTRUCTURE 7

 4.1 ASSET INVENTORY 7

 4.2 REPLACEMENT COST..... 8

 4.3 CONDITION ASSESSMENT APPROACH..... 9

 4.4 LEVELS OF SERVICE..... 9

5 COMPREHENSIVE ANALYSIS BY ASSET TYPE..... 21

 5.1 ROAD NETWORK..... 21

 5.2 SIDEWALKS 35

 5.3 CURBS & GUTTERS..... 40

 5.4 STREET LIGHTS 45

 5.5 BRIDGES 48

 5.6 WATERLINES 51

 5.7 PUMPING STATIONS (WATER)..... 58

 5.8 WATER VALVES & FITTINGS 62

 5.9 HYDRANTS 66

 5.10 WATER METERS 69

 5.11 WATER RESERVOIRS 71

 5.12 SEWERLINES 75

 5.13 SEWER MANHOLES..... 82

 5.14 PUMPING STATIONS (SEWER) 85

 5.15 LAGOON..... 88

 5.16 SEWER FITTINGS 90

 5.17 STORMLINES 93

 5.18 MANHOLES (STORM)..... 96

 5.19 CATCH BASINS 100

 5.20 PONDS..... 103

 5.21 CULVERTS..... 105

 5.22 BUILDINGS 108

 5.23 PARKING LOTS 114

 5.24 VEHICLES..... 119

 5.25 TRAILS..... 123

 5.26 LAND IMPROVEMENTS 127

 5.27 EQUIPMENT 131

6 CAPITAL INVESTMENT PLAN 136

 6.1 BACKGROUND 136

 6.2 OVERVIEW..... 136

 6.3 METHODOLOGY 137

7 ASSET MANAGEMENT PLAN RESULTS 138

8 FINANCIAL PROJECTIONS..... 140

 8.1 CONSUMER PRICE INDEX: OUR PERSPECTIVE..... 141

 8.2 FINANCIAL STRATEGY ASSUMPTIONS..... 142

 8.3 FUNDING REQUIREMENTS..... 142

9 FINANCIAL STRATEGIES – THE INFRASTRUCTURE GAP 144

 9.1 STRATEGY 1: SPECIAL LEVY 144

 9.2 STRATEGY 2: RETHINKING INFRASTRUCTURE SERVICES 145

 9.3 STRATEGY 3: STRATEGIC USE OF DEBT 146

 9.4 STRATEGY 4: USE OF GRANTS..... 147

10 RECOMMENDATIONS 149

 10.1 SOTI RECOMMENDATIONS 149

 10.2 CAPITAL PLAN RECOMMENDATIONS..... 150

 10.3 LEVEL OF SERVICE RECOMMENDATIONS 151

 10.4 FINANCIAL STRATEGY RECOMMENDATIONS 152

11 CONCLUSIONS 152

12 APPENDIX A – DETAILED LIST OF CAPITAL PROJECTS 154

1 EXECUTIVE SUMMARY

The Village of Marwayne is undertaking a detailed evaluation of all its existing infrastructure in order to update their long-term Asset Management Plan, put the municipality in a position to receive the Federal Canada Community-Building Fund (formerly Gas Tax Fund) and other grants, and build a fully implementable program for its residents which aims to further strengthen municipal asset management practices.

Infrastructure Solutions Inc. was well supported by the Village of Marwayne's Chief Administrative Officer to accumulate the geometric and condition assessment data, where available. We based the Asset Management Plan on all asset types and their current replacement costs. Asset lifespans, condition and project requirements were determined by engineering assessments and degradation curves. Where condition assessments were unavailable, ISI applied an age-based analysis. Our objective was to build a practical asset management plan based on optimizing the capital spend and taking corrective action to address The Village of Marwayne's infrastructure deficit.

The Municipality's infrastructure deficit is defined as the added investment that would be required to maintain a Municipality's infrastructure at appropriate service levels and in a good state of repair today. Based on our calculations, The Village of Marwayne's infrastructure deficit is calculated to be \$2,845,756. The Village of Marwayne's infrastructure deficit is quite significant and eliminating it within a 10-year period will be challenging with the Village's current financial capability. We have analyzed the municipal assets in detail with the objective of optimizing how capital is expended.

We have reviewed the Village's current/projected capital contributions in relation to its current/projected needs. For the tax funded assets, the Village currently has an operating deficit resulting in a total negative contribution of (\$51,750) per annum to its capital program with a contribution requirement of \$399,295 per annum. Therefore, with an annual funding gap of about \$450,000, the Village of Marwayne does not have sufficient funds available to fully fund its operating expenditures capital projects and to eliminate its deficit within the 10-year plan period.

For the user fee funded environmental assets, the Village currently is contributing a negative (\$51,688) per annum to its capital program with a requirement to contribute \$63,676 per annum. Therefore, with an annual funding gap of about \$115,000, the Village of Marwayne does not have sufficient funds available to fully fund the environmental operating expenses and capital renewal projects.

Since the Asset Management Plan was last updated in 2018, the tax and user fee revenues have declined while at the same time the expenditures have increased. Marwayne is experiencing an increasing funding gap, possibly explained by a decline in population. Grants received in previous years, operating or capital, are not assumed to be recurring regularly, and are consequentially not included in the financial forecasting. The Village has been relying on Provincial and Federal grants to supplement the operational and capital funding requirements and will have to continue to do so unless it closes the funding gap by other means.

As highlighted in the SOTI Report within this document, Marwayne's most valuable assets by replacement cost are the Roads (36%), the Water System (18.3%), the Wastewater System (15.5%), Buildings (15.2% and the Stormwater System (12.3%), and all are in Fair condition, while the Stormwater System is even in Excellent condition. Only the Sidewalks, Curbs & Gutters

and Bridge are in poor condition, based on an age-based analysis, and need attention. To improve the accuracy of the capital planning, it is recommended to establish periodic condition assessments for as many asset types as is practical.

2 HISTORICAL OVERVIEW

Municipal infrastructure is the foundation that the daily life of Canadians is built upon. The strength of this foundation enables our communities and local businesses to grow and it ensures that Canadians have a high quality of life. Municipalities own the core infrastructure assets that are critical to the quality of life of Canadians and the competitiveness of our country. Almost 60% of Canada’s core public infrastructure is owned and maintained by municipal governments. According to survey results, the total value of core municipal infrastructure assets is estimated at \$1.1 trillion dollars or about \$80,000 per household.

The delivery of essential public services is reliant on a strong foundation of municipal infrastructure. This foundation enables our communities and local businesses to grow and ensures Canadians can lead safe and healthy lives. The Village of Marwayne is not alone in dealing with an infrastructure deficit. According to the Canadian Infrastructure Report Card (CIRC), one-third of our Canadian municipal infrastructure is in fair, poor or very poor condition, increasing the risk of service disruption. Assets in fair, poor and very poor conditions represent a call for action. Survey results demonstrate that roads, municipal buildings, sport and recreation facilities and public transit are the asset classes most in need of attention. Figure 1 provides a summary of the physical condition ratings for all municipal asset categories across the country.

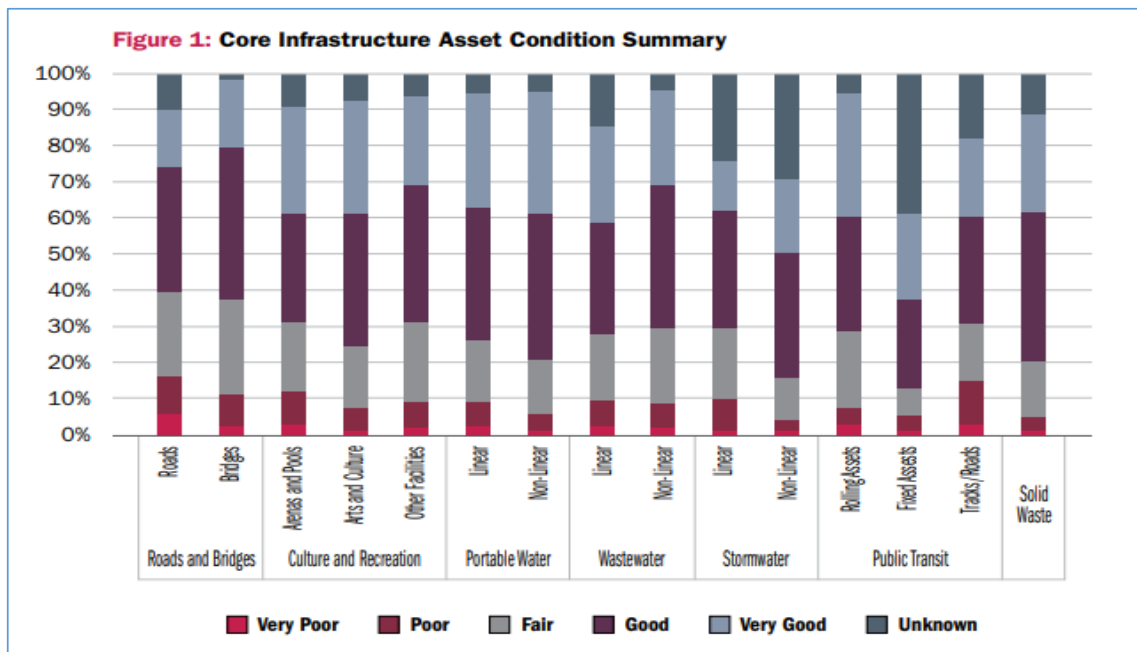


Figure 1: Physical Condition Ratings by Asset Category
 Source: 2019 Canada Infrastructure Report Card

Increasing reinvestment rates will stop the deterioration of municipal infrastructure. The 2019 CIRC report found that rates of reinvestment are lower than targets recommended by asset management practitioners. The rate can vary based on factors such as the age of the infrastructure, the level of service and risk tolerance. The values provided are based on the experience of municipal asset management practitioners and are intended to be informative in nature. Roads and sidewalks, storm water, and sport and recreation infrastructure presented the largest gaps in terms of current and target rates of reinvestment. Figure 2 demonstrate the gap between current and target reinvestment levels. Continuing down this path will result in a gradual decline of physical condition levels that will impact municipal services. When contrasted with target reinvestment rates it becomes clear that current levels of reinvestment in municipal infrastructure are inadequate.

Target Reinvestment Rates vs Current Reinvestment Rate

Infrastructure	Lower Target Reinvestment Rate	Upper Target Reinvestment Rate	Current Reinvestment Rate
Potable Water (linear)	1.0%	1.5%	0.9%
Potable Water non-linear)	1.7%	2.5%	1.1%
Wastewater (linear)	1.0%	1.3%	0.7%
Wastewater (non-linear)	1.7%	2.5%	1.4%
Stormwater (linear)	1.0%	1.3%	0.3%
Stormwater (non-linear)	1.7%	2.0%	1.3%
Roads and Sidewalks	2.0%	3.0%	1.1%
Buildings	1.7%	2.5%	1.7%
Sport and Recreation	1.7%	2.5%	1.3%

Figure 2: Target Reinvestment Rates vs Current Reinvestment Rate

Source: 2016 Canada Infrastructure Report Card

3 SCOPE AND METHODOLOGY

The scope of this project is to undertake a detailed evaluation of all the Village of Marwayne’s existing infrastructure in order to update the 10-year Asset Management Plan, give the Village continued eligibility to receive the Federal Canada Community-Building Fund (formerly Gas Tax Fund) and other grants, and build a fully implementable program for its residents which aims to further strengthen municipal asset management practices.

Asset management planning requires that the most cost effective and realistic decisions are made regarding the building, operating, maintaining, renewing, replacing and disposing of infrastructure assets. The prime goal of the Asset Management Plan is to maximize benefits, manage risk, and offer satisfactory, safe and sustainable service levels to the public. Asset management planning requires that the Village of Marwayne has an in-depth understanding of the characteristics and condition of infrastructure assets, as well as the service levels they are expected to meet. Asset management planning also involves strategic prioritization and optimization to obtain the best decision-making concerning the timing and utilization of investments, which includes a comprehensive and achievable financial strategy.

ISI and the Village of Marwayne are using the DOT™ (Decision Optimization Technology) software to assist in establishing that the most cost-effective and realistic decisions are made

regarding the replacement, maintenance, rehabilitation, and reconstruction of The Village of Marwayne's assets. DOT™ will give you a plan that is flexible, easy to update, credible, defensible, and implementable.

Using any software to build an Asset Management or Capital Plan is complex. Effective planning requires a balancing act which contemplates fluctuating annual budgets, shifting strategic priorities, service levels objectives and public expectations, risk and safety considerations, cross-departmental co-operation, and due consideration to political objectives. DOT™ helps with the analytical process, best utilizing your current budget to best meet your financial and socioeconomic objectives. It determines what your budget needs to be to manage your infrastructure deficit and reach your levels of service objectives. It provides concrete recommendations and an actionable plan to put your community on a solid path forward. It generates a plan that well exceeds ISI 55000 standards and meets all Provincial and Federal regulations.

DOT™ is unique in the industry. Firstly, for the plan to be right, the civil engineering must be right. We have spent years in R&D working out degradation curves, lifecycle expectations, and factors like the impact of preventive maintenance. Secondly, prioritization and cost-benefit analysis methodologies do not have the analytical capability to manage a SAMP or Capital plan's complexity. Instead, DOT™ utilizes state-of-the-art, multiyear, multi-constraint optimization algorithms to create a range of scenarios to attain the best plan forward. Our flexible and comprehensive analytical processes give you the opportunity to attain your unique objectives for levels of service, socio-economic factors, and safety considerations. Finally, the plan you generate is only as good as your ability to gain support from your Council and community. DOT™ uses highly visual reports, presentation, and report ready, to simplify your communication task.

With DOT™ our objective is simple. We believe that the best plans are generated by local administrators, working in conjunction with their public works department (and external engineering companies when necessary), and interfacing with the community and Council to establish their political and level of service objectives. We will continue to expand the functionality of DOT™ as a world class municipal planning tool, built for Canadian governments by a Canadian company.

4 STATE OF THE INFRASTRUCTURE

4.1 ASSET INVENTORY

The Asset Repositories for all asset types have been assembled, using as much information as the Municipality had available. The following procedure was used to assemble the Asset Inventories for this plan:

- a) All asset types, location and quantities;
- b) Segmenting of linear assets into manageable sections;
- c) Unique Asset ID's for each asset type;
- d) Geometrics of the asset (dimensions and physical properties)
- e) Current year financial accounting valuation using historical costs and depreciation assumptions and replacement cost calculation accounting for expected inflation, changes in technology and other factors;
- f) Asset age distribution and asset age as proportion of expected useful life;

- g) Identified needs for all asset types
 - i. identify deficiencies
 - ii. identify treatments and life cycle interventions currently used to address deficiencies, including maintenance
 - iii. determine cost of treatments and interventions
 - iv. develop list of all asset needs with a multi-year listing (10-year) projects assuming unlimited funding; and a year-by-year (10-year) listing of total costs and capital requirements.

This section will also be supported by:

- a) An inventory database of infrastructure covered by the plan, which includes basic asset information.
- b) Records of all assumptions.
- c) A data verification policy and a condition assessment policy, consistent with provincial requirements, setting out when and how asset information will be verified and when and how assets will be assessed to determine their condition.

4.2 REPLACEMENT COST

Replacement Costs are calculated for each asset. The following hierarchy is used in calculating Replacement Costs, depending on data availability:

1. Replacement Costs provided by client, inflated to 2021
2. Reconstruction unit costs where available, inflated to 2021
3. Initial Cost, inflated to 2021

The Municipality's Replacements costs by Asset Type is shown here:

Module	Replacement Cost	Percentage
Transportation	\$14,889,459	36.2%
Bridge	\$84,307	0.2%
Water	\$7,528,118	18.3%
Wastewater	\$6,361,880	15.5%
Stormwater	\$5,082,009	12.3%
Facilities	\$6,252,429	15.2%
Fleet	\$516,656	1.3%
Parks	\$72,330	0.2%
Other	\$388,959	0.9%
TOTAL	\$41,176,147	100.0%

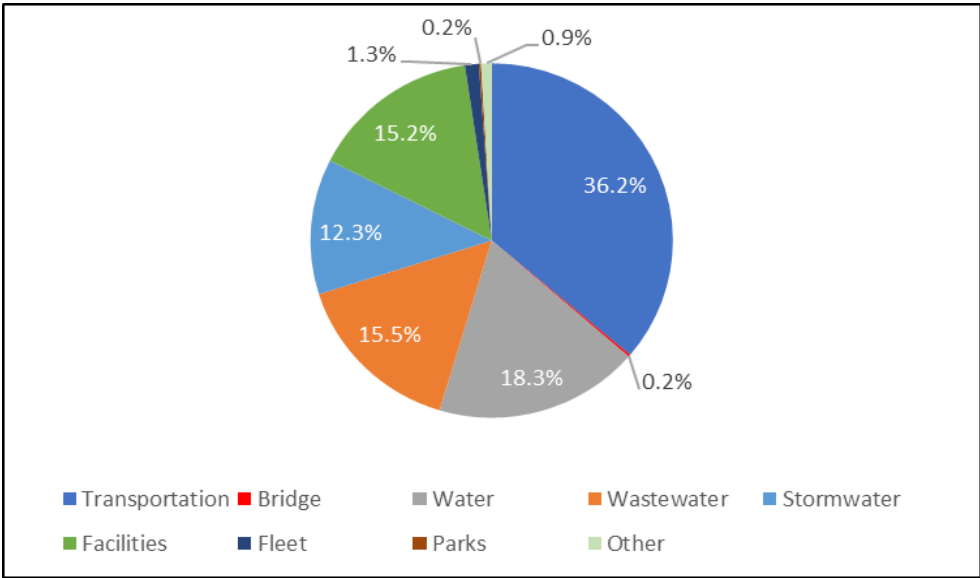


Figure 3: Asset Replacement Cost by Category

4.3 CONDITION ASSESSMENT APPROACH

Wherever condition assessments are available, they were utilized to determine asset conditions. When no condition data were available, an age-based condition rating of %RSL (% Remaining Service Life) was calculated based on the predicted service life for a given asset. The condition assessment approach used is stated for each Asset Type in Section 5.

4.4 LEVELS OF SERVICE

The plan will define potential Levels of Service (LOS) for community consideration through performance measures, targets, and timeframes to achieve them. This section provides an overview of the Level of Service methodology used and is supported by specifications for each asset type in Section 5, of which performance measures are associated with a given asset type, current performance and expected performance over the planning period, as well as any assumptions. We made recommendations, but significant input was provided by The Village of Marwayne to define their desired levels of service, and these targets will be refined further with time.

4.4.1 OVERVIEW

Levels of Service (LOS) are statements of service performance delivery. LOS is established based on Council direction, the needs or wants of the community as well as legislative and regulatory requirements. This report includes Operating Performance Indicators (OPI's) for current levels of service. Through the ongoing Asset Management process, LOS will be further defined for the Municipality, the Municipality's assets, and the community. They all are interconnected.

There is likely further effort required by the Municipality to address and formally define levels of service from a customer perspective. Asset management, at its root, is really about balancing the full life cycle costs of various services and the levels of service being provided. It is about knowing what levels of service customers expect and what they are willing to pay. The level of service is a reflection of the quality, function, and capacity of the services being provided. As a Municipality, you might consider:

- The level of service you are currently providing to users
- The annual cost to continue to provide the current level of service
- How the level of service is expected to change in the future given current funding levels
- If you are meeting the level of service expectations of your users given the costs to provide current and desired levels of service

As a rough generalization, the higher the level of service provided, the higher the life cycle costs of providing that service. Levels of service drive the expected treatments in the management of infrastructure. Customer levels of service outline the overall quality, function, capacity, and safety of the service being provided. Technical levels of service outline the operating, maintenance, rehabilitation, renewal and upgrade activities expected to occur within the Municipality. When practicing asset management, it is important to first document the current level of service being provided. As asset management becomes more established within your Municipality, levels of service may be set through consultation with the community. However, it is critical that prior to consulting with the public, the current levels of service along with associated life cycle costs are understood.

It is also important to discuss how various levels of service may have different risks associated with them. These risks may play an important role in determining if certain levels of service are acceptable. As with all economic analysis, a sensitivity analysis should be carried out on those parameters which are more likely to be beyond the control of the organization, such as market forces affecting the opportunity cost of capital, community expectations/perception on risk and factors in the long-term, health and safety effects, community economic effects, environmental and social effects, feasibility including public support and the Municipality's readiness.

4.4.2 LEVEL OF SERVICE APPROACH

The implementation of a formal Maintenance Management System (MMS), among many other items, measures the response time, lag time, total time to resolution, resources involved, and communication logs for all issues identified internally and by customers. Going forward, this type of information not only provides the basis for resource and program management decisions but is key information that will provide council and the public with the service level information in relation to the cost of service. Historically a significant portion of activities has been provided at a 'best we can do with what we have' basis. Through a review of design guidelines, and metrics being captured by the MMS, The Village of Marwayne can re-orientate service delivery that is driven by service level expectations that incorporate Level of Service factors. To assist in better establishing Levels of Service, The Village of Marwayne should also consider collecting technical performance measures needed to provide information on:

- the types of failure
- the number of customers affected
- the duration of the failure
- the severity of the failure

This kind of technical performance measurement and monitoring is undertaken to support decision-making by the asset managers within an organization. It addresses issues for consideration in the effective management of the assets, such as:

- Assessing the effectiveness of the operational, maintenance and capital works program
- Review and refinement of maintenance and rehabilitation strategies and standards
- Assistance in strategic decision-making through the definition of remaining life, based on the measure being assessed, e.g. capacity of a pipe versus demand.

Benchmarking and other comparison management techniques are used both internally and for external regulation and monitoring, to assess the performance of infrastructure groups and asset owners. Each Municipality needs to consider developing rating systems to judge the assets from both a Municipality’s perspective with the values that it brings to the organization, and also from a user’s or regulator’s perspective, in terms of the functionality, suitability, cost and service performance of the asset.

4.4.3 LEVELS OF SERVICE PROCESS

Some Levels of Service (LOS) for the Municipality can be attained through documents developed in the industry and by internally focusing on technical requirements that meet generally expected levels of operation and safety:

- Provincial Minimum Maintenance Standards (MMS) for roads, street lighting, water and drainage
- Drinking Water Quality Management System (DWQMS)
- Engineering Standards Manuals

Operating Performance Indicators – These are the main activities within each operating budget cost center. These activities (OPI’s) link directly to the level of service provided by the Municipality. The OPI’s also include maintenance tasks that help extend asset life. A good balance between asset replacement through capital funding and ongoing maintenance provides the best cost efficiency and service productivity.

4.4.4 OPERATING PERFORMANCE INDICATOR EXAMPLE

ROADS				
Service	Operating Performance Indicators (OPI)	Current Performance	Target Performance	Timeframe
Examples for Roads below:				
Road Maintenance & Repairs	Complete approximately X work orders per year for service requests including pothole repair, minor asphalt patching, sightline improvement, MVA clean-up.	1500	500	3 Years
Brushing and Roadside Mowing	Complete approx.. X km's of brushing on roadsides annually.	N/A	50 km	2 Years
	Complete roadside mowing X times annually	2	3	3 years

Boulevard Maintenance	Twice per year cut every boulevard in the Municipality.	2	3	3 Years
	Annual weeding, cleaning, and caulking of X km of sidewalk and curb.	7	7	
	Maintain sight lines at intersections for vehicle and pedestrian safety.	14 Days	14 Days	Timeline Achieved
	Roads Recapped ___km's - Annual Average	8	30	2 Years
	Gravel Roads Surface Treated ___km's - Annual Average	3.5	20	2 Years
Curbing/Shoulders	Annual repair, by August, of all curbing damage in previous winter.	September	July	1 Year
Sidewalks & Walkways	Completed ___ Inspections times per year	1	1	Timeline Achieved
	Sidewalks / Walkways swept ___ times per year	1	1	Timeline Achieved
Vandalism	Within X hours of notification, remove graffiti.	48	24	1 Year
Street Lighting	Service requests for street light repair completed within X hours.	5 days	48 hours	1 Year
Signs	Annual inspection and maintenance of all X stop signs.	1225	1225	Timeline Achieved
	Annual inspection of crosswalk, pedestrian, school and playground signs and beacons.	September	July	1 Year
	Annual Upgrade of X signs to diamond grade	12	25	1 Year
Snow and Ice Control	Major roads including emergency routes during winter events.	72 Hours	72 Hours	Timeline Achieved
	Residential areas – through roads first then cul-de-sacs and dead ends.	72 Hours	72 Hours	Timeline Achieved
	Residential areas will be plowed and maintained within 96 hours unless snow and icy conditions return crews back to major roads.	72 Hours	72 Hours	Timeline Achieved

VEHICLES – FLEET				
Service	Operating Performance Indicators (OPI)	Current Performance	Target Performance	Timeframe
Fleet Maintenance	Undertake preventative maintenance and repairs to meet industry standards for safety and operation.	Daily	Daily	Timeline Achieved
	Maintain fleet availability at X%.	80	100	3 Years
Small Equipment	Inventory, maintain and repair X pieces of small equipment for use by all departments.	40	40	Timeline Achieved
Preventative Maintenance Services	X units inspected every X months to maintain safety and fleet efficiency.	32 every Hours Units 250	32 every Hours Units 250	Timeline Achieved
WATER / WASTEWATER				
Service	Operating Performance Indicators (OPI)	Current Performance	Target Performance	Timeframe
Examples for Water/ Wastewater below:				
Valves & Air Valves	Exercise all line valves once per year with yearly reporting	1	1	present
Main Breaks	Upon notification emergency response and water shut down within 45 minutes.	45	45	present
	Repair completed and service re-instated within 2 hours.	2	2	present
	Currently experiencing 10 breaks per year on average	10	>8	present
Service Connection Renewals	30 renewals completed each year on average.	30	20	
	Service connections associated with Road Rehab Program and capital projects are checked and replaced as necessary.	at that time	at that time	present
Water Towers - Reservoirs	Weekly inspections	no	every 6 months	present
	1 year cycle - drain, inspect, clean and repair	every year	every 2 years	present

Pump Stations	Annual painting	no	yes	present
	Annual vegetation control	yes	yes	present
	20 year cycle – rebuild control valves.	as necessary	10 years	present
	20 year cycle – rebuild or replace pumps.	as necessary	15 years	present
	Weekly trouble shooting and repairs	yes	yes	present
	5 weekly visual inspections	5	5	present
Stations	Maintain all pressure reducing stations to operate without failure.	as necessary	every 5 years	present
	30 year cycle - complete replacement of each station	as necessary	as necessary	present
	10 year cycle - complete rebuild of system.	as necessary	every 10 years	present
	Annual painting and vegetation control.	n/a	n/a	n/a
Testing	100% of water samples contain no bacteriological contaminants.	100%	100%	present
	Monthly reporting	yes	yes	present
WPC Chlorination	Disinfects 100% of City supply.	100%	100%	present
	Daily data acquisition and inspection	yes	yes	present
	Daily water testing	yes	yes	present
	Monthly chlorine cylinder replacement.	as necessary	as necessary	present
	Semi-annual chlorination equipment replacement and repairs	n/a	n/a	n/a
	Annual painting and vegetation removal	yes	yes	present
	10 year cycle - replacement of small piping and control valves.	as necessary	every 10 years	present
Reservoir Chlorination	Disinfects 100% of City supply	100%	100%	present
Water Main Flushing	Twice Annually flush all supply lines.	Twice annual	Twice annual	present
Service Call-outs	Provide 24/7 on call coverage for emergency response.	yes	yes	present
STORM / DRAINAGE				
Service	Operating Performance Indicators (OPI)	Current Performance	Target Performance	Timeframe
Examples for Drainage below:				
Flushing	Annual flushing of 100 m of the 236 m storm system	50	100	present

Video Inspections	Annual video inspection of 10m of the storm system.	5	10	present
Manholes / Cleanouts	Install and repair manholes and cleanouts.	yearly	yearly	present
Catch Basins	Annual inspection and cleaning of all 793 catch basins	150	250	present
Detention Systems	Annual inspection of all X detention systems.	N/A		
Inlet / Outlet Structures	As needed Inspect and clean all critical inlet and outlet structures and service before, during and post-storm events.	yes	yes	present
	Annual inspection and maintenance of inlet and outlet structures.	yes	yes	present
Ditch Cleaning	Annual inspection of all ditches and clean as needed.	yes	yes	present
Culverts	Repair driveway and road crossing culverts as assigned through work orders.	yes	yes	present
Service Call-outs	Provide 24/7 on call coverage for sewer and drainage emergency response.	yes	yes	present

4.4.5 CURRENT LEVEL OF SERVICE

The Level of Service for each asset is defined either by its condition rating, or by an age-based rating, e.g. Percent of Remaining Service Life (%RSL). Generally, condition ratings are preferred to age-based ratings, and are used wherever they are available. Different condition rating Indices are used for different assets, for example PCI, PQI or PASER, etc. for roads, NCAP for pipes, BCI for bridges, etc. Municipalities are encouraged to have conditions assessed for as many assets as possible.

The overall Level of Service Rating is weighed in the most appropriate way, depending on the asset. For example, linear assets like roads and utility pipes are usually weighed by length, assets of similar cost like hydrants, park benches, etc. are weighed by Quantity or Count, and Equipment or Fleet assets with large cost variations would typically be weighed by Replacement Costs.

The Village of Marwayne's State of the Infrastructure Report Card is shown here:

Asset Type	Network Size	No. of Assets	Network Condition	Condition State	Condition Distribution
Curbs & Gutters	14312 m	148	13	Poor	71% 3% 20% 7%
Roads	8 Km	56	74	Good	28% 43% 29%
Street Lights	2 ea.	2	72	Good	100%
Bridge	1 ea.	1	44.4	Poor	100%
Sidewalks	6 Km	56	13	Very Poor	86% 8% 6%
Sewerlines	8 Km	112	45	Fair	24% 51% 5% 21%
Manholes (Sewer)	73 ea.	73	40	Fair	29% 48% 8% 15%
Manholes (Storm)	\$199,173	16	93	Excellent	100%
Pumping Station (Sewer)	\$723,545	10	25	Fair	82% 18%
Lagoons	\$546,386	8	32	Fair	100%
Waterlines	13 Km	292	46	Fair	32% 22% 24% 22%
Pumping Station (Water)	1 ea.	1	76	Good	100%
Valves (Water)	155 ea.	97	46	Fair	24% 25% 32% 19%
Hydrants	32 ea.	57	66	Good	22% 31% 47%
Water Meters	1 ea.	1	85	Excellent	100%
Water Reservoirs	\$2,640,756	6	76	Excellent	23% 1% 76%
Stormlines	3 Km	23	90	Excellent	3% 97%
Catch Basins	\$473,491	22	93	Excellent	2% 98%
Ponds	\$117,728	1	90	Excellent	100%
Culverts	2,927,179	55	96	Excellent	100%
Vehicles	\$496,434	10	41	Fair	35% 2% 52% 6%
Trails	\$69,940	5	94	Excellent	8% 92%
Equipment	\$200,599	21	29	Fair	29% 34% 7% 28% 2%
Land Improvements	\$179,566	9	29	Fair	32% 12% 46% 10%
Valves (Sewer)	14 ea.	14	48	Fair	71% 14% 14%
Wells	6 ea.	6	60	Good	100%
Buildings	\$6,019,084	12	37	Fair	47% 19% 6% 29%
Parking Lots	\$103,295	4	54	Fair	4% 96%

Figure 4: State of the Infrastructure Report Card



4.4.6 LIFE CYCLE CONSIDERATION

The Life Cycle of an asset is the time span from when an asset is first put into service to when it is replaced or discarded. Various intervention options are available during the life on an asset. These are divided into Early-Life interventions, (preventive maintenance), Mid-Life interventions (minor rehabilitation) and End-of-Life interventions (major rehabilitation, reconstruction, replacement). In addition, there are operation or routine maintenance interventions. For each asset type the suitable life cycle interventions available to the municipality are identified with the corresponding costs. The DOT™ software, during its optimization analysis, will determine the best possible intervention strategy, applying the right treatment at the right time, to maximize the life cycle of each asset at minimum cost and ensuring the maximizing the asset performance throughout the asset's lifecycle, while satisfying the Level of Service, risk tolerance and budget constraints at the same time.

4.4.7 RISK METHODOLGY

The Concept of Risk

In an ideal case, Risk can be determined using the formula below based on the Probability of Failure and the Consequence of Failure in monetary terms. Formulations can be more complex using concepts such as risk mitigation and vulnerability.

$$\text{Risk} = \text{Pf} \times \text{Cf}$$

Pf = probability of failure

Cf = consequence of failure in monetary terms

Quantification of Pf and Cf, however, is not an easy task and requires major research and development in addition to data collection by experts at municipalities. In practice, a variation of the above formula is used to determine a Risk Index based on the combination of **Criticality** (instead of the monetized consequence of failure) and **Likelihood of Failure** (instead of detailed probability functions and values). Criticality is typically determined based on the properties of various assets. Physical attributes or Community Impact factors can contribute to the criticality level. As an example, a large size sewer pipe with potential environmental impact has a higher criticality as compared to a small residential pipe. Likelihood of failure is determined based on the condition assessment protocol and determination models. In the software, various functional relationships can be created between condition index and Likelihood of Failure as part of the CI settings.

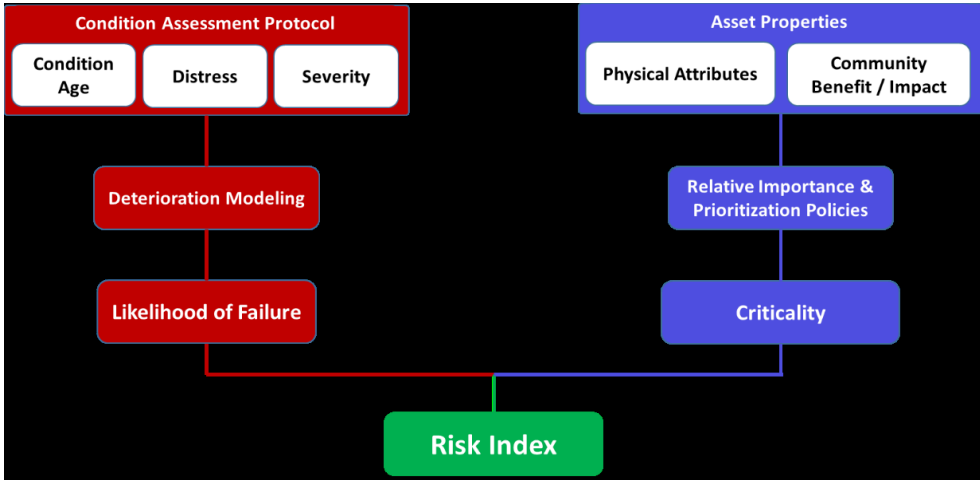


Figure 5: Concept of Risk

Risk Matrix Settings

Likelihood of Failure is calculated from the Level of Service for each asset. A typical relation of Asset Condition and Likelihood of Failure for a specific asset type is shown in Figure 6:



Figure 6: Likelihood of Failure Setting

Consequence of Failure is calculated from the Criticality value calculated for each asset. A typical relation of Criticality and Consequence of Failure is shown in Figure 7:

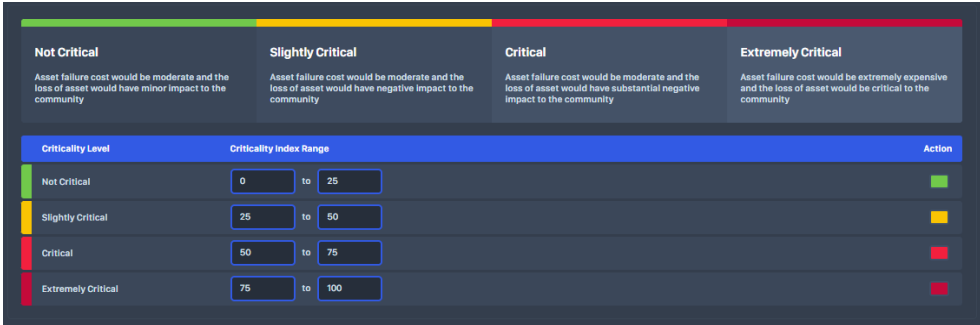


Figure 7: Consequence of Failure Setting

The combination of Criticality and Likelihood of Failure represents different risk levels. This combination is usually presented using a Risk Exposure Matrix and shown below.

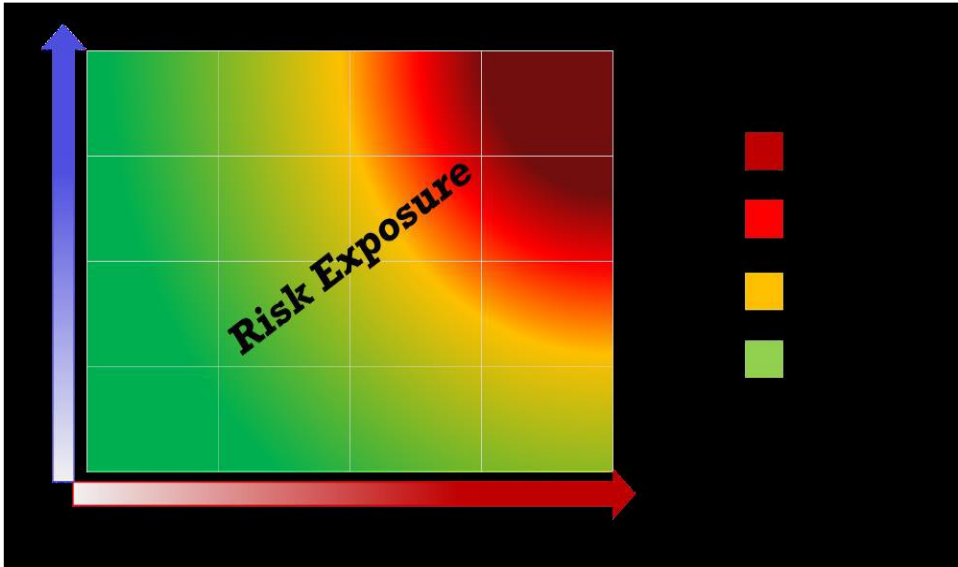


Figure 8: Risk Exposure Matrix

The DOT™ software utilizes your criticality and LoF settings to automatically calculate and produce Risk Matrix results to identify assets at different risk levels. Each point on the Risk Matrix below represents one asset such as a road segment or sewer pipe.

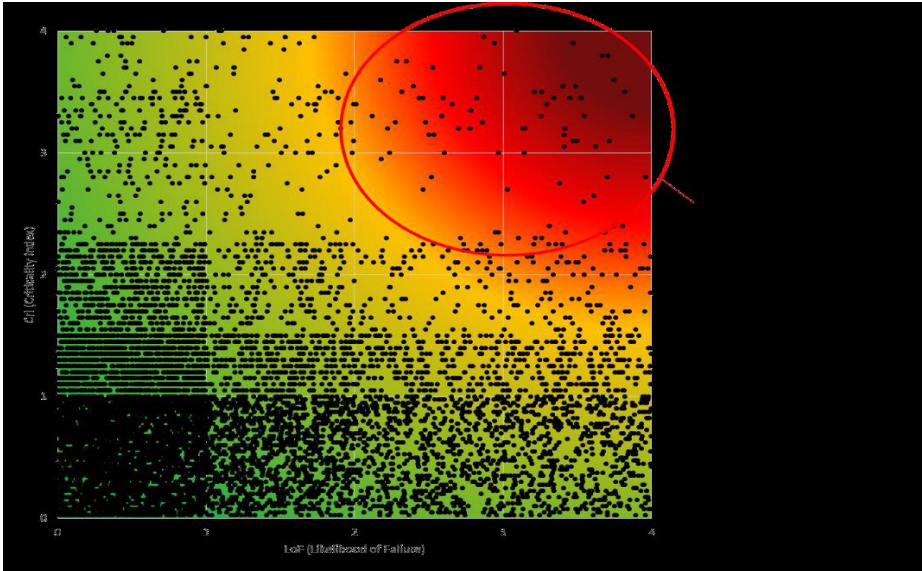


Figure 9: Risk Exposure Matrix of Assets

Risk matrix and risk level ranges can be set on the settings page of the software.

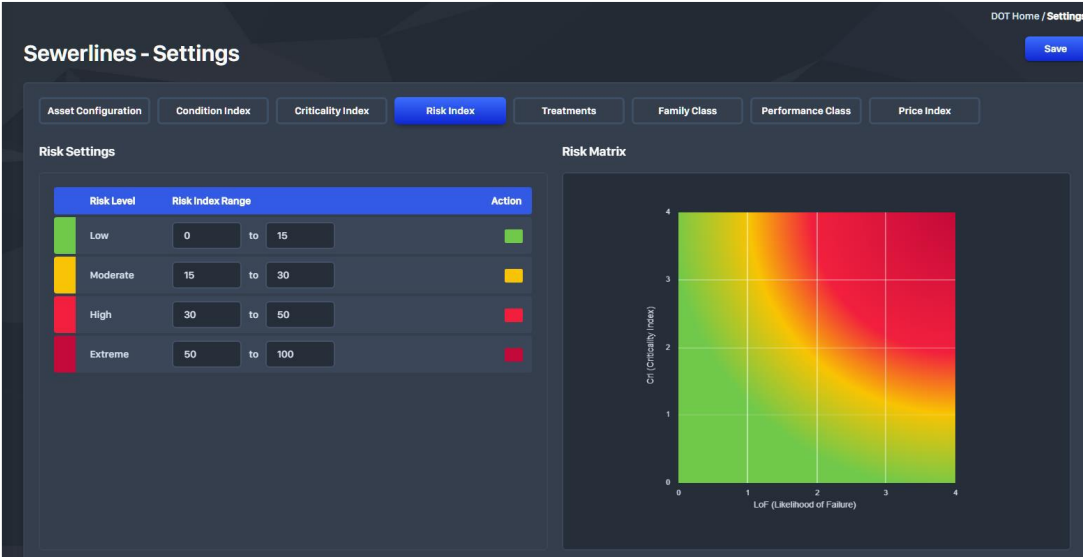


Figure 10: Risk Settings in DOT™

Risk Tolerance

As part of Level of Service settings, Risk Tolerance can be set to determine allowable risk thresholds for various Performance Classes and asset types. The following example shows a risk-based optimization scenario with the objective of maintaining the network risk level at low and moderate levels. In other words, the optimization process allocates available funding to eliminate all events exhibiting high and extreme risk levels over the planning horizon.

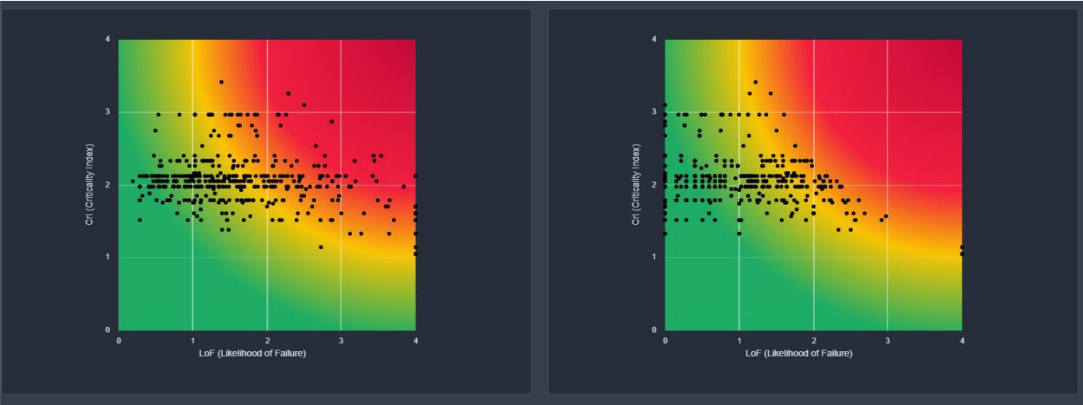


Figure 11: Risk-based Analysis Before/After Results in DOT™

5 COMPREHENSIVE ANALYSIS BY ASSET TYPE

Our DOT (Decision Optimization Technology)[™] capital planning tool provides a robust decision-making process, identifies the best possible course of action, and considers both the short-term needs and the long-term goals of a municipality.

It includes an advanced decision-making process called optimization or prescriptive modeling, which is the most powerful and effective way of finding the best possible solution to a decision-making problem. A capital planning tool with true optimization capability can maximize the overall performance of a network in terms of physical condition (or any other criteria) over a multi-year analysis horizon and provides municipalities with the best possible course of action in terms of timing and selection of different maintenance, rehabilitation, or reconstruction treatments considering all municipal goals and constraints.

The improvements achieved through an optimized solution, which inevitably highlights the critical importance of preventive maintenance, can be translated into substantial savings and increased socio-economic benefit (Figure 12).

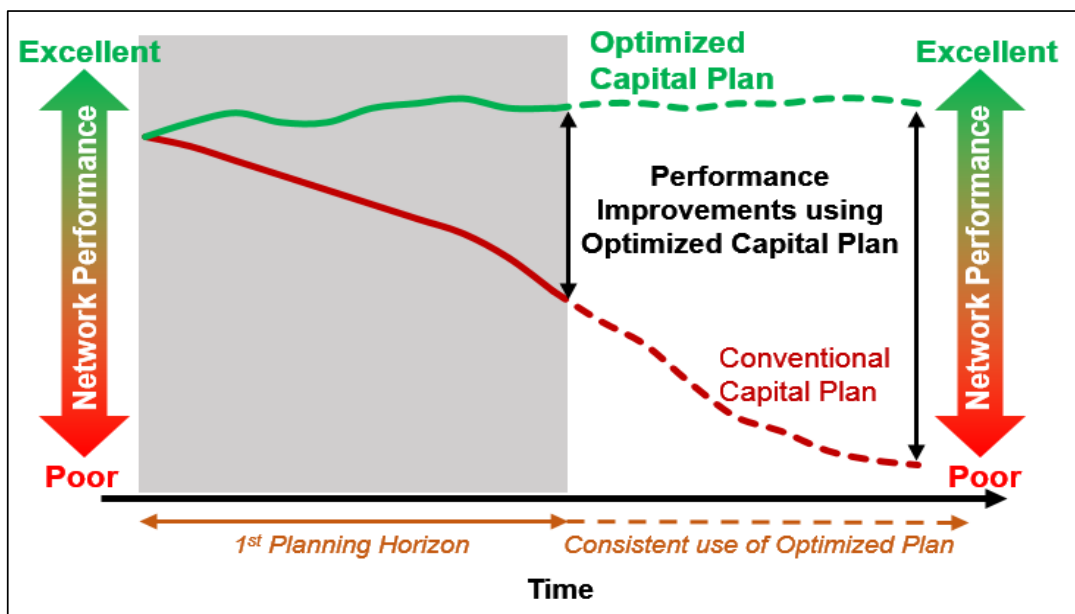


Figure 12: Optimized vs. Conventional Capital Planning

Combining advanced optimization capabilities with robust engineering models and socio-economic consideration provides municipalities with a fully implementable and defensible capital plan. The analytical models used in the system are flexible, able to adjust to regional variances and reflect the behavior of assets verified through a rigorous analysis.

5.1 ROAD NETWORK

The Village of Marwayne has a total of 7.5 km of roads with Hot Mix Asphalt and Gravel surfaces.

5.1.1 ROAD GEOMETRICS AND ATTRIBUTES

The following summarizes the road surface types within the Municipality, weighed by length:

Surface Type	Length (km)	Percentage
Hot Mix Asphalt	6.6	88.0%
Gravel	0.9	12.0%

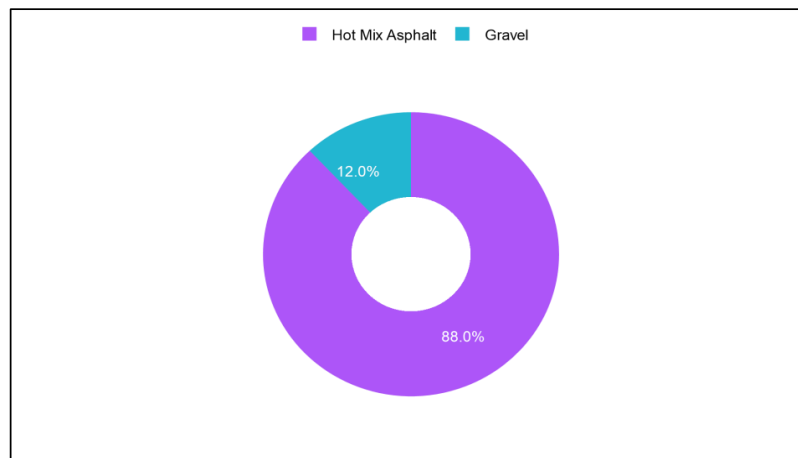


Figure 13: Roads by Surface Types

5.1.2 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for roads is determined through a condition based analysis. The four (4) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
<input type="checkbox"/>	Very Poor	min to max
<input checked="" type="checkbox"/>	Poor	0 to 50
<input checked="" type="checkbox"/>	Fair	50 to 65
<input checked="" type="checkbox"/>	Good	65 to 80
<input checked="" type="checkbox"/>	Excellent	80 to 100

Figure 14: Road Condition State Ranges

The most recent Road condition assessment was done in 2018 by Golder Associates Inc. This condition assessment was a comprehensive PCI inspection, assessing the frequency and severity of all road surface distress types, and measuring the ride comfort to calculate the overall PCI

condition rating for each section. Since the assessment is not current, the DOT™ feature to calculate estimated current condition ratings by applying all road maintenance projects since the most recent assessment, and built-in degradation curves, was utilized this time. Based on this methodology, the current 2021 Network Condition (PCI) of the paved roads is 65. This represents an overall “Good” condition state.

Title	Condition	Condition State
Est. 2021 Overall Network Condition	65	Good

The following summarizes the 2021 Network Pavement Condition, weighted by section length:

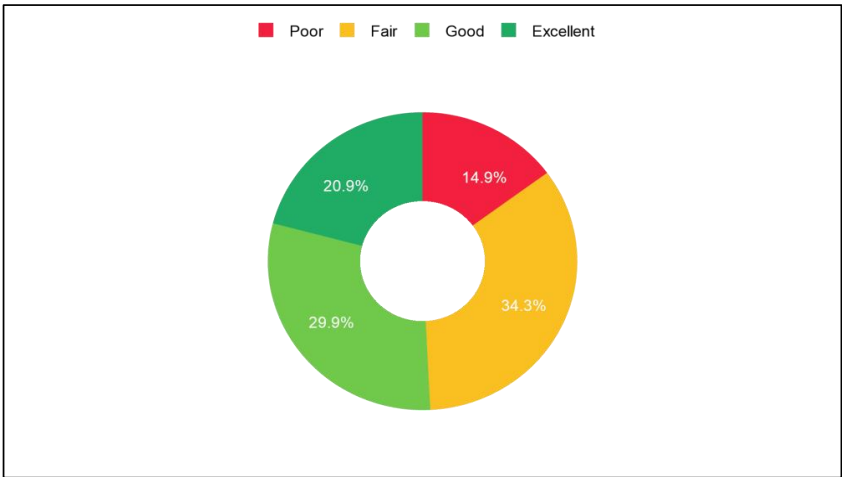


Figure 15: Road Network Condition States

The Condition States by Surface Type are shown in Figure 16:

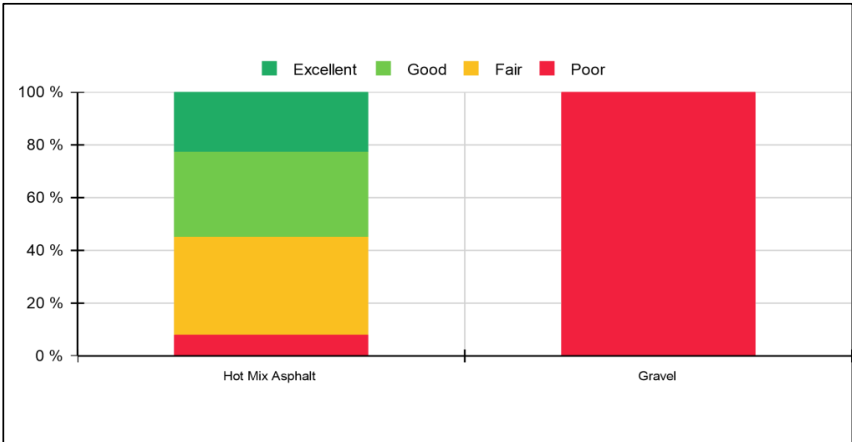


Figure 16: Road Network Condition by Surface Type

The Map view of the condition state is shown in Figure 17.

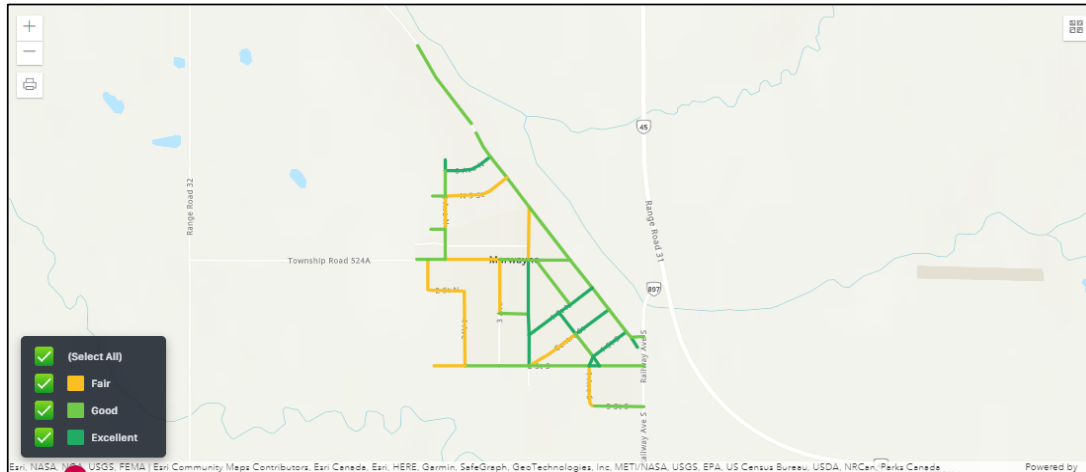


Figure 17: Road Network Condition Map

5.1.3 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Functional Class, Roadside Environment, Service Type and Surface Type.

Criticality Settings	
Functional Class	10
Collector	100
Freeway	0
Local	25
Major Arterial	0
Minor Arterial	0
Roadside Environment	5
Rural	50
Semi-Urban	75
Urban	100
Service Type	3
Commercial	100
Industrial	0
Residential	25
Surface Type	5
Composite	0
Concrete	0
Earth	0
Gravel	25
Hot Mix Asphalt	100
Surface Treated	0

This map view shows the criticality states of the various road sections:



Figure 18: Road Network Criticality Map

Risk

The Risk settings for Roads are done as described in Section 4. This map view shows the Risk levels of the road system:



Figure 19: Road Network Risk Map

Due to the nature of the Roads assets, there are no risk targets set in the planning.

5.1.4 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets the Network PCI condition for Collector Roads above 70, and for Local Roads above 65 by the end of the 10-year plan period. The Level of Service Settings are as follow:

LOS Constraints					
Target Performance					
Name	Perf. Class	Perf. Attribute	Constraint	Violation	Penalty
Target Performance Collector	PC2-Collector	PCI	>= 70 by 2023	Soft	Normal
Target Performance Local	PC1-Local	PCI	>= 65 by 2031	Soft	Normal

5.1.5 LIFECYCLE MANAGEMENT STRATEGY

A number of treatment options are available for all surface types, including Routine Maintenance, Preventive Maintenance, Minor and Major Rehabilitation and Reconstruction treatments. The treatment costs are based on contractor costs for the region and cost data provided by the Municipality. The treatment options and their unit costs are summarized here:

Treatment Methods		
Treatment	Description	Unit Cost
HMA- Patch Repair		114.35 \$/m ²
HMA-Crack Seal	Crack Sealing	0.72 \$/m ²
HMA-Slurry	Slurry Seal	4.00 \$/m ²
HMA-ST	Single Surface Treatment (Chip Seal)	3.75 \$/m ²
HMA-DST	Double Surface Treatment (Chip Seal)	6.50 \$/m ²
HMA-DST SAMI	Double Surface Treatment with SAMI	8.50 \$/m ²
HMA-EnhSurf	Enhanced Thin Surfacing (Microsurfacing, Thin HMA Overlay)	6.00 \$/m ²
HMA-Enh2Surf	Enhanced Double Thin Surfacing (Cape Seal, Double Microsurfacing)	8.00 \$/m ²
HMA-Ovly	One Lift Overlay / Mill and One Lift Overlay	33.50 \$/m ²
HMA-2Ovly	Two Lift Overlay / Mill and Two Lift Overlay	51.50 \$/m ²
HMA-FDR & 2Ovly	Full Depth Reclamation (FDR) + Two Lift Overlay	64.50 \$/m ²
HMA-FDARR & 2Ovly	Full depth asphalt removal and replacement (Two Lifts HMA)	68.50 \$/m ²
HMA-FDARR & 3Ovly	Full depth asphalt removal and replacement (Three Lifts HMA)	86.50 \$/m ²
HMA-Recon 90HMA	Full Depth Reconstruction (350 Gran B, 150 Gran A, 90 HMA)	187.40 \$/m ²
HMA-Recon 140HMA	Full Depth Reconstruction (350 Gran B, 150 Gran A, 140 HMA)	205.40 \$/m ²
Re-Gravelling (50 mm or 2 in)	Re-Gravelling (50 mm or 2 in)	6400.00 \$/Km
Re-Gravelling (100 mm or 4 in)	Re-Gravelling (100 mm or 4 in)	8200.00 \$/Km
Rehabilitation	Rehabilitation	10000.00 \$/Km
Grading	Grading	240.00 \$/Km

Drainage Maintenance	Drainage Maintenance	2400.00 \$/Km
Dust Control	Dust Control	2000.00 \$/Km
Upgrade to ST	Upgrade to ST	31500.00 \$/Km
Re-Gravelling HT (100 mm or 4 in)	Re-Gravelling in High Traffic (100 mm or 4 in)	8200.00 \$/Km
Rehabilitation HT	Rehabilitation in High Traffic	10000.00 \$/Km
Grading-2Times	Grading-2Times	480.00 \$/Km
Grading-3Times	Grading-3Times	720.00 \$/Km
Grading-4Times	Grading-4Times	960.00 \$/Km

Utilization of Preventive Maintenance Treatments

In 2018 Infrastructure Solutions Inc. conducted the most comprehensive Canadian survey of municipal road maintenance practices ever undertaken. The 171 survey participants represented 45,000 km of paved road, 15% of Canada’s population, and a wide range of municipalities by region and population. The survey was designed to identify the extent to which municipalities apply preventive maintenance treatments, to attain practical observations about treatment options and lifecycle gains and clarify user perceptions about what constitutes best road maintenance practices. The results are truly disturbing.

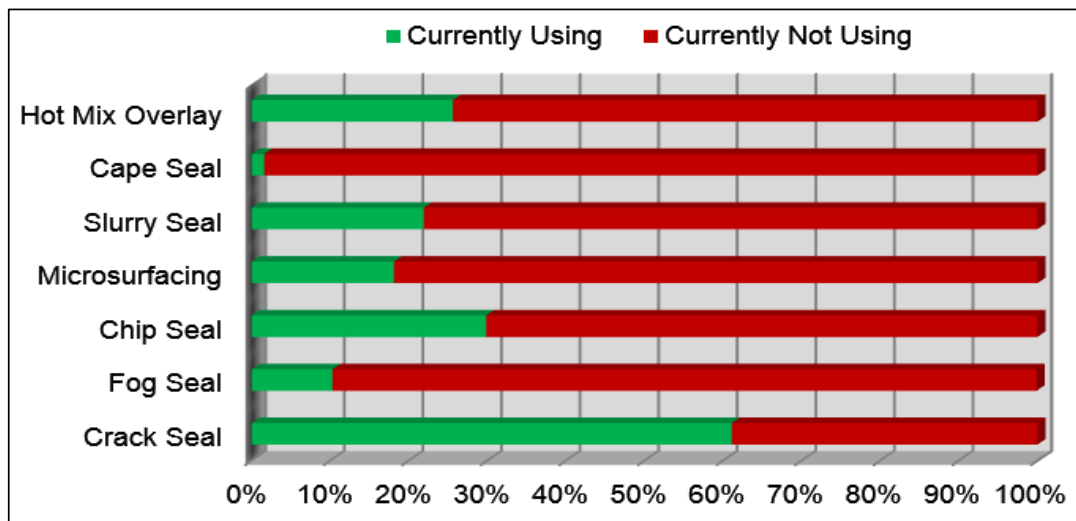


Figure 20: Current Application of Preventive Maintenance Across Canadian Municipalities

The survey established that 98% of respondents perceive preventive maintenance as an important and cost-effective approach to extend the service life of their pavements and to save the municipality significant capital investment in the long run. The survey further establishes that a majority of the municipalities do not apply preventive maintenance treatments (Figure 20) and have a widely varied understanding of when these treatments should be applied.

Respondents were asked what percentage of their municipality they believe is currently being maintained according to best practices. Figure 21 shows the survey’s cumulative response on the application of chip seal, micro-surfacing, and slurry seal to paved roads. For every major

surface treatment type, less than 20% of municipal road networks are maintained in accordance with what respondents believe to be best practice.

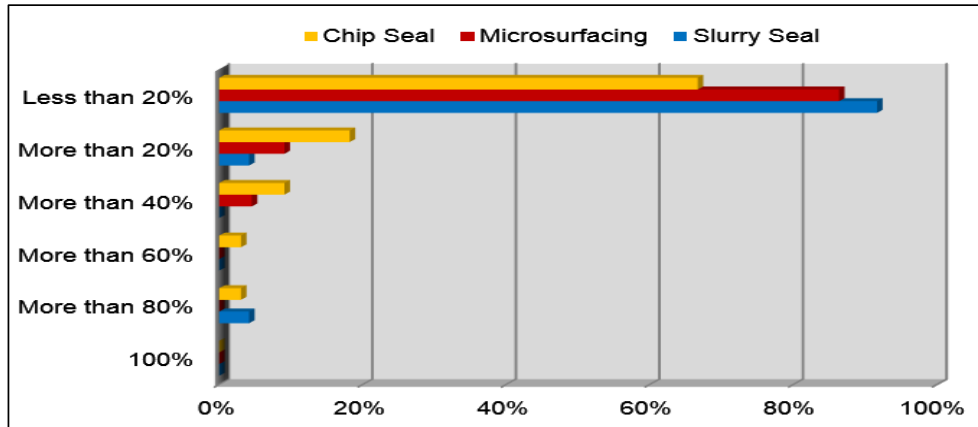


Figure 21: Application of Preventive Treatments According to Best Practices

This contradiction between the clearly appreciated benefits of preventive maintenance and the inadequate application of preventive treatments in practice has deep roots. Municipalities may be overly reactive to community requests. Councils surely follow the advice of Roads Needs Studies, where engineering companies recommend repairing worst roads first for safety and other reasons, assuming an unlimited municipal budget. Deteriorated water or wastewater lines might necessitate road reconstruction for line replacement and take precedence over maintenance. Smaller municipalities often use Excel or simplistic pavement management programs which typically recommend projects based on a simple ranking process. Finally, many municipalities still operate on an ad hoc basis, arbitrarily selecting roads which need rehabilitation or reconstruction work without undertaking any analytical process whatsoever. Whatever the circumstance, tax dollars are being poured into potholes unnecessarily.

5.1.6 DOT GRAVEL ROAD MANAGEMENT SYSTEM

DOT™ Transportation software being provided to the Municipality includes an GRMS (Gravel Road Management System). The Gravel Road Management System is fully integrated into the DOT™ Roads module, and the interventions are included in the capital planning results. The GRMS was designed to meet the following criteria:

- manage inventory, condition data, and maintenance history of the gravel roads in conjunction with the paved roads;
- establish refined priority policies using network-wide priority settings based on various physical attributes, such as traffic, functional class, roadside environment, in addition to socio-economic factors for individual road segments;
- specify detailed routine maintenance polices based on local knowledge or pre-set schedules;
- identify when gravel roads should be upgraded to a hard surface;
- compare the longer-term impacts of multiple scenarios with different policy and budget settings; and
- generate a 10-year capital plan with road lists, budgeted costs, annual schedules, and map visualizations.

Decision to Upgrade to Surface Treatment

A key component of the analysis module of a GRMS is to determine if surface treating (i.e., chip sealing, oiling or similar) a gravel road is a sensible option. A financial analysis (i.e., discounted cash flow analysis) can be performed based on the initial cost of upgrading and the cost of subsequent maintenance activities in both cases. Figure 22 shows an example of a financial analysis on two gravel road segments. First segment is 476 m long with AADT of 250 and the other segment is 973 m long with AADT of 50. The analysis uses an inflation rate of 1.5% and a nominal discount rate of 3%. In the first case (AADT of 250), the cost of maintenance as a gravel road (i.e., the cost of re-gravelling, drainage maintenance, grading, and dust control) over the next 20 years in today's dollars is estimated at about \$69,000. By surface treating this segment the 20-year maintenance costs are reduced to about \$37,000 (i.e., the initial cost of a double chip seal with subsequent slurry seals and single chip seal treatments). It is, therefore, more cost effective to chip seal this segment. In the second case (AADT of 50), however, the cost of maintaining the segment with a gravel surface is around \$22,000 less compared to surface treatment.

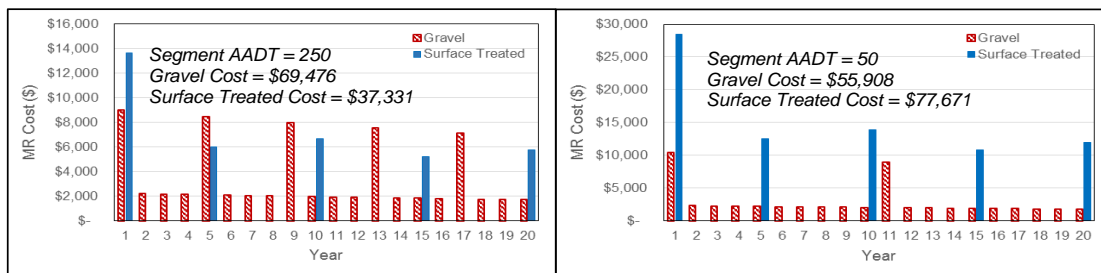


Figure 22: Financial analysis of upgrading gravel roads to surface treated

Performing financial analysis indicates that traffic is a major determinant of the time of upgrade for a gravel road. In addition to financial analysis, other considerations that should factor in the decision are described below:

- **Structural Capacity:** When a gravel road is upgraded, the surface treatment acts as a sealant and reduces moisture penetration. It also prevents surface gravel loss, eliminates dust generation, and increases user satisfaction by providing a smoother ride and better appearance. A surface treatment, however, does not improve the structural capacity of a gravel road. A gravel road with structural or subgrade defects, needs to be structurally enhanced or rehabilitated before upgrading to surface treatment. The cost of rehabilitation and stabilization should be added to the initial cost of surface treatment as part of the financial analysis. Upgrading a gravel road with structural defects can significantly reduce the service life of the surface treatment and result in poor performance.
- **Drainage:** Similar to structural capacity, adequate drainage provision of a surface treated road is imperative to achieving satisfactory long-term performance. Surface treated roads are less forgiving to frost damage than gravel surfaces. Poor drainage conditions will reduce the useful life of a surface treatment and make it expensive to maintain.
- **Traffic Characteristics:** Types of traffic can significantly affect the performance of surface treated roads. In some cases, a gravel road can be an agricultural or mining access road that experiences heavy or overloaded trucks on a regular basis. In general, if a gravel road serves heavy traffic, upgrading to surface treated can become an expensive decision since heavy trucks are more damaging to a surface treated road and the cost of rehabilitation is higher. In this case, it may be better to retain the gravel surface and

upgrade to a superior load-bearing hot mix asphalt pavement when sufficient funds are available.

- **Road Geometry:** When a gravel road is upgraded to surface treated, it encourages drivers to drive faster and therefore operational speed increases. It may also increase traffic volumes as more motorists decide to use it. Substandard geometric features such as horizontal and vertical alignments, sight distances, lane widths, shoulder widths, superelevations, in addition to lack of signage, can result in safety hazards and a higher risk of accidents. It might be necessary to improve the geometric features of a road before upgrading to surface treatment and the cost of these improvements should be taken into account as part of a financial analysis.
- **Opinions of Local Residents:** While it is usually assumed that local residents will support an upgrade to surface treatment, this is not always the case. Local users may prefer to retain a gravel road rather than encouraging more traffic, higher speeds and greater use of the route by commuters. It should also be noted that from a context sensitivity perspective, gravel surfacing may be more compatible with the road environment and community setting.

5.1.7 BUDGET CONSTRAINTS

A Target Scenario was run to establish required funding levels to achieve the target of the Level of Service by the end of the 10-year plan. An annual Capital budget of \$50,000 and a Routine Maintenance Budget of \$5,000 is required to achieve this goal.

Budget Constraints					
Total Capital Budget					
Name	Subset	Settings	From	To	AGF
Total Capital Budget Limit	NA	<= \$50000	2022	2031	0.0%
Total Routine Maintenance Budget					
Name	Subset	Settings	From	To	AGF
Total Routine Maintenance Budget Limit	NA	<= \$5000	2022	2031	0.0%

5.1.8 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Road network to produce a workable capital plan considering municipal constraints and objectives, while maximizing network overall performance to achieve the highest possible investment efficiency.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP Sc Budget \$50k
Description:	Budget \$50k/yr& \$5k Routine Maint.
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 23 shows the network overall network performance throughout the plan period:

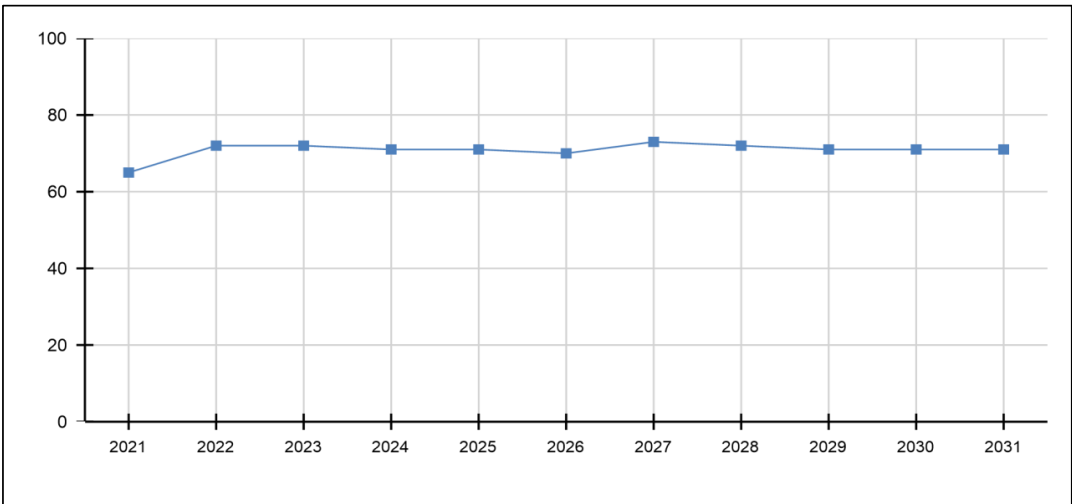


Figure 23: Overall Network Performance

The overall network performance improves from a PCI pavement condition of 65 to a PCI pavement condition of 71 during the plan period.

Figure 24 shows the Network Performance by Functional Class:

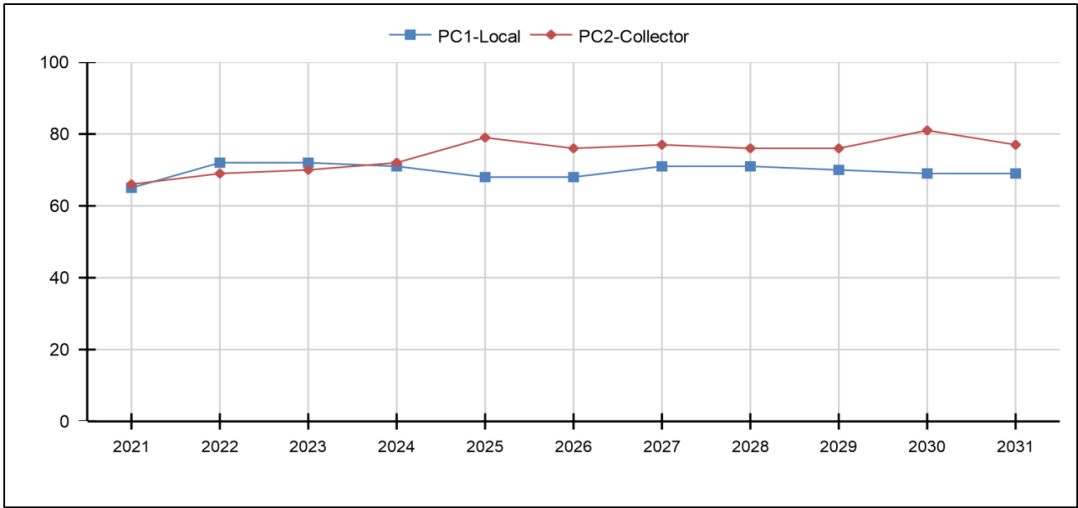


Figure 24: Network Performance by Functional Class

As per Level of Service targets, the Collector roads achieve a higher overall PCI by the end of the plan period than the Local roads.

In comparison with ranking or prioritization solutions, depending on the utilized ranking method, the true optimization shows 15% to 30% added performance on average.

Figure 25 shows the condition status distribution of the road network at each year of the plan:

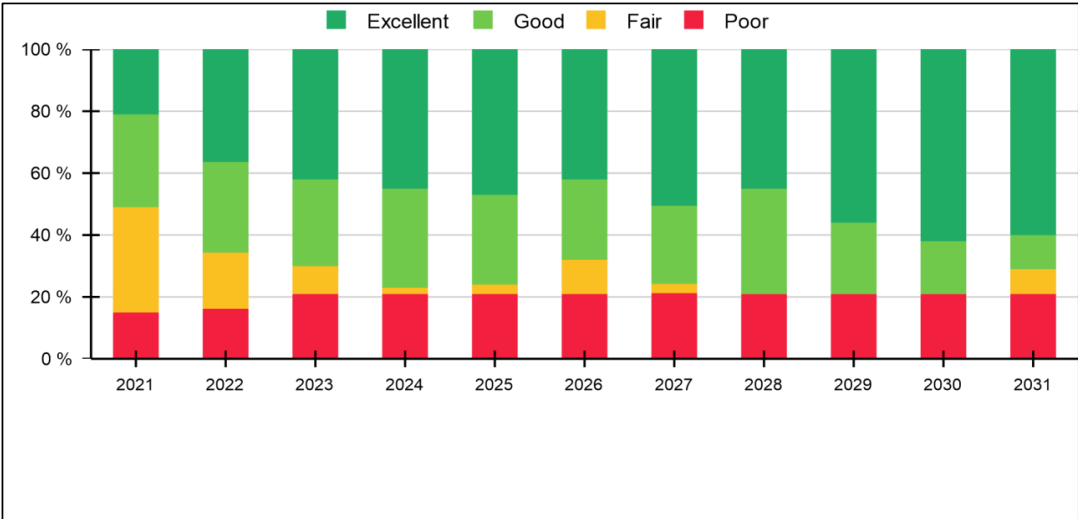


Figure 25: Annual Network Condition Status

As shown in this figure, at the beginning of the plan 21% is in excellent, 30% is in good, 34% in fair and 15% in poor condition. At the end of the 10-year plan 60% will be in excellent, 11% will be in good, 8% will be in fair, and 21% will be in poor condition, a significant improvement.

The deficit projection of the road network is shown below. To minimize the life cycle cost, the optimization analysis will result in fixing the good roads first, by applying relatively inexpensive preventive treatments earlier in the life cycle, hence the increase in the deficit projections:

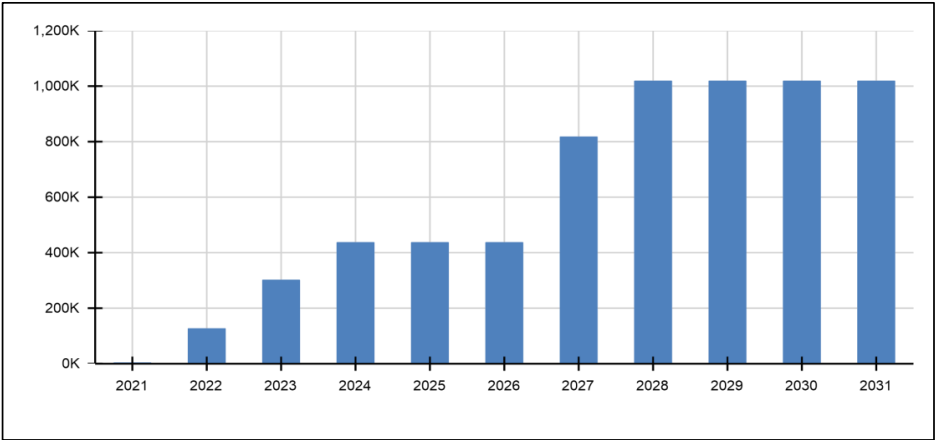


Figure 26: Roads Deficit Projections

The \$50,000 capital budget is fully utilized each year, except for the last year of the plan. The Capital Expenditures are shown here:

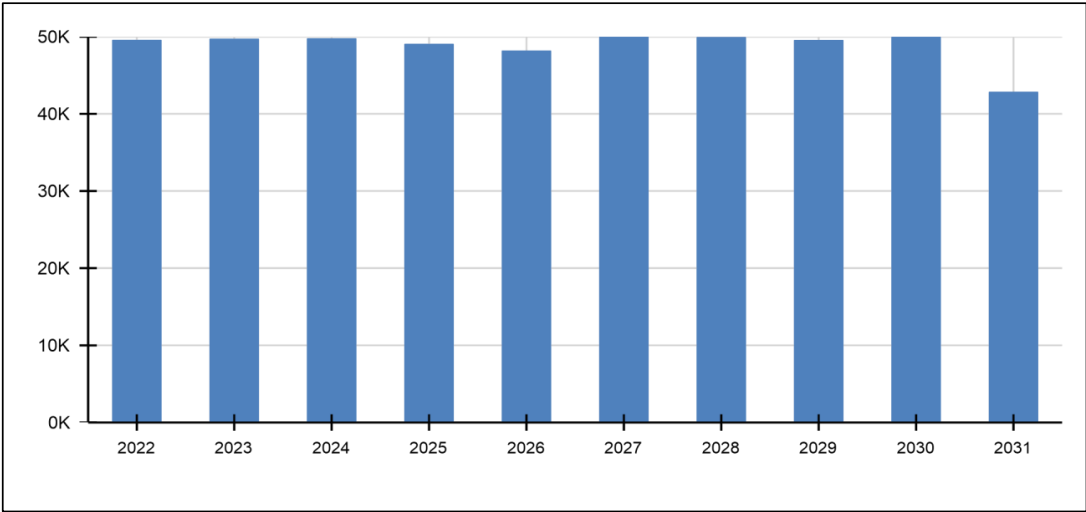


Figure 27: Capital Expenditures

The recommended Routine Maintenance Budget is shown here:

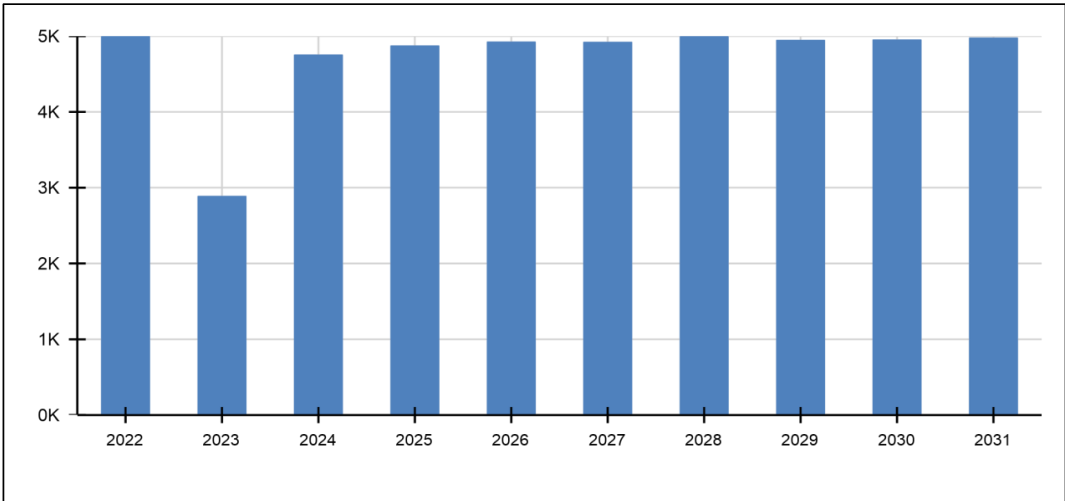


Figure 28: Routine Maintenance Expenditures

5.1.9 RECOMMENDED PROJECTS

An overview of the annual capital projects is shown in Figure 29. The road treatment costs are based on contractor costs for the region and cost data provided by the Municipality. The detailed capital Investment plan specifying which road section is scheduled for which suggested treatment, in which year, and at what budgeted cost is presented in Appendix A, the Capital Investment Plan the Municipality.

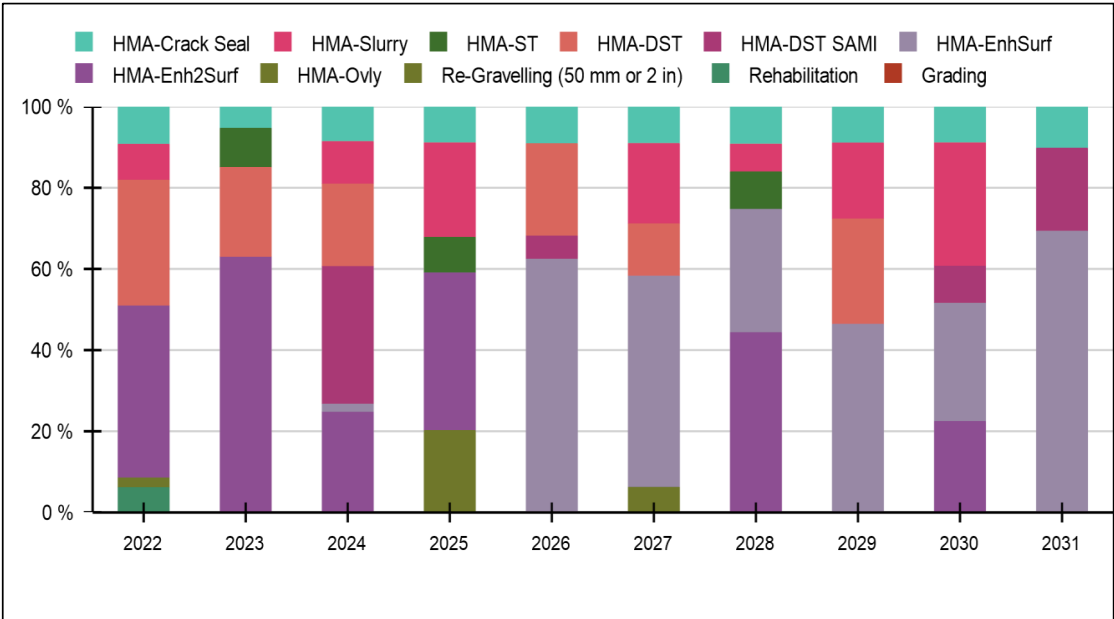


Figure 29: Capital Project Overview

Treatment	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
HMA-Crack Seal	\$4,997	\$2,758	\$4,622	\$4,743	\$4,793	\$4,921	\$4,995	\$4,816	\$4,822	\$4,847	\$46,314
HMA-Slurry	\$4,817	\$0	\$5,698	\$12,550	\$0	\$10,875	\$3,767	\$10,195	\$16,694	\$0	\$64,596
HMA-ST	\$0	\$5,074	\$0	\$4,716	\$0	\$0	\$5,074	\$0	\$0	\$0	\$14,864
HMA-DST	\$16,911	\$11,603	\$11,085	\$0	\$12,073	\$7,067	\$0	\$14,139	\$0	\$0	\$72,878
HMA-DST SAMI	\$0	\$0	\$18,490	\$0	\$3,029	\$0	\$0	\$0	\$5,018	\$9,759	\$36,296
HMA-EnhSurf	\$0	\$0	\$1,065	\$0	\$33,061	\$28,568	\$16,684	\$25,201	\$16,007	\$33,061	\$153,647
HMA-Enh2Surf	\$23,119	\$33,030	\$13,416	\$20,962	\$0	\$0	\$24,405	\$0	\$12,260	\$0	\$127,192
HMA-Ovly	\$0	\$0	\$0	\$10,804	\$0	\$0	\$0	\$0	\$0	\$0	\$10,804
Re-Gravelling (50 mm or 2 in)	\$1,302	\$0	\$0	\$0	\$0	\$3,479	\$0	\$0	\$0	\$0	\$4,781
Rehabilitation	\$3,401	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,401
Grading	\$0	\$130	\$130	\$130	\$130	\$0	\$0	\$130	\$130	\$130	\$910
Total	\$54,547	\$52,595	\$54,506	\$53,905	\$53,086	\$54,910	\$54,925	\$54,481	\$54,931	\$47,797	\$535,683

5.2 SIDEWALKS

The Village of Marwayne has a total of 6.1 kilometers Sidewalks in its inventory, including Brick and Concrete surfaces.

5.2.1 SIDEWALK TYPES

The following summarizes the sidewalk surface types within the Municipality, weighed by length:

Surface Type	Length (Km)	Percentage
Brick/Masonry	0.3	4.9%
Concrete	5.8	95.1%

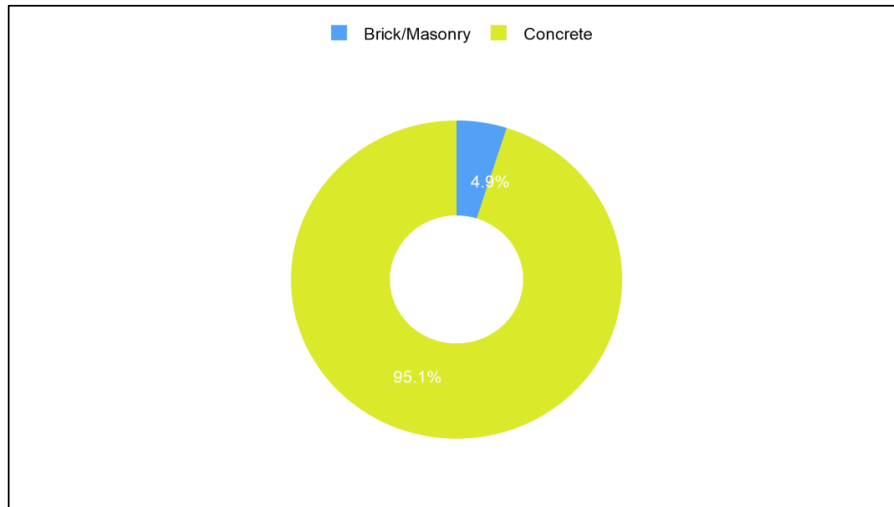


Figure 30: Sidewalks by Surface Type

5.2.2 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Sidewalks is determined through an age-based analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
✓	Very Poor	0 to 25
✓	Poor	25 to 50
✓	Fair	50 to 70
✓	Good	70 to 85
✓	Excellent	85 to 100

Figure 31: Sidewalks Condition State Ranges

The age-based condition was calculated to the year 2021, and the current 2021 Network Condition (%RSL) of the signs with known age is 13. This represents an overall “Very Poor” condition state.

Title	Condition	Condition State
Network Overall Condition	13	Very Poor

The Network Condition Status distribution, weighed by length, is shown in Figure 32:

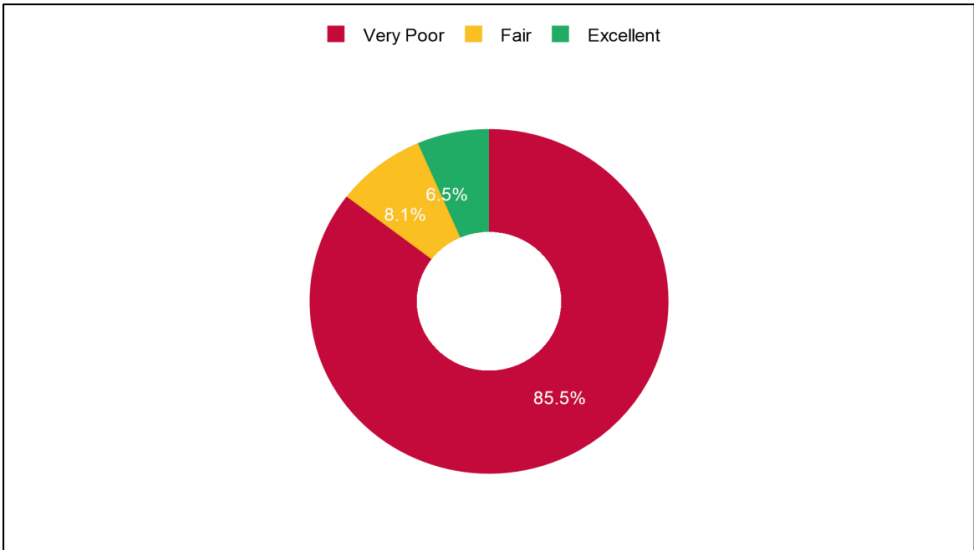


Figure 32: Sidewalk Condition State

The Condition States by Surface Type are shown in Figure 33:

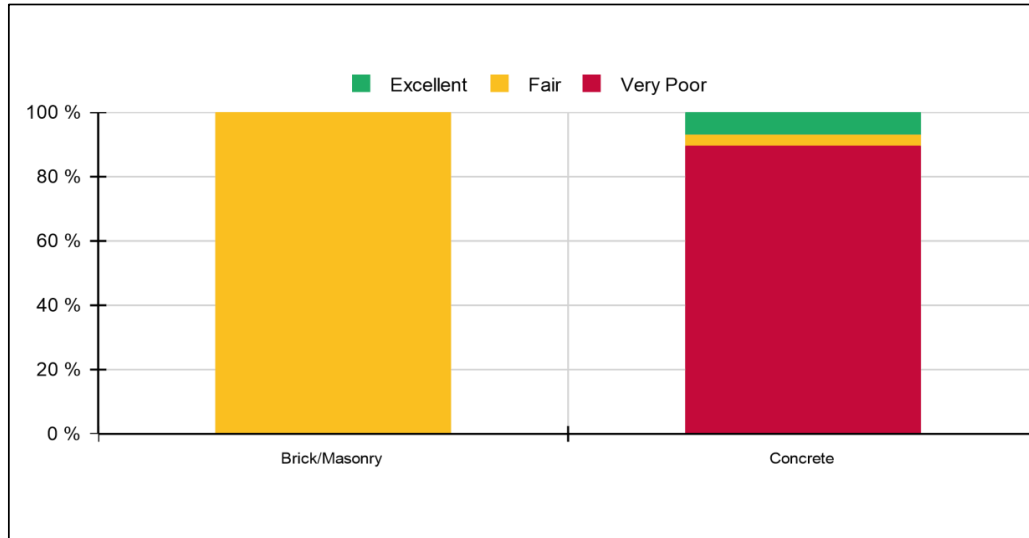


Figure 33: Sidewalks Network Condition by Surface Type

5.2.3 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Surface Type. Socio-economic factors were not included.

Criticality Settings	
Surface Type	10
Brick/Masonry	40
Concrete	100

Risk

The Risk settings for Sidewalks are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.2.4 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace those Sidewalks before the end of their service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.2.5 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Sidewalks, and it is a replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2021

5.2.6 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Sidewalks, and in this case, it is a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 34 shows the Sidewalks overall network performance throughout the plan period:

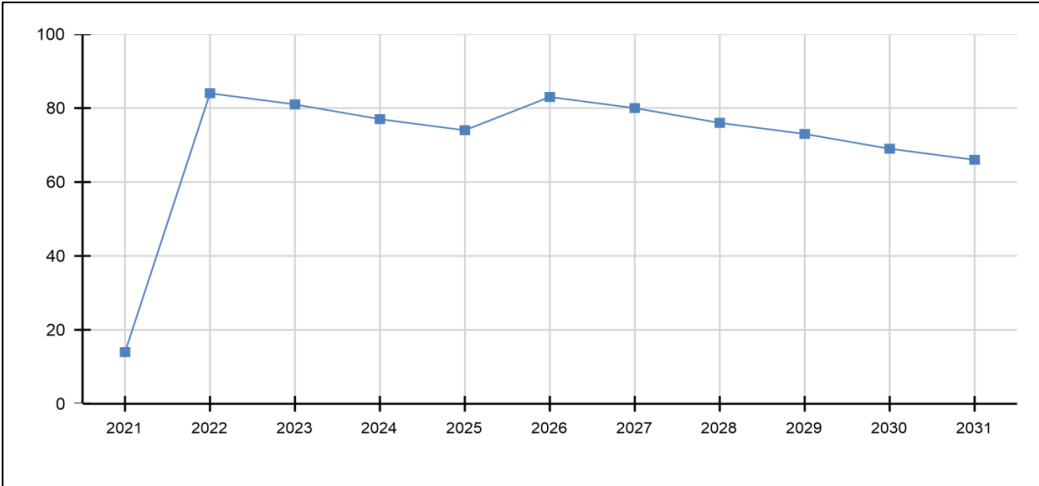


Figure 34: Overall Network Condition Status

Over the next 10 years the performance of the Sidewalks increases from 13 to 66 at the end of plan.

Figure 35 shows the condition status distribution of the Sidewalks network at each year of the plan:

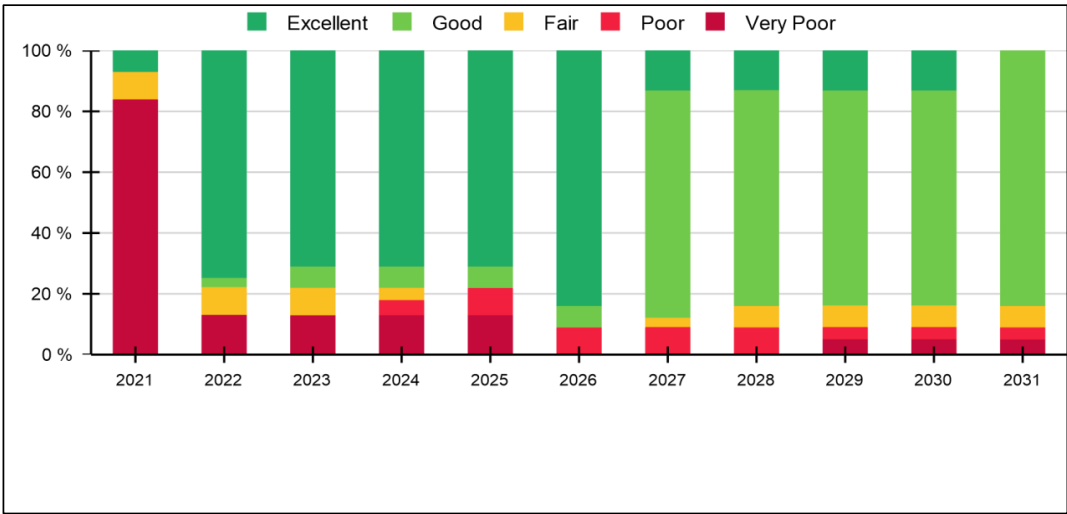


Figure 35: Annual Network Condition Status

As shown in this figure, at the beginning of the plan 7% is in excellent, 9% is in fair and 84% in very poor condition. At the end of the 10-year plan 84% will be in good, 7% will be in fair, 4% will be in poor, and 5% will be in very poor condition, a significant improvement.

The deficit projection of the Sidewalk network is shown below:

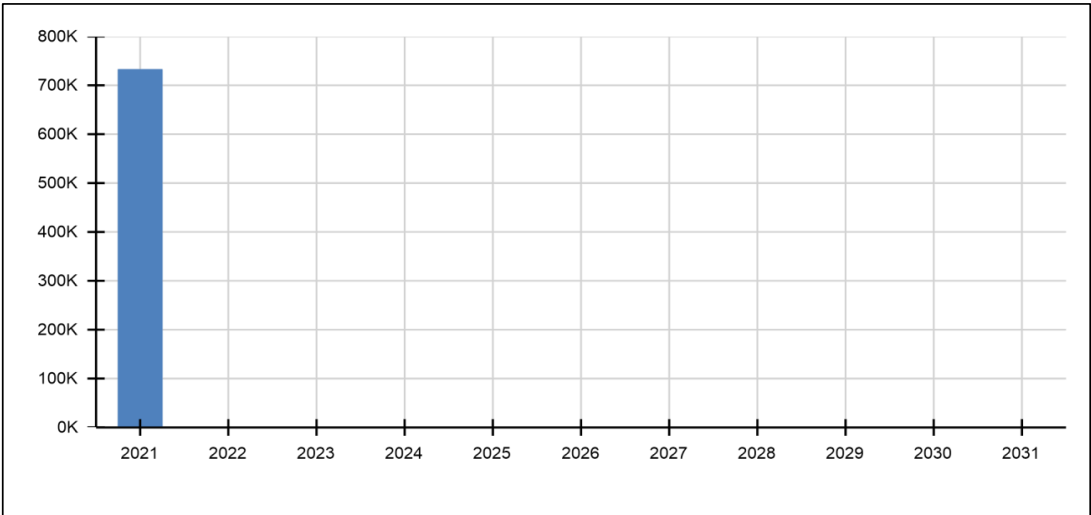


Figure 36: Sidewalks Deficit Projections

The deficit is cleared in the first year of the plan, and Figure 37 shows the overview of the \Capital Expenditures throughout the plan period:

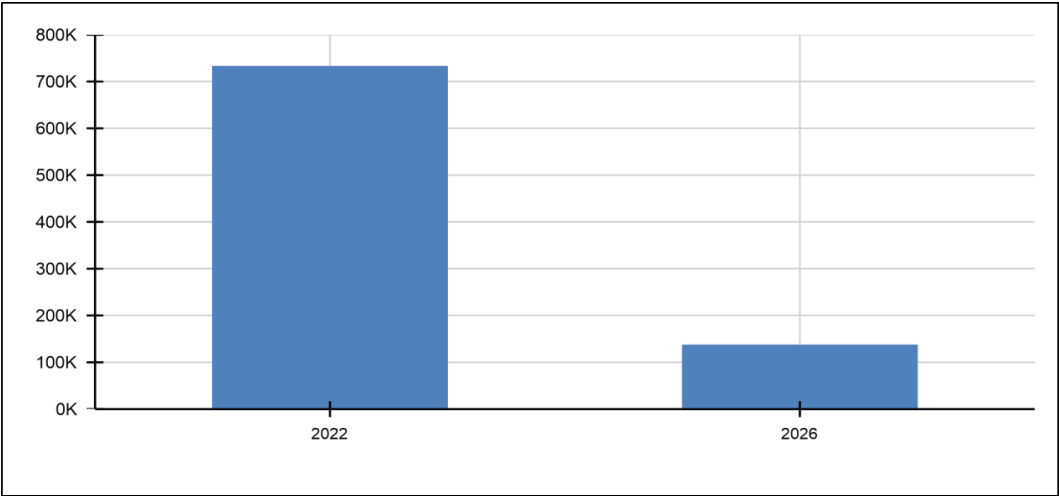


Figure 37: Capital Project Overview

5.3 CURBS & GUTTERS

The Village of Marwayne has a total of 14,312 m Curbs & Gutters in its inventory.

5.3.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Curbs & Gutters is determined through an age-based analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
✓	Very Poor	0 to 0.1
✓	Poor	0.1 to 20
✓	Fair	20 to 60
✓	Good	60 to 80
✓	Excellent	80 to 100

Figure 38: Curbs & Gutters Condition State Ranges

The age-based condition was calculated to the year 2021, and the current 2021 Network Condition (%RSL) of the Curbs and Gutters with known RSL is 13%. This represents an overall "Poor" condition state.

Title	Condition	Condition State
Network Overall Condition	13	Poor

The Network Condition Status distribution, weighed by length, is shown in Figure 39:

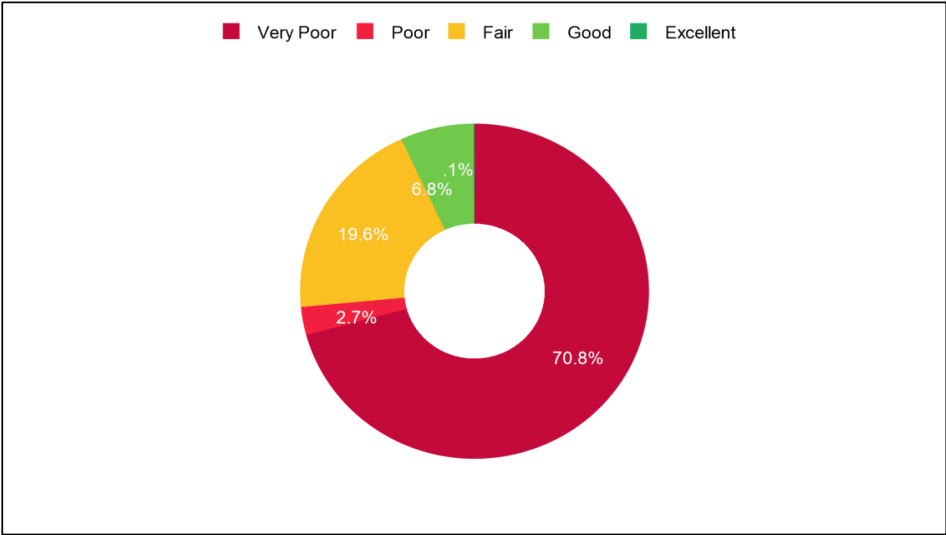


Figure 39: Curbs & Gutters Condition State

The Condition States by Service Type are shown in Figure 40:

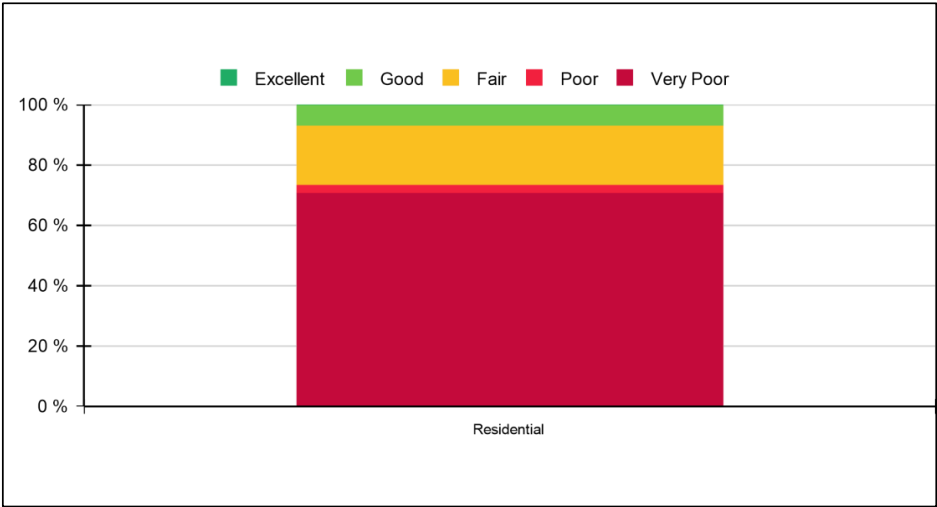


Figure 40: Curbs & Gutters Network Condition by Service Type

5.3.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Service Type.

Criticality Settings	
Service Type	
Commercial	10
Industrial	75
Residential	100
	50

Risk

The Risk settings for Curbs and Gutters are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.3.3 LEVEL OF SERVICE REQUIREMENTS

The Village of Marwayne targets to replace those Curbs and Gutters before the end of their service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.3.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Curbs and Gutters, and it is a replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2021

5.3.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Curbs and Gutters, and in this case, it is a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 41 shows the Curbs and Gutters overall network performance throughout the plan period:

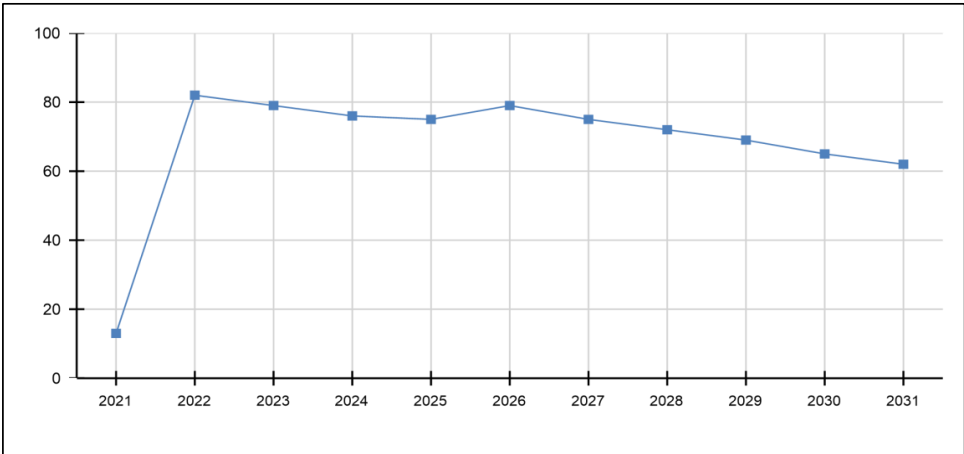


Figure 41: Overall Network Condition Status

Over the next 10 years the performance of the Curbs and Gutters increases from 13 to 62 at the end of plan.

Figure 42 shows the condition status distribution of the Curbs and Gutters network at each year of the plan:

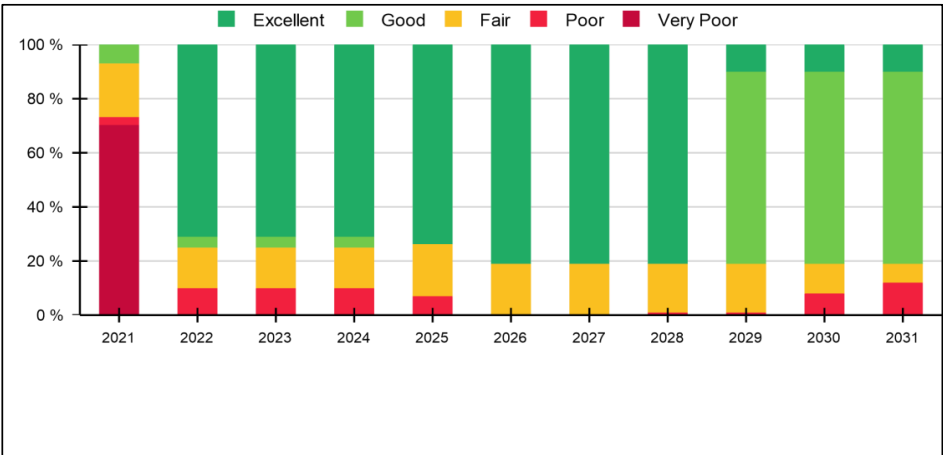


Figure 42: Annual Network Condition Status

As shown in this figure, at the beginning of the plan 7% is in good, 20% is in fair, 3% is in poor and 71% in very poor condition. At the end of the 10-year plan 10% will be in excellent, 71% will be in good, 7% will be in fair, and 12% will be in poor condition, a significant improvement.

The deficit projection of the Curbs and Gutters network is shown below:

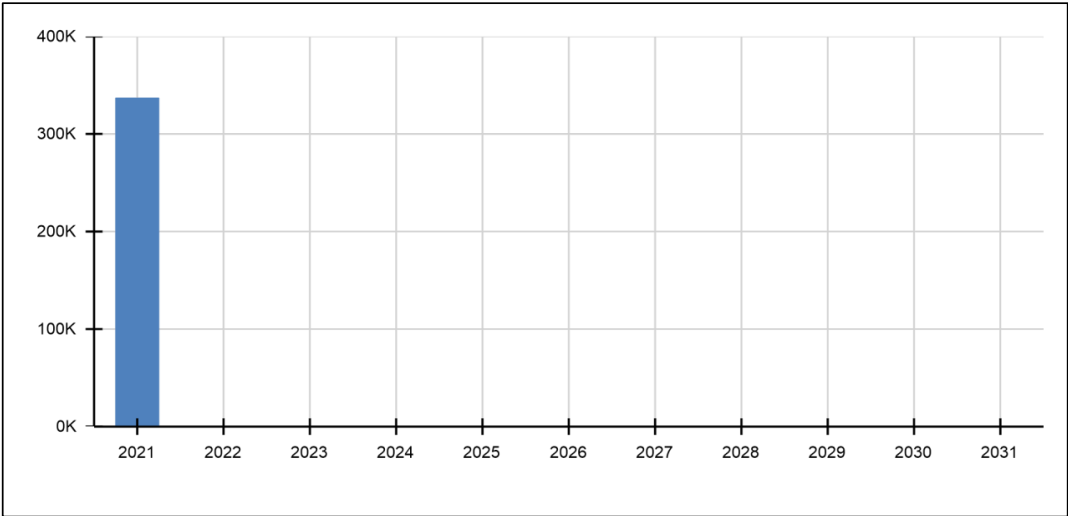


Figure 43: Curbs & Gutters Deficit Projections

The deficit is cleared in the first year of the capital plan, and Figure 44 shows the overview of the capital expenditures:

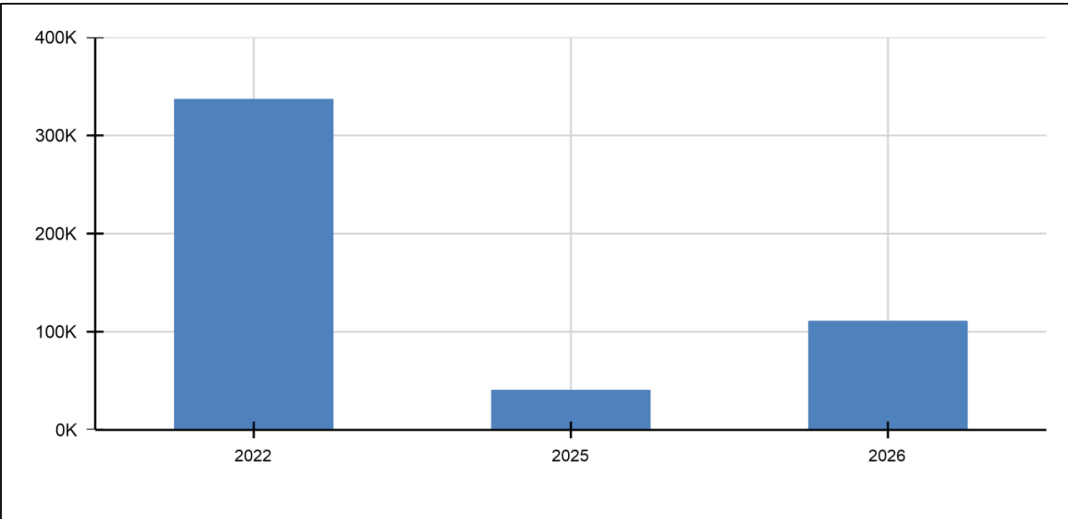


Figure 44: Capital Project Overview

5.4 STREET LIGHTS

The Village of Marwayne has two Street Light Assets in its inventory.

5.4.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Street Lights is determined through an age-based analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
✓	Very Poor	0 to 0.1
✓	Poor	0.1 to 20
✓	Fair	20 to 60
✓	Good	60 to 80
✓	Excellent	80 to 100

Figure 45: Street Lights Condition State Ranges

The age-based condition was calculated to the year 2021, and the current 2021 Network Condition (%RSL) of the Street Lights is 72. This represents an overall "Good" condition state.

Title	Condition	Condition State
Network Overall Condition	72	Good

The Network Condition Status distribution, weighed by quantities, is shown in Figure 46:

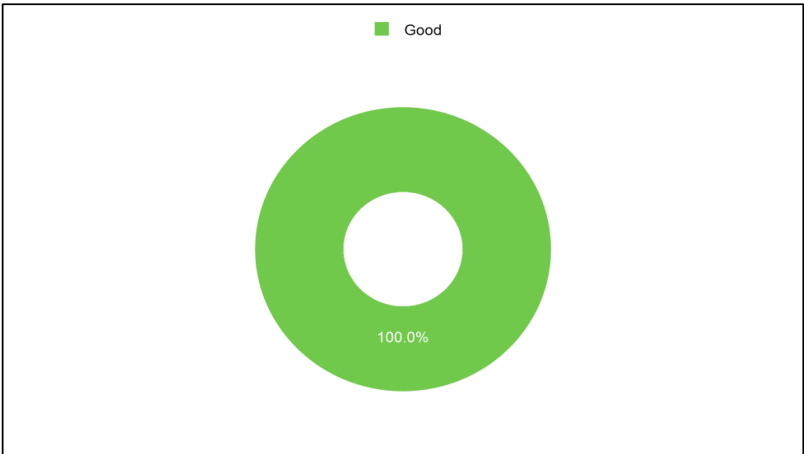


Figure 46: Street Lights Condition State

5.4.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Service Type.

Criticality Settings	
Service Type	10
Commercial	75
Industrial	100
Residential	50

Risk

The Risk settings for Street Lights are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.4.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace those Street Lights before the end of their service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.4.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Street Lights, and it is a replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2021

5.4.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Street Lights, and in this case, it is a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 47 shows the Street Lights overall network performance throughout the plan period:

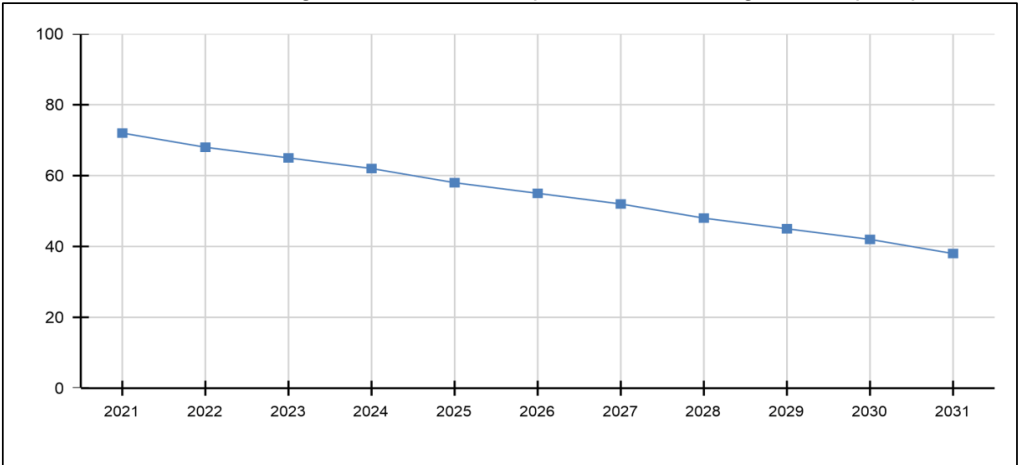


Figure 47: Overall Network Condition Status

Over the next 10 years, as the assets age, the performance of the Street Lights declines from 72 to 38 at the end of plan.

Figure 48 shows the condition status distribution of the Street Lights network at each year of the plan:

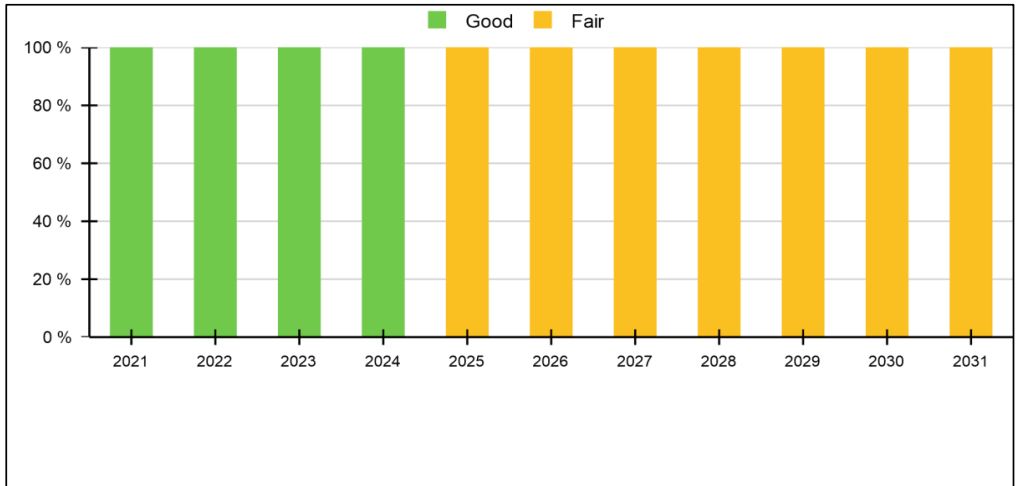


Figure 48: Annual Network Condition Status

As shown in this figure, at the beginning of the plan both assets are in good condition. At the end of the 10-year plan both are in fair condition.

Due to the condition of the Street Lights, no replacement of this asset is triggered during the 10-year plan period.

5.5 BRIDGES

The Village of Marwayne has one bridge in the inventory.

5.5.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Bridges is determined through a condition based analysis. The five (5) Condition States are defined as follows:


Active	Condition Level	Condition Index Range
	✓ Very Poor	0 to 40
	✓ Poor	40 to 60
	✓ Fair	60 to 75
	✓ Good	75 to 90
	✓ Excellent	90 to 100

Figure 49: Bridge Condition State Ranges

The most recent Bridge condition assessment was done by Wood Environment & Infrastructure Solutions in 2022. Detailed geometric and design data with element data is provided on the inspection sheets, together with an overall Structural Condition Rating. No condition data was provided for the bridge elements, so only the entire bridges were analyzed.

The network overall condition based on the latest condition assessment data is 44.4, representing an overall "Poor" condition. Since the assessment is not current, the DOT™ feature to calculate estimated current condition ratings by applying all road maintenance projects since the most recent assessment, and built-in degradation curves, was utilized this time.

Title	Condition	Condition State
Est. 2021 Overall Network Condition	33.54	Very Poor

Regardless of the current condition, the 2022 inspection report states that the bridge needs to be replaced because it is undersized to handle the design flood flow. The report recommends a 3360mm type Structural Plate Corrugated Steel Pipe Culvert x 35m at an estimated cost of \$770,000. This project is included in the Capital Plan.

5.5.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the Data Attributes available and there being only one asset in the inventory, there is no criticality set in the planning.

Risk

The Risk settings for Bridges are done as described in Section 4. Due to the limited data of the Bridges assets, there are no risk targets set in the planning.

5.5.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace their Bridges before they reach the end of their service life.

5.5.4 LIFECYCLE MANAGEMENT STRATEGY

With no bridge element condition data available, the only treatment available is a reconstruction treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replace the entire bridge	100.00 %	0.0%	2022

5.5.5 BUDGET CONSTRAINTS

No Budget constraints are applied in meeting this target.

5.5.6 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Bridges, on the basis of a straight end-of-life replacement. The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - Inspection Report
Description:	Replacement cost is using the cost of option A in the report.
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 50 shows the network overall network performance throughout the plan period:

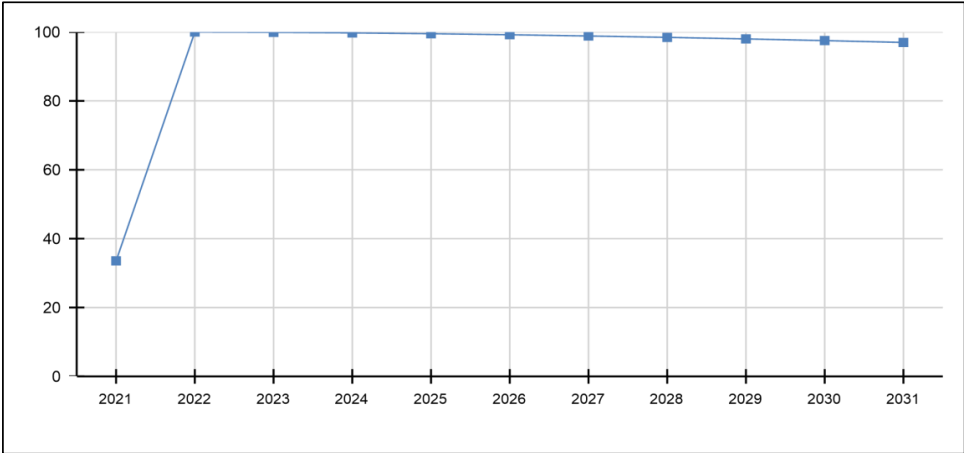


Figure 50: Bridge Network Performance

Over the next 10 years, the performance of the Bridge network increases from 33.54 to 96.98 at the end of plan, a significant improvement.

The bridge is being replaced in the first year of the plan, and the projected capital expenditures for the Bridge is shown in Figure 51:

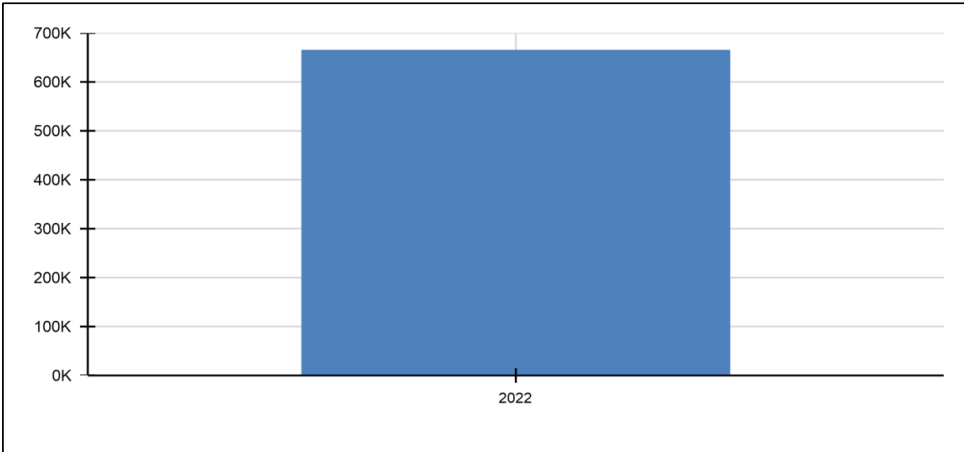


Figure 51: Bridge Capital Expenditures

As described earlier, this full Bridge replacement/rebuild project is required because it is undersized to handle the design flood flow.

5.6 WATERLINES

The Village of Marwayne has a total of 13.1 km of Waterlines, including High-Density Polyethylene, Asbestos Cement, PVC, Copper and Other types.

5.6.1 WATERLINE ATTRIBUTES

The following summarizes the Waterline material types within the Municipality:

Material	Length (Km)	Percentage
Unknown	0.8	6.1%
High-Density Polyethylene	2.0	15.3%
Asbestos Cement	0.4	3.1%
PVC	5.0	38.2%
Copper	1.3	9.9%
Other	3.6	27.5%

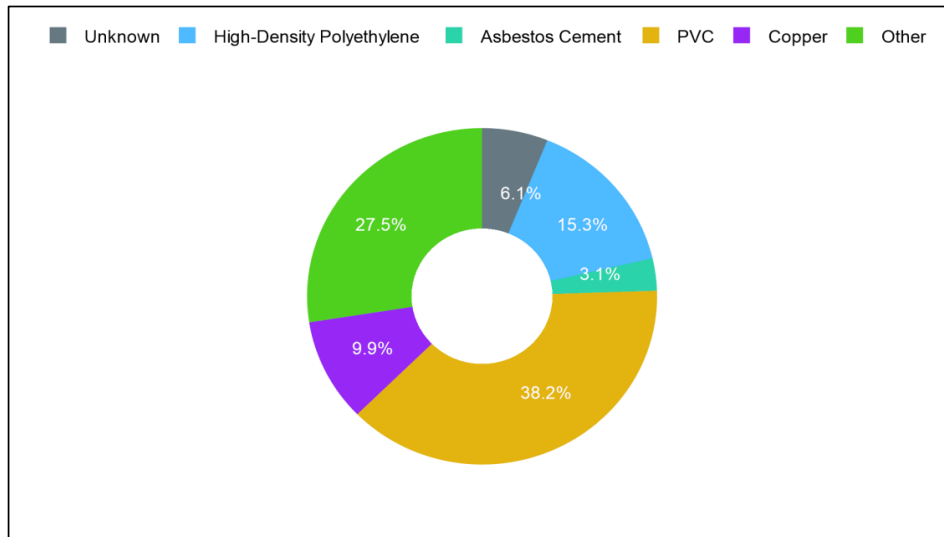


Figure 52: Waterline by Material

5.6.2 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Waterlines is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range	
✓	Very Poor	0	to 1
✓	Poor	1	to 25
✓	Fair	25	to 50
✓	Good	50	to 70
✓	Excellent	70	to 100

Figure 53: Waterline Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Waterlines is 46. This represents an overall “Fair” condition state.

Title	Condition	Condition State
Network Overall Condition	46	Fair

The following summarizes the 2021 Network Condition, weighted by section length:

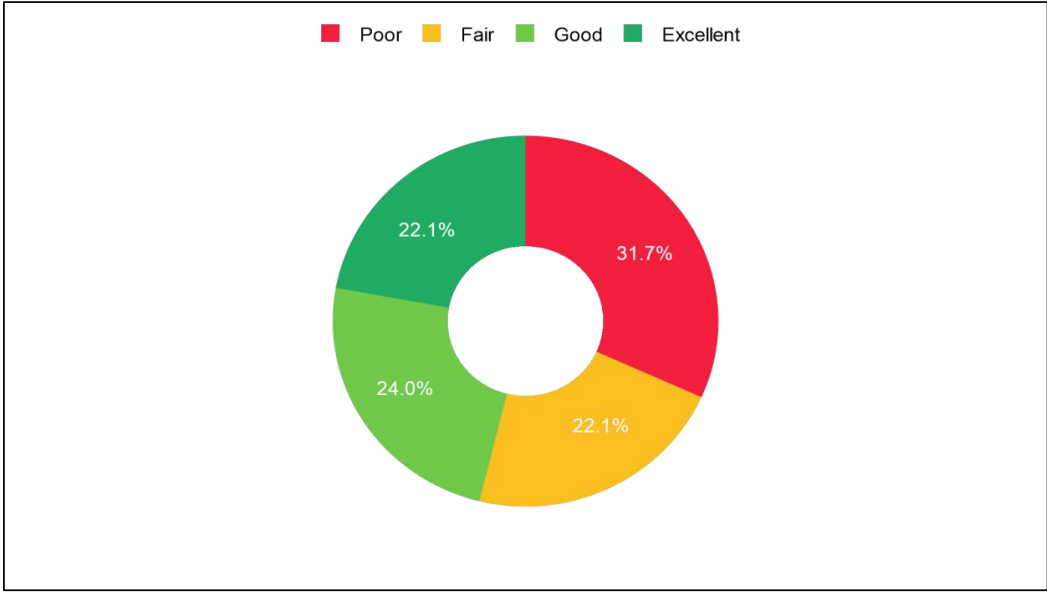


Figure 54: Waterline Network Condition

The Condition States by Material are shown in Figure 55:

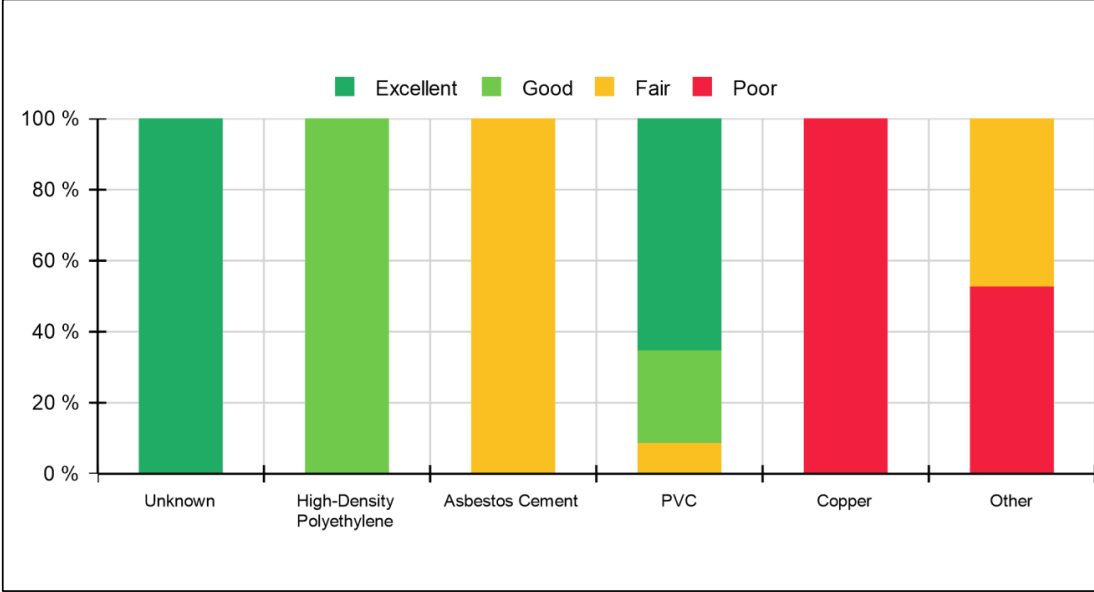


Figure 55: Waterline Network Condition by Material

The Map view of the condition state is shown in Figure 56.

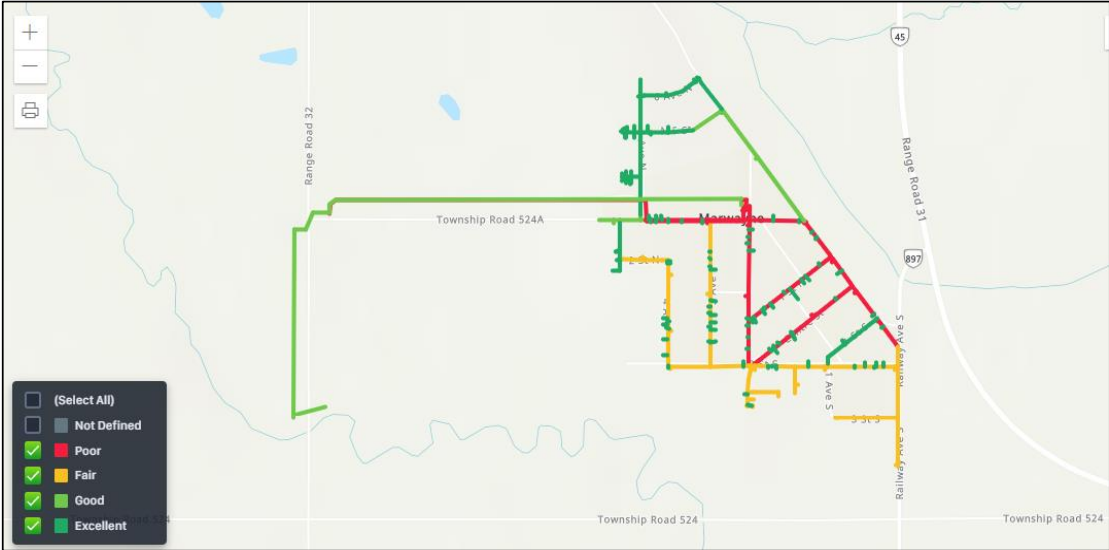


Figure 56: Waterline Network Condition Map

5.6.3 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Main Type and Diameter.

Criticality Settings	
Diameter	10
less than 30	0
30 - 75	25
75 - 125	50
125 - 175	85
175 and over	100
Main Type	7
Distribution Main	100
Facility Piping	100
Service	25

This map view shows the criticality states of the various waterline sections:

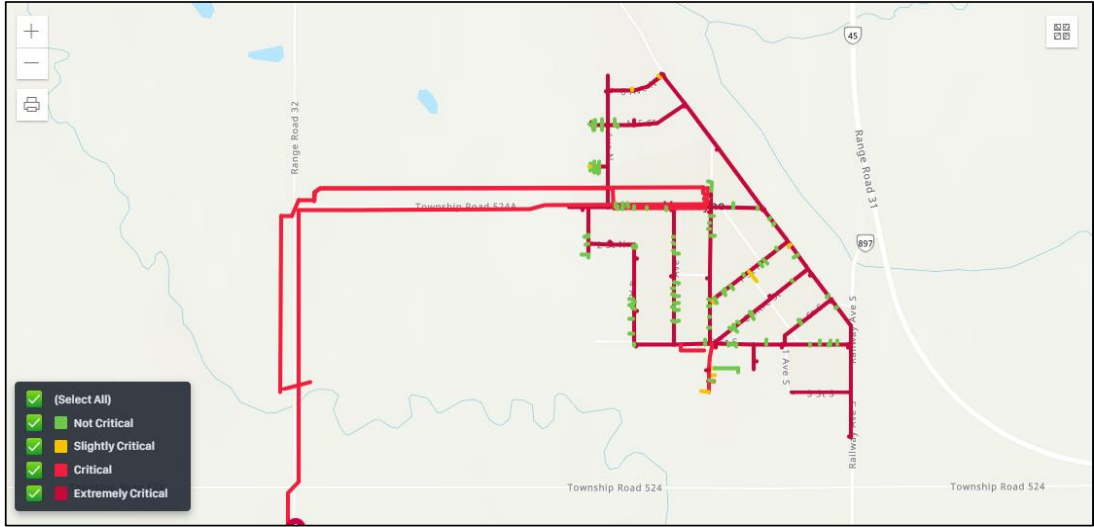


Figure 57: Waterline Network Criticality Map

Risk

The Risk settings for Waterlines are done as described in Section 4. This map view shows the Risk levels of the road system:

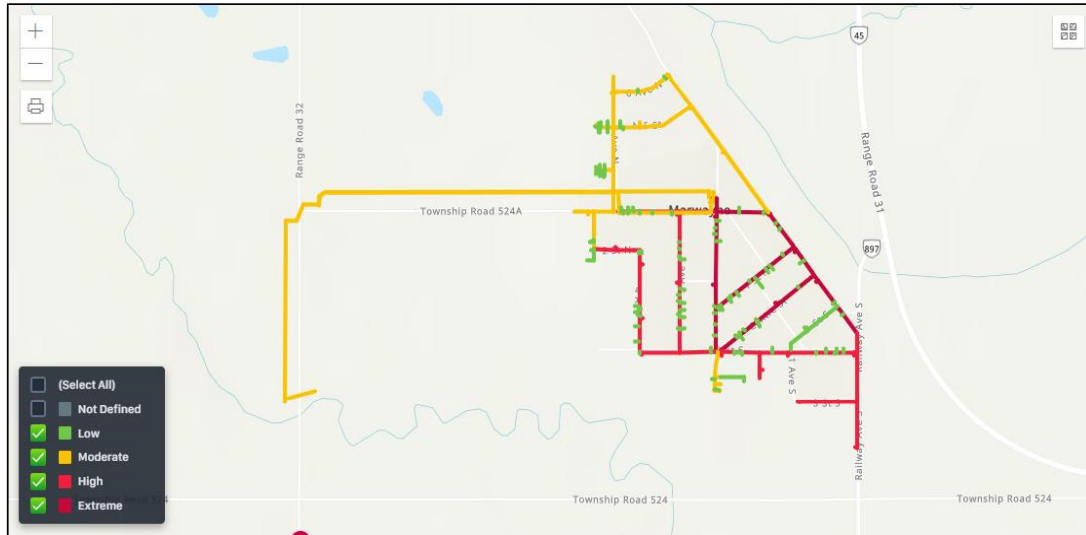


Figure 58: Waterline Network Risk Map

5.6.4 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to keep all sections below a risk threshold of 90 as shown below:

Max Percentage at Risk Threshold					
Name	Perf. Class	Perf. Attribute	Constraint	Violation	Penalty
Max % at Risk Threshold	Network	%RSL	0.0% >= 90 by 2022	Hard	NA

Further to the risk constraint, the Village of Marwayne targets to replace the Waterlines when the end of the service life has been reached. This Level of Service Setting is as follows:

LOS Constraints					
Max Percentage at Performance Threshold					
Name	Perf. Class	Perf. Attribute	Constraint	Violation	Penalty
End of Life Replacement	Network	%RSL	0.0% <= 0 by 2022	Hard	NA

5.6.5 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Waterlines, and it is a replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement Treatment	100.00 %	0.0%	2021

5.6.6 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Waterlines, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - Risk Threshold 90
Description:	Replace when Risk Threshold exceeds 90
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Minimize Cost	Min	1	NA

Network Optimization Results

Figure 59 shows the Waterline network overall network performance throughout the plan period:

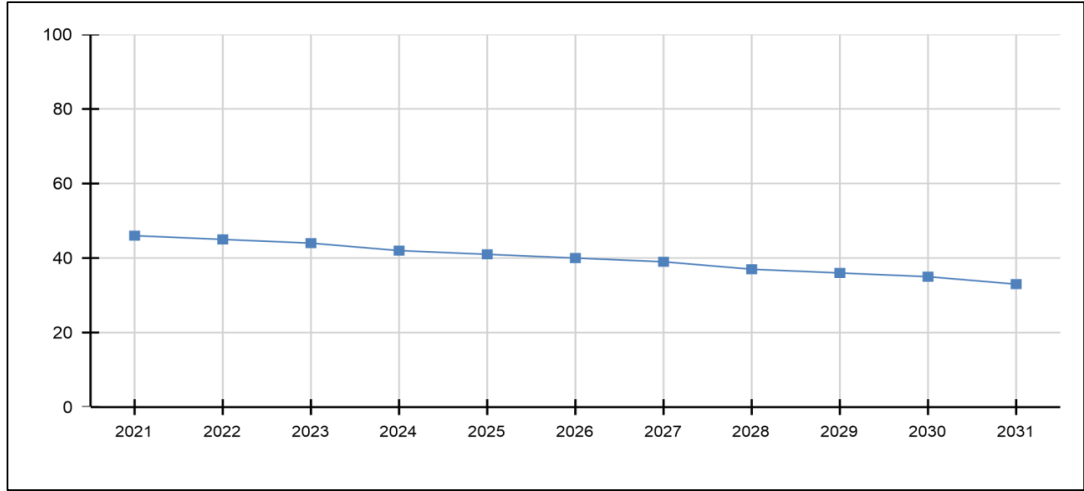


Figure 59: Waterline Network Performance

Over the next 10 years, as the pipes age, the performance of the Waterline network declines from 46 to 33 at the end of plan.

Figure 60 shows the condition status distribution of the Waterline network at each year of the plan:

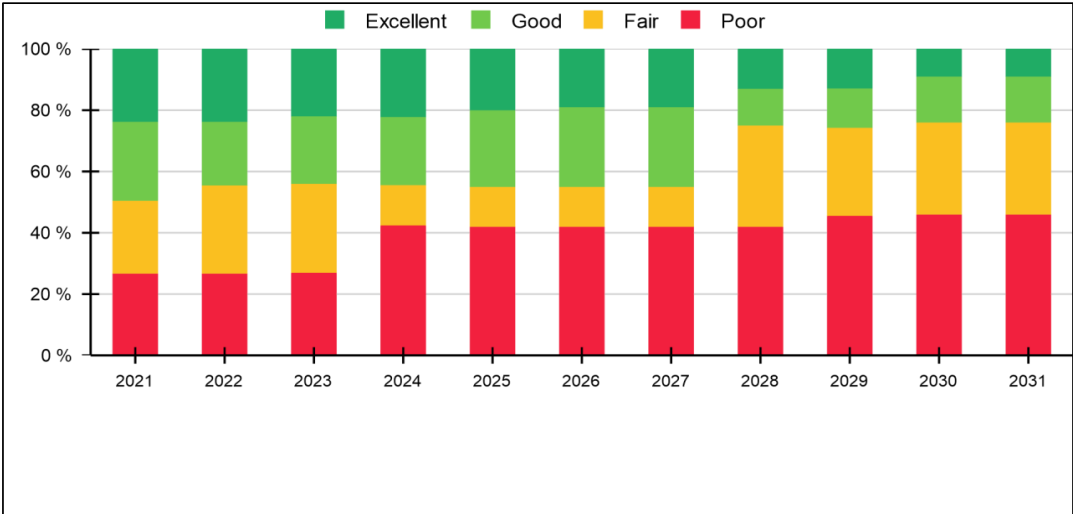


Figure 60: Annual Network Condition Status

As shown in this figure, at the beginning of the plan 24% is in excellent, 26% is in good condition, 24% is in fair condition, and 27% in poor condition. At the end of the 10-year plan 9% of sections will be in excellent, 15% will be in good, 30% in fair and 46% will be in fair condition.

The Risk Matrix at the beginning and end of plan is shown here, maintaining all Waterline assets below a Risk Threshold of 90:



Figure 61: Waterlines Risk Matrix at Beginning and End of Plan

None of the Waterline sections are in a deficit position throughout the plan period, and Figure 62 shows the overview of the capital expenditures:

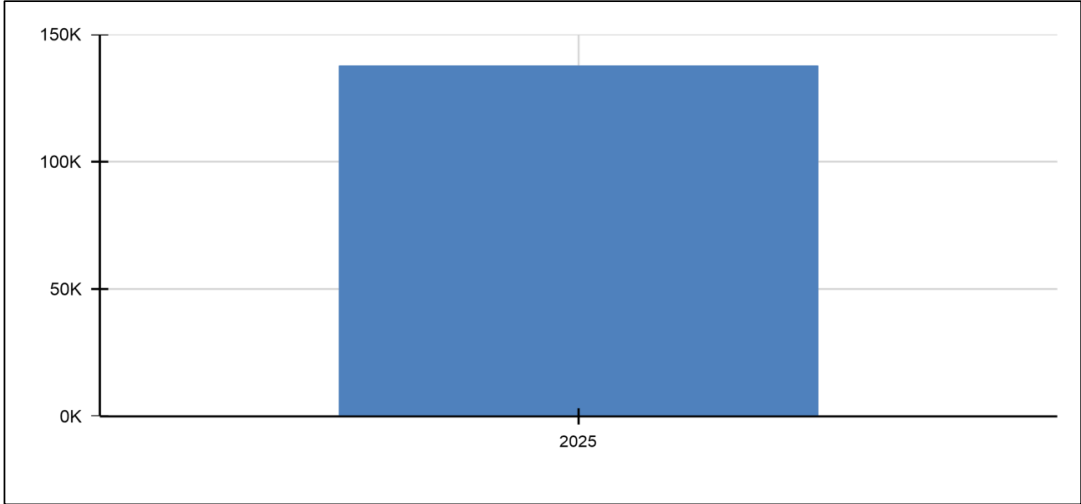


Figure 62: Capital Project Overview

5.7 PUMPING STATIONS (WATER)

This category includes one Pumping Station (Water) in the Village of Marwayne’s inventory. Condition data for the Pumping Station (Water) were not available. An age-based condition (% Remaining Service Life) was calculated for the assets.

5.7.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Pumping Stations (Water) is determined through an age-based analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
✓	Very Poor	0 to 5
✓	Poor	5 to 20
✓	Fair	20 to 60
✓	Good	60 to 80
✓	Excellent	80 to 100

Figure 63: Pumping Stations (Water) Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Pumping Stations (Water) is 76. This represents an overall “Good” condition state.

Title	Condition	Condition State
Network Overall Condition	76	Good

The Network Condition Status distribution, weighed by counts, is shown in Figure 64:

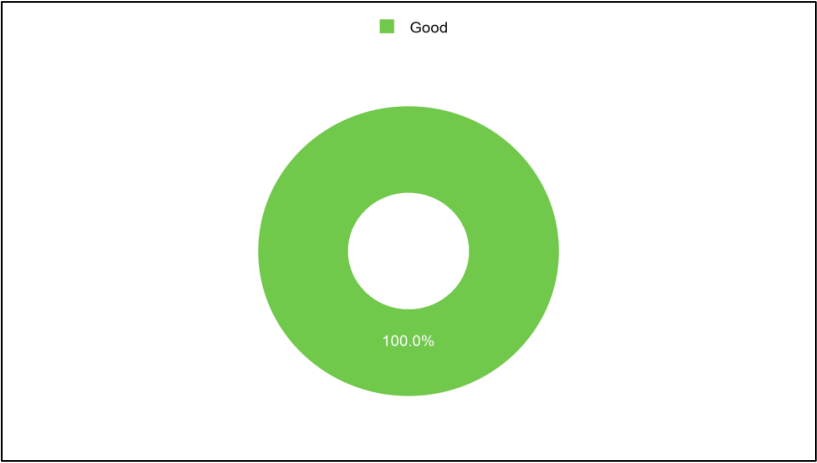


Figure 64: Pumping Stations (Water) Condition State

5.7.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Asset Status only, with in-service assets being critical. Socio-economic factors were not included.

Criticality Settings	
Asset Status	Count
Abandoned	10
In-service	0
Removed	100
Unassumed	0

Risk

The Risk settings for Pumping Stations (Water) Settings are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.7.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Pumping Stations (Water) before the end of their service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.7.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Pumping Stations (Water), and it is a replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2021

5.7.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Pumping Stations (Water) and is a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 65 shows the Pumping Stations (Water) overall network performance throughout the plan period:

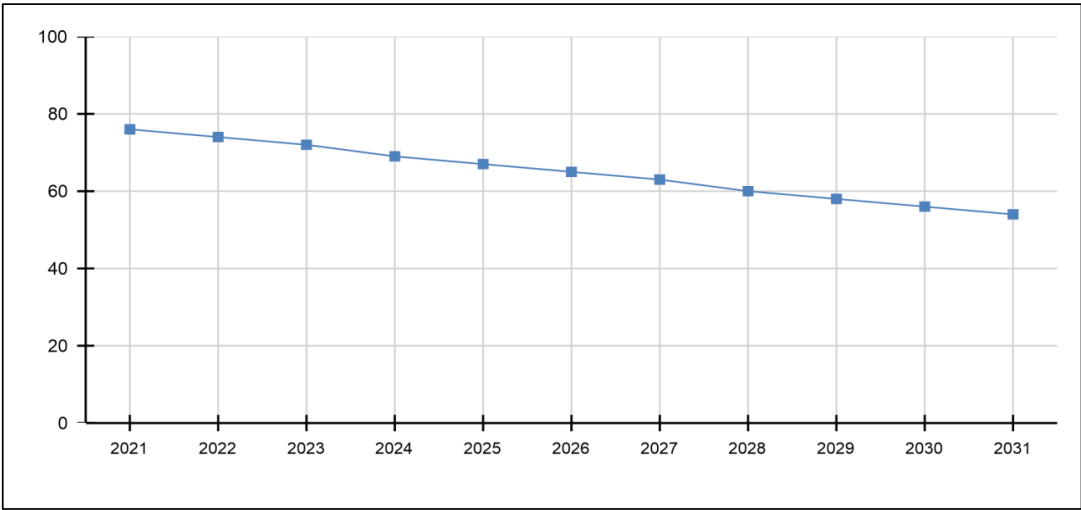


Figure 65: Overall Pumping Stations (Water) Network Condition Status

Over the next 10 years, as the assets age, the performance of the Pumping Station (Water) network declines from 76 to 54 at the end of plan.

Figure 66 shows the condition status distribution of the Pumping Station (Water) network at each year of the plan:

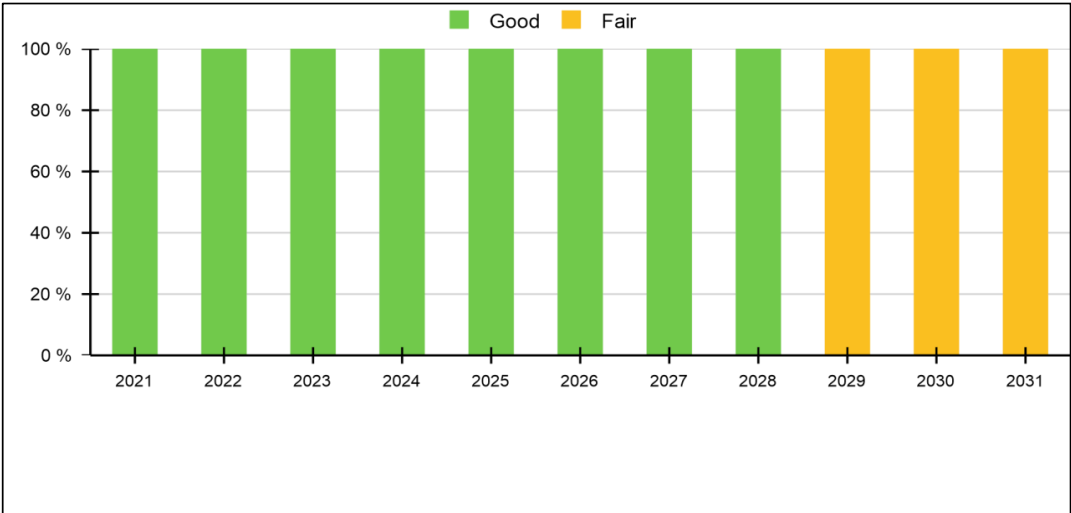


Figure 66: Annual Network Condition Status

As shown in this figure, at the beginning of the plan both pumping stations (Water) are in good condition. At the end of the 10-year plan both of them will be in fair condition. Due to the condition of the Pumping Stations (Water), no replacements of these assets are triggered during the 10-year plan period.

5.8 WATER VALVES & FITTINGS

This category includes a total of 155 Water Valves and Fittings assets in the Village of Marwayne’s inventory. Condition data for the Water Valves and Fittings were not available. An age-based condition (% Remaining Service Life) was calculated for the assets.

There are 70 Valves with a Replacement Cost value of \$147,651 and 85 Fittings with a Replacement Cost value of \$29,827 in the inventory, which is summarized in this chart:

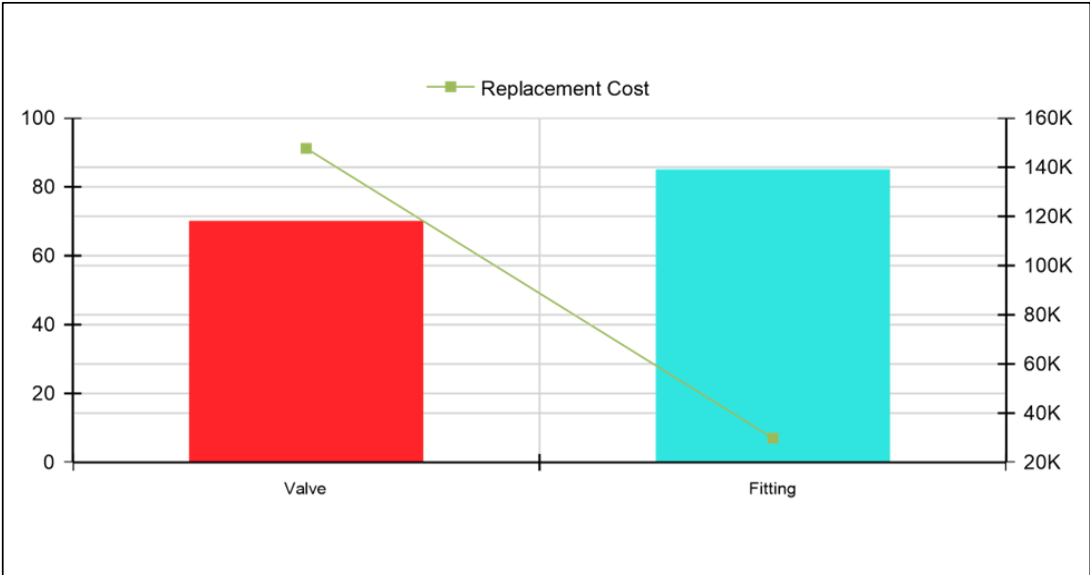


Figure 67: Water Valves and Fittings by Count and Replacement Cost

5.8.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Water Valves & Fittings is determined through an age-based analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
✓	Very Poor	0 to 1
✓	Poor	1 to 25
✓	Fair	25 to 50
✓	Good	50 to 70
✓	Excellent	70 to 100

Figure 68: Water Valves and Fittings Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Water Valves is 46. This represents an overall “Fair” condition state.

Title	Condition	Condition State
Network Overall Condition	46	Fair

The Network Condition Status distribution, weighed by counts is shown in Figure 69:

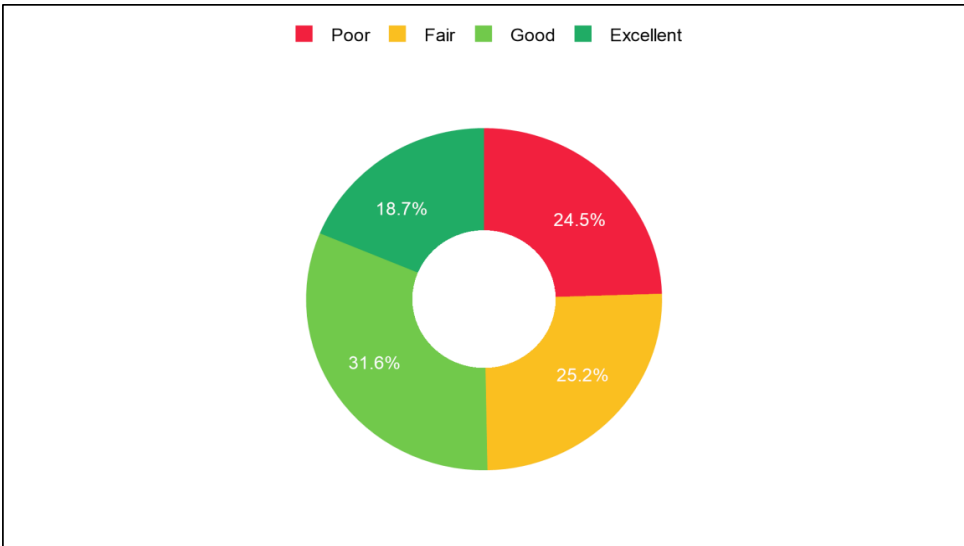


Figure 69: Water Valves & Fittings Condition State

The Condition States, separately for the Valves and Fittings, are shown in Figure 70:

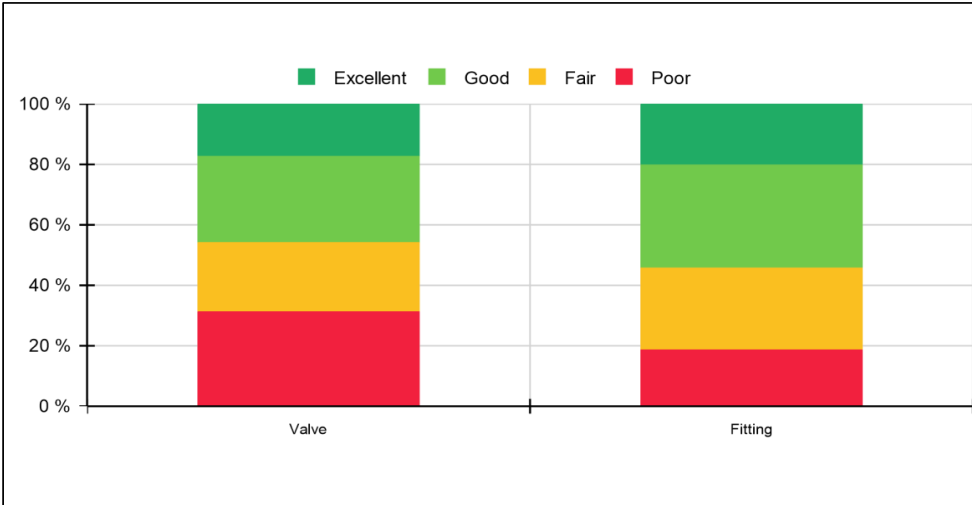


Figure 70: Water Valves and Fittings Network Condition Status

5.8.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Asset Types only. Socio-economic factors were not included.

Type	5
Valve	75
Fitting	50

Risk

The Risk settings for Water Valve Settings are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.8.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Water Valves before the end of their service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.8.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Water Valves, and it is a replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2021

5.8.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Water Valves and Fittings, and is a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 71 shows the Water Valves and Fittings overall network performance throughout the plan period:

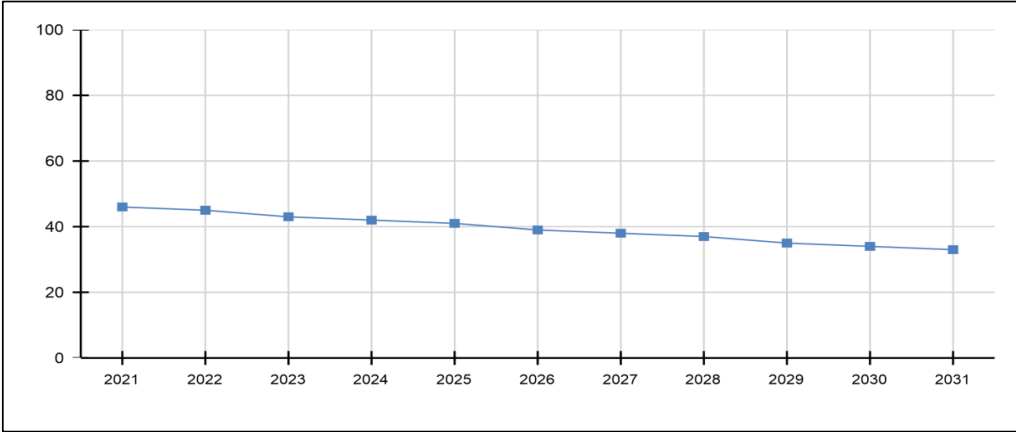


Figure 71: Overall Water Valves and Fittings Network Condition Status

Over the next 10 years, as the assets age, the performance of the Water Valves and Fittings network declines from 46 to 33 at the end of plan.

Figure 72 shows the condition status distribution of the Water Valve network at each year of the plan:

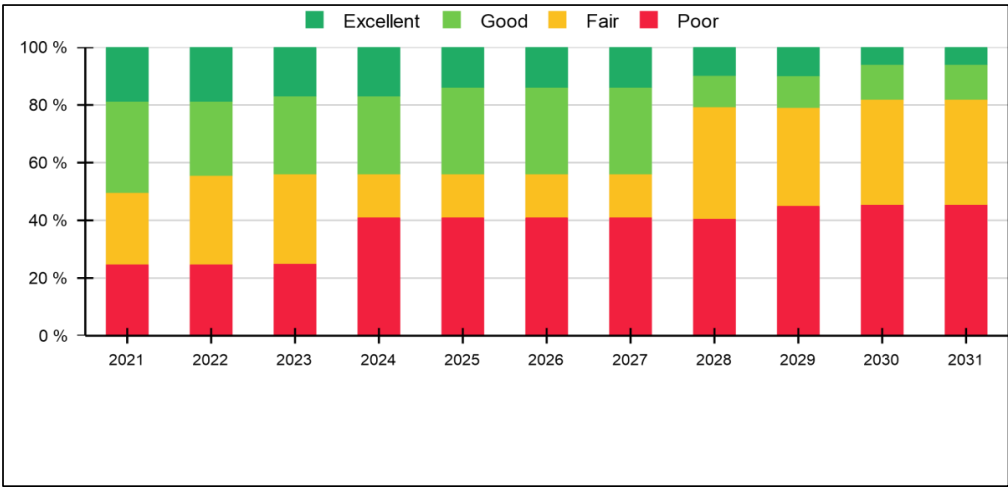


Figure 72: Annual Valves and Fittings Network Condition Status

As shown in this figure, at the beginning of the plan 19% is in excellent, 32% is in good, 25% is in fair condition and 25% in poor condition. At the end of the 10-year plan 6% will be in excellent, 12% will be in good, 36% will be in fair, and 45% will be in poor condition. Due to the condition of the Water Valves, no replacements of these assets are triggered during the 10-year plan period.

5.9 HYDRANTS

The Village of Marwayne has 32 Hydrant assets in its inventory. Condition data for the Hydrants were not available, so an age-based condition (% Remaining Service Life) was calculated.

5.9.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Hydrants is determined through an age-based analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
	✓ Very Poor	0 to 5
	✓ Poor	5 to 25
	✓ Fair	25 to 50
	✓ Good	50 to 70
	✓ Excellent	70 to 100

Figure 73: Hydrant Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) is 66. This represents an overall “Good” condition state.

Title	Condition	Condition State
Network Overall Condition	66	Good

The following summarizes the 2021 Network Condition, weighted by counts:

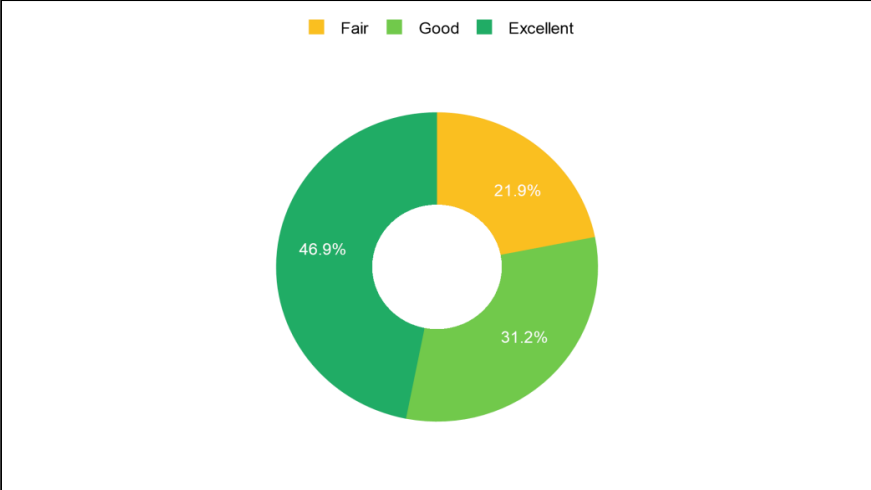


Figure 74: Hydrants Network Condition

5.9.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Asset Status only, with in-service assets being critical. Socio-economic factors were not included.

Criticality Settings	
Asset Status	
Abandoned	5
In-service	100
Removed	0
Unassumed	0

Risk

The Risk settings for Hydrants are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.9.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Hydrants before the end of their service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.9.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Hydrants, and it is a replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2021

5.9.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Hydrants, and for Hydrants it is a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 75 shows the Hydrant overall network performance throughout the plan period:

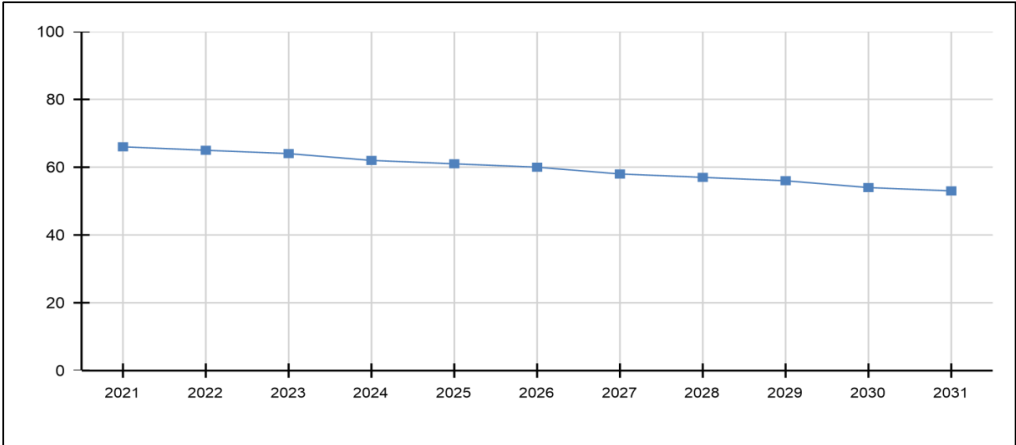


Figure 75: Overall Hydrant Network Condition Status

Over the next 10 years, as the assets age, the performance of the Hydrant network declines from 66 to 53 at the end of plan.

Figure 76 shows the condition status distribution of the Hydrant network at each year of the plan:

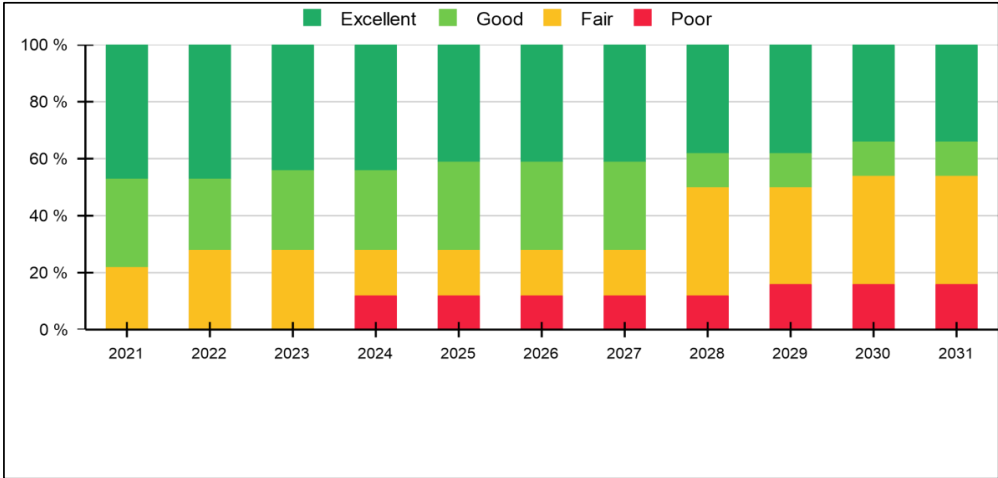


Figure 76: Annual Network Condition State

As shown in this figure, at the beginning of the plan 47% is in excellent, 31% is in good condition and 22% in fair condition. At the end of the 10-year plan 34% of sections will be in excellent, 12% will be in good condition, 38% will be in fair condition and 16% will be in poor condition. Also, none of the Hydrants are in a deficit position throughout the plan period, and no replacements are scheduled.

5.10 WATER METERS

The Village of Marwayne has one pooled Water Meter asset in its inventory. Detailed data about size and material was not available.

5.10.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Water Meter is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range	
✓	Very Poor	0	to 5
✓	Poor	5	to 20
✓	Fair	20	to 60
✓	Good	60	to 80
✓	Excellent	80	to 100

Figure 77: Water Meter Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Water Meters is 85. This represents an overall “Excellent” condition state.

Title	Condition	Condition State
Network Overall Condition	85	Excellent

5.10.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Asset Status only, with in-service assets being critical. Socio-economic factors were not included.

Criticality Settings	
Asset Status	5
Abandoned	0
In-service	100
Removed	0
Unassumed	0

Risk

The Risk settings for Water Meters are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.10.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Water Meters before the end of their service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.10.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Water Meters, and it is a full replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2021

5.10.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Water Meters, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End if Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 78 shows the Water Meters overall network performance throughout the plan period:

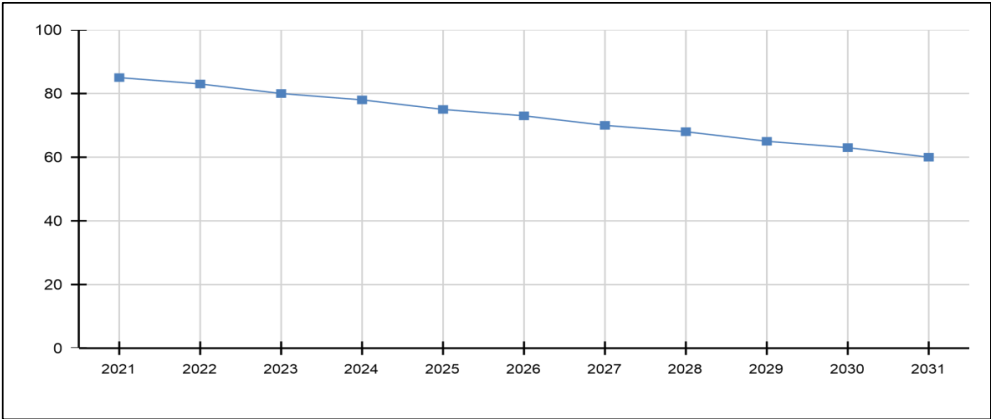


Figure 78: Water Meters Network Performance

Over the next 10 years, as the Water Meters age, the performance of the Water Meters network declines from 85 to 60 at the end of plan.

The Water Meter is not in a deficit position throughout the plan period, and no replacements are scheduled.

5.11 WATER RESERVOIRS

The Village of Marwayne has five Water Reservoirs Assets valued 2,640,756 in its inventory. Condition data for the Water Reservoirs were not available, so an age-based condition (% Remaining Service Life) was calculated.

5.11.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Water Reservoirs is determined through an age-based analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
✓	Very Poor	0 to 1
✓	Poor	1 to 25
✓	Fair	25 to 50
✓	Good	50 to 70
✓	Excellent	70 to 100

Figure 79: Water Reservoirs Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) is 76. This represents an overall “Good” condition state.

Title	Condition	Condition State
Network Overall Condition	76	Excellent

The following summarizes the 2021 Network Condition, weighted by replacement cost:

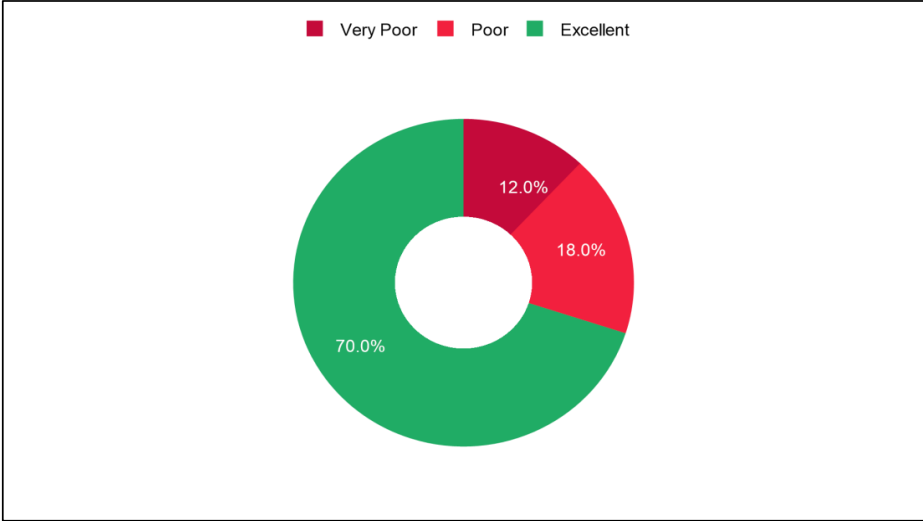


Figure 80: Water Reservoirs Network Condition

5.11.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Asset Status only, with in-service assets being critical. Socio-economic factors were not included.

Criticality Settings	
Asset Status	5
Abandoned	0
In-service	100
Removed	0
Unassumed	0

Risk

The Risk settings for Water Reservoirs are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.11.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Water Reservoirs before the end of their service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.11.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Water Reservoirs, and it is a replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2021

5.11.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Water Reservoirs, and it is a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of life replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 81 shows the Water Reservoirs overall network performance throughout the plan period:

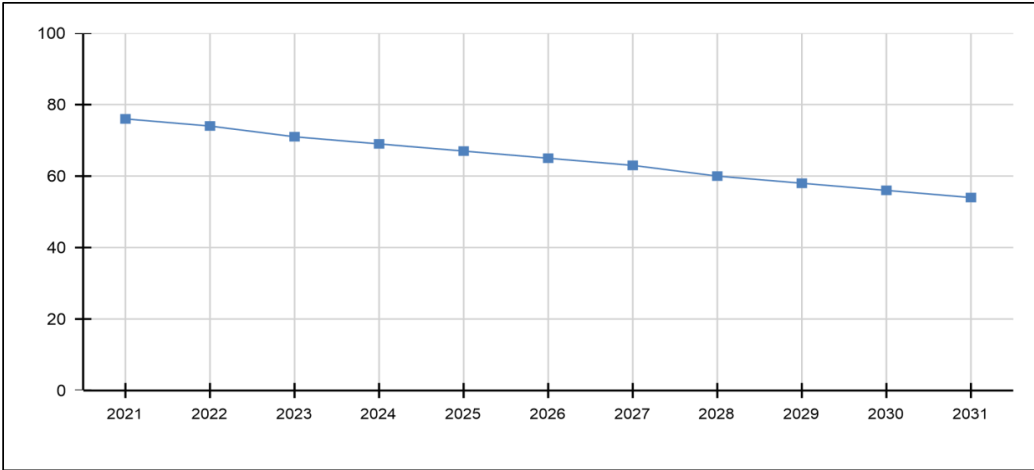


Figure 81: Overall Water Reservoirs Network Condition Status

Over the next 10 years, as the assets age, the performance of the Water Reservoirs network declines from 76 to 54 at the end of plan.

Figure 82 shows the condition status distribution of the Water Reservoirs network at each year of the plan:



Figure 82: Annual Network Condition State

As shown in this figure, at the beginning of the plan 76% is in excellent, 1% is in good condition and 23% in fair condition. At the end of the 10-year plan 38% of sections will be in excellent, 38% will be in good condition, 4% will be in fair condition and 20% will be in poor condition. Also, none of the Water Reservoirs are in a deficit position throughout the plan period, and no replacements are scheduled.

5.12 SEWERLINES

The Village of Marwayne has a total of 8.0 km of Sewerlines, with 6.2 km Gravity Mains, 1.7 km Forced Mains, and 0.1 km Services.

5.12.1 SEWERLINE ATTRIBUTES

The following summarizes the Sewerline types within the Municipality:

Type	Length (Km)	Percentage
Gravity Main	6.2	77.5%
Forced Main	1.7	21.2%
Service	0.1	1.2%

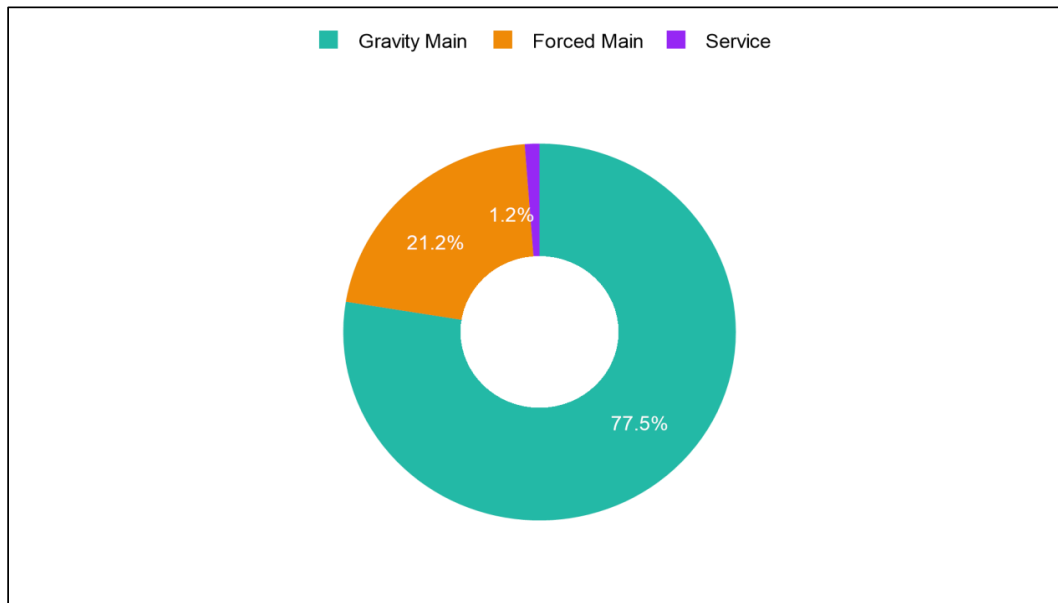


Figure 83: Sewerlines by Type

The following summarizes the Sewerline by Material within the Municipality:

Material	Length (Km)	Percentage
Unknown	1.9	23.5%
Vitrified Clay	3.9	48.1%
PVC	2.3	28.4%

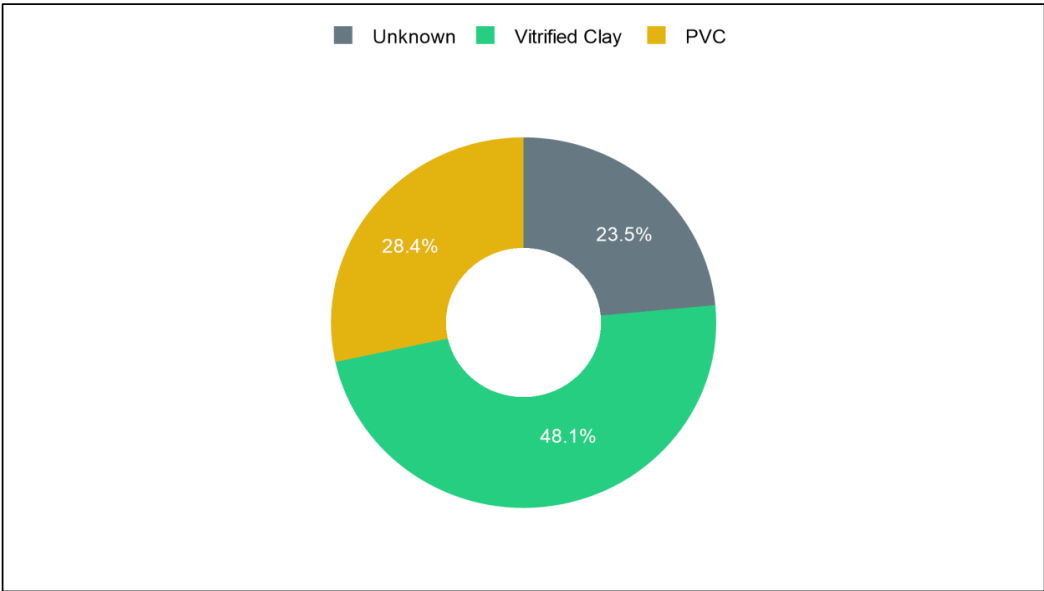


Figure 84: Sewerlines by Material

5.12.2 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Sewerlines is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
✓	Very Poor	0 to 1
✓	Poor	1 to 25
✓	Fair	25 to 50
✓	Good	50 to 70
✓	Excellent	70 to 100

Figure 85: Sewerline Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Sewerlines is 45. This represents an overall “Fair” condition state.

Title	Condition	Condition State
Network Overall Condition	45	Fair

The following summarizes the 2021 Network Condition, weighted by section length:

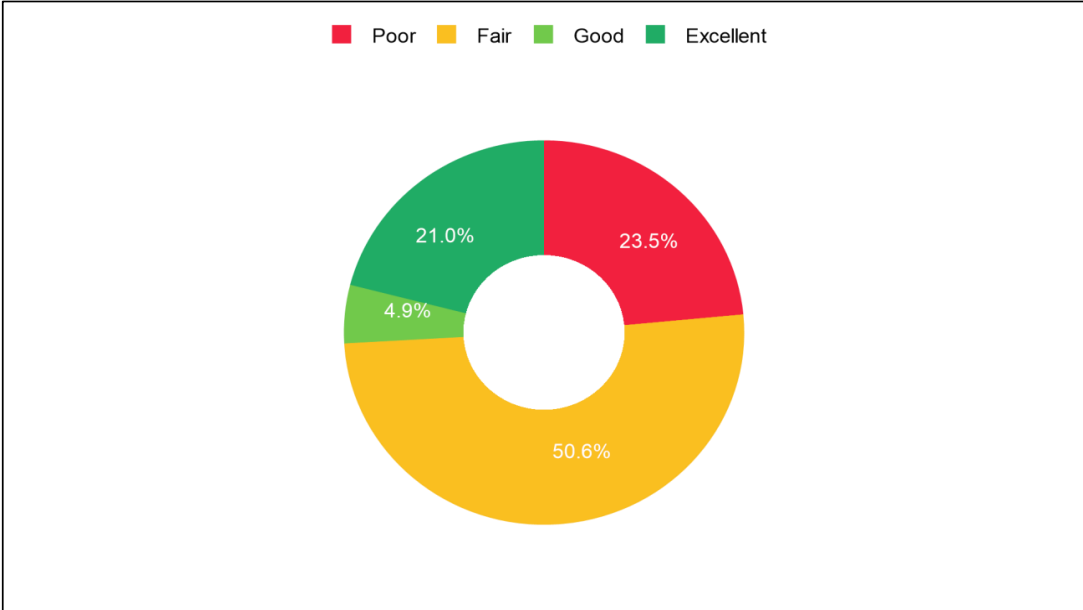


Figure 86: Sewerline Network Condition

The Condition States by Sewerline Type are shown in Figure 87:



Figure 87: Sewerline Network Condition by Type

The Map view of the Sewerline condition state is shown in Figure 88.

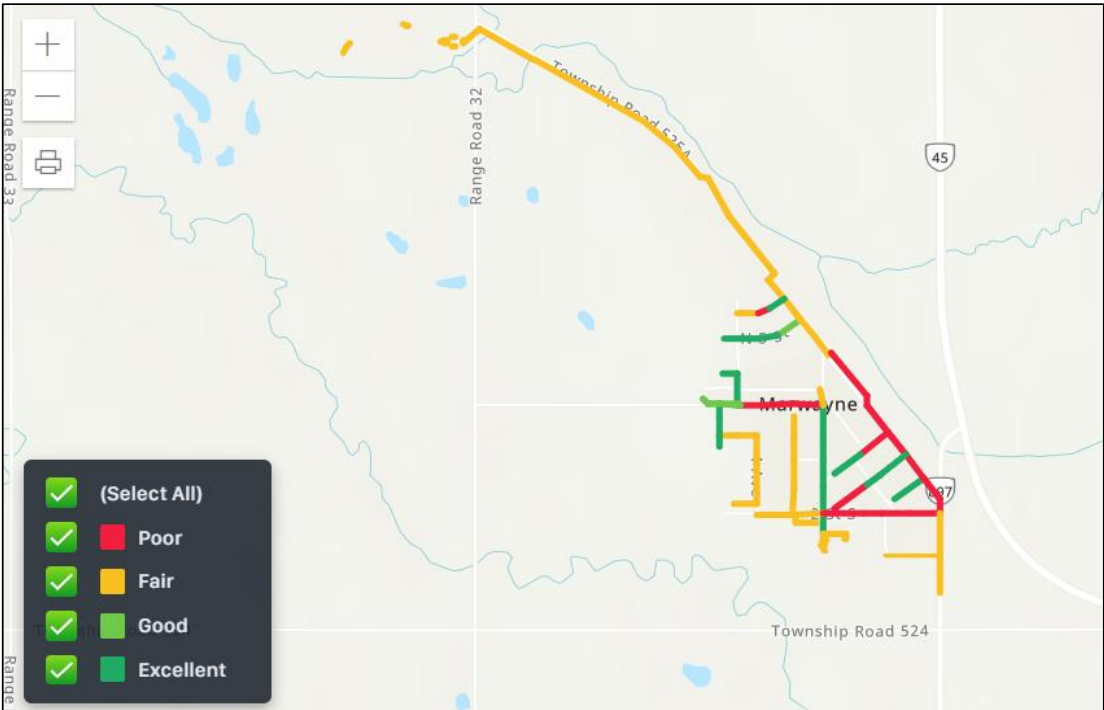


Figure 88: Condition Map View of Sewerlines Network

5.12.3 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on pipe diameter. Socio-economic factors were not included.

Criticality Settings	
Diameter	10
less than 175	5
175 - 275	50
275 and over	100

This map view shows the criticality states of the various sewerline sections:

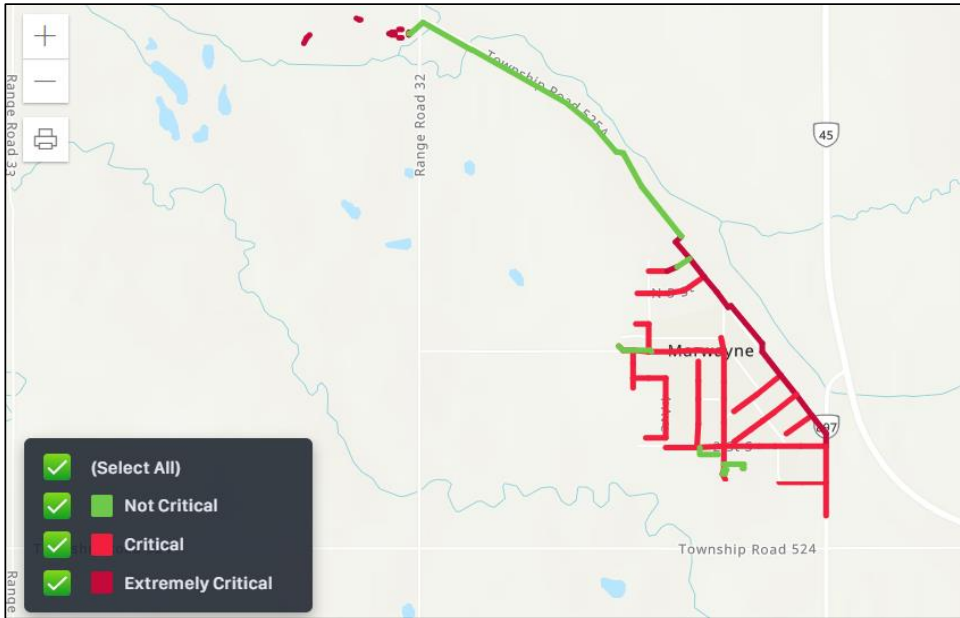


Figure 89: Sewerline Network Criticality Map

Risk

The Risk settings for Sewerlines are done as described in Section 4. This map view shows the Risk levels of the road system:

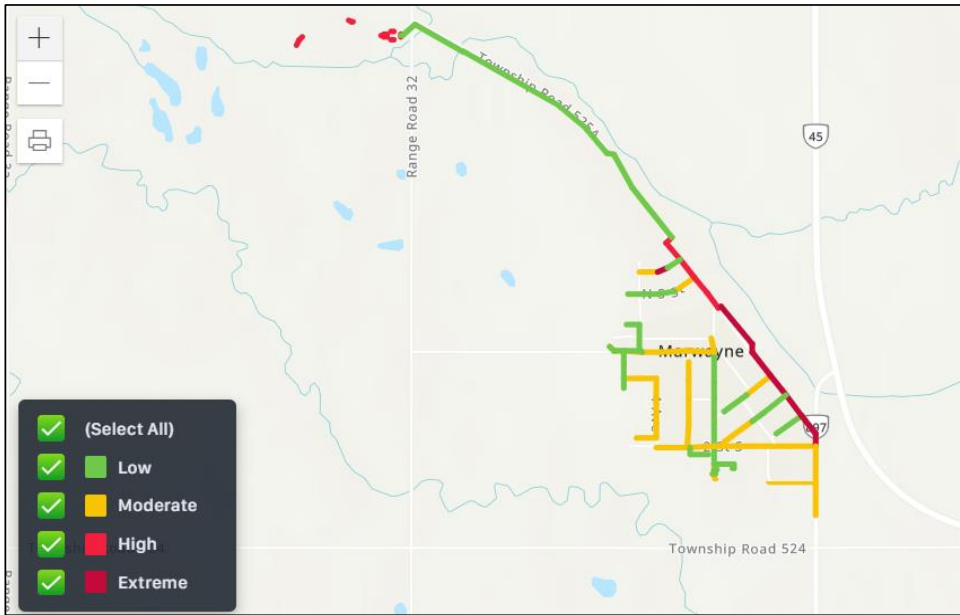


Figure 90: Sewerline Network Risk Map

5.12.4 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Sewerlines before the end of their Service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.12.5 LIFECYCLE MANAGEMENT STRATEGY

Treatments based on pipe material are available for Sewerlines, and they are open trench replacement treatments.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Open Trench Replacement (Concrete)	Open Trench Replacement	100.00 %	0.0%	2021
Open Trench Replacement (Steel)	Open Trench Replacement	100.00 %	0.0%	2021
Open Trench Replacement (PE)	Open Trench Replacement	100.00 %	0.0%	2021
Open Trench Replacement (PVC)	Open Trench Replacement	100.00 %	0.0%	2021
Open Trench Replacement	Open Trench Replacement	100.00 %	0.0%	2021

5.12.6 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Sewerlines, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 91 shows the Sewerline overall network performance throughout the plan period:

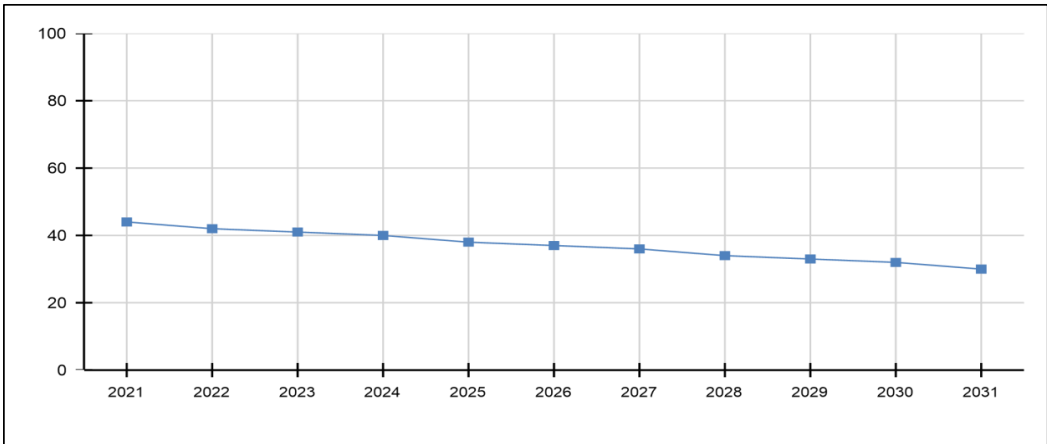


Figure 91: Sewerline Network Performance

Over the next 10 years, as the pipes age, the performance of the Sewerline network declines from 44 to 30 at the end of plan.

Figure 92 shows the condition status distribution of the Sewerline network at each year of the plan:

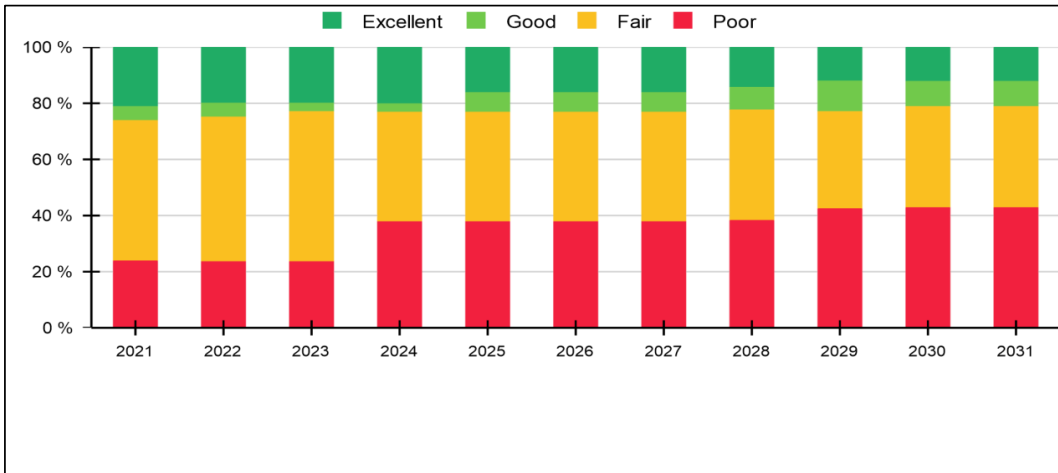


Figure 92: Annual Network Condition Status

As shown in this figure, at the beginning of the plan 21% is in excellent, 5% is in good, 50% is in fair condition and 24% in poor condition. At the end of the 10-year plan 12% of sections will be in excellent, 9% will be in good, 36% will be in fair and 43% will be in poor condition. Also, none of the Sewerlines sections are in a deficit position throughout the plan period, and no replacements are scheduled.

5.13 SEWER MANHOLES

The Village of Marwayne has a total of 73 Manholes (Sewer).

5.13.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Manholes (Sewer) is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
✓	Very Poor	0 to 1
✓	Poor	1 to 25
✓	Fair	25 to 50
✓	Good	50 to 70
✓	Excellent	70 to 100

Figure 93: Sewer Manhole Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Manholes (Sewer) is 40. This represents an overall “Fair” condition state.

Title	Condition	Condition State
Network Overall Condition	40	Fair

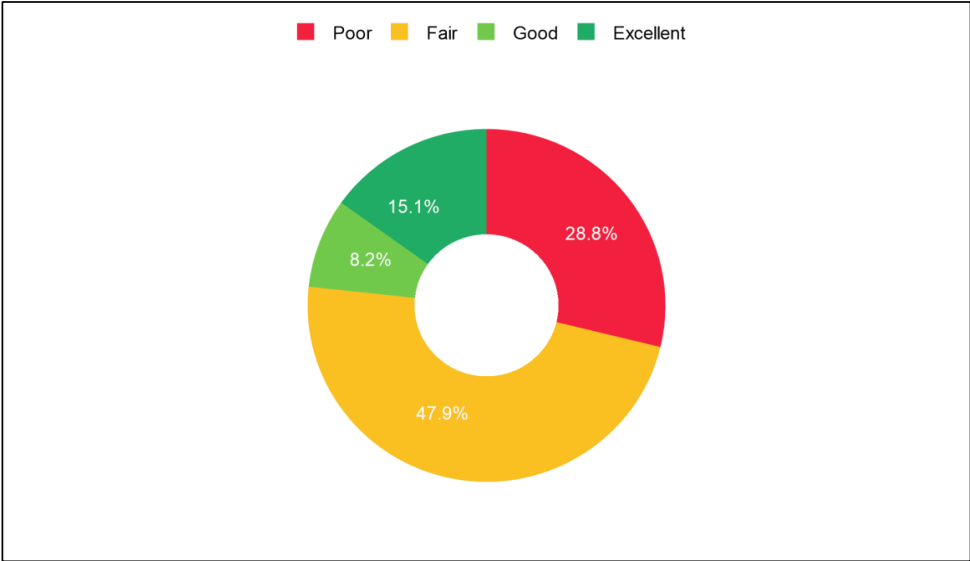


Figure 94: Manhole (Sewer) Network Condition

5.13.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were based on Asset Status only. Socio-economic factors were not included.

Criticality Settings	
Asset Status	5
Abandoned	0
In-service	100
Removed	0
Unassumed	0

Risk

The Risk settings for Manholes (Sewer) are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.13.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Manholes (Sewer) before the end of their Service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.13.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Manholes (Sewer), and it is a replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2021

5.13.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Manholes (Sewer), on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 95 shows the Manhole (Sewer) overall network performance throughout the plan period:

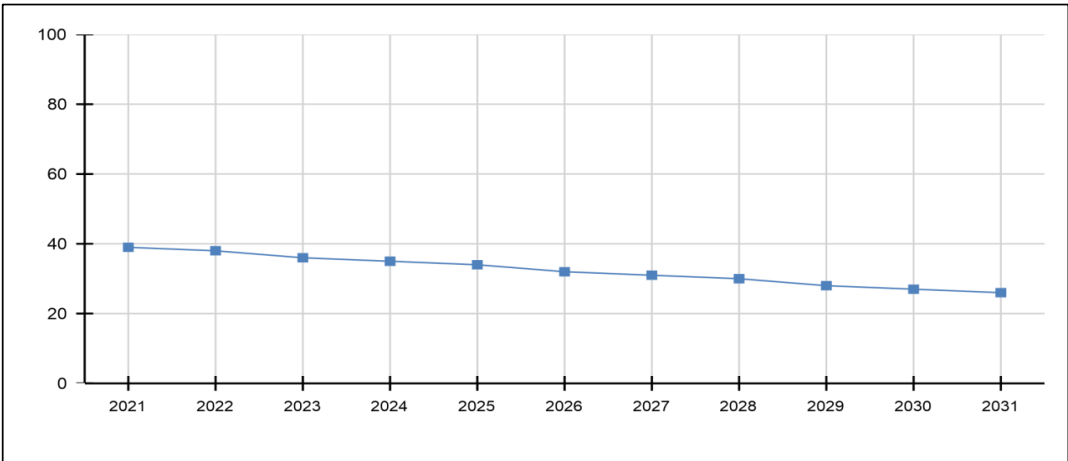


Figure 95: Sewer Manhole Network Performance

Over the next 10 years, as the assets age, the performance of the Manholes (Sewer) network declines from 39 to 26 at the end of plan.

Figure 96 shows the condition status distribution of the Sewer Manhole network at each year of the plan:



Figure 96: Annual Sewer Manhole Network Condition Status

As shown in this figure, at the beginning of the plan 15% is in excellent, 8% is in good, 48% in fair and 29% in poor condition. At the end of the 10-year plan 5% will be in excellent, 10% will be in good, 34% will be fair and 51% will be in poor condition. Also, none of the Manholes (Sewer) are in a deficit position throughout the plan period, and no replacements are scheduled.

5.14 PUMPING STATIONS (SEWER)

The Municipality has Pumping Stations valued 723,545 dollars.

5.14.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Pumping Stations is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
✓	Very Poor	0 to 1
✓	Poor	1 to 25
✓	Fair	25 to 50
✓	Good	50 to 70
✓	Excellent	70 to 100

Figure 97: Pumping Station Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Pumping Stations is 25. This represents an overall “Fair” condition state.

Title	Condition	Condition State
Network Overall Condition	25	Fair

The following summarizes the % Remaining Service Life, weighted by Replacement Cost:

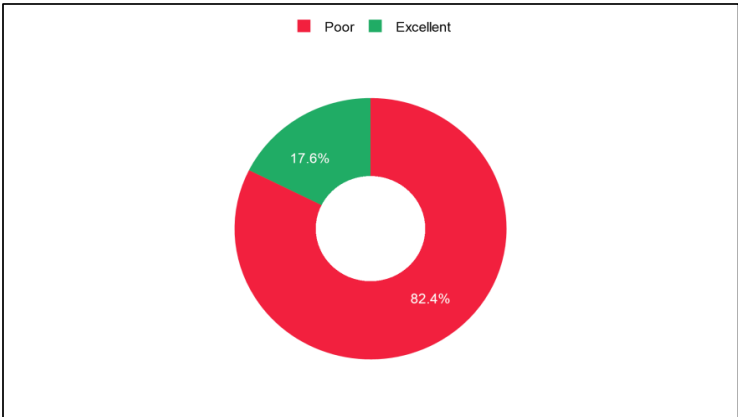


Figure 98: Pumping Stations (Sewer) Network Condition

5.14.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were based on Asset Status only. Socio-economic factors were not included.

Asset Status	5
Abandoned	0
In-service	100
Removed	0
Unassumed	0

Risk

The Risk settings for Pumping Stations (Sewer) are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.14.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Pumping Stations (Sewer) before the end of their Service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.14.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Pumping Stations (Sewer), and it is a full replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2021

5.14.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Pumping Stations, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 99 shows the Pumping Stations overall network performance throughout the plan period:

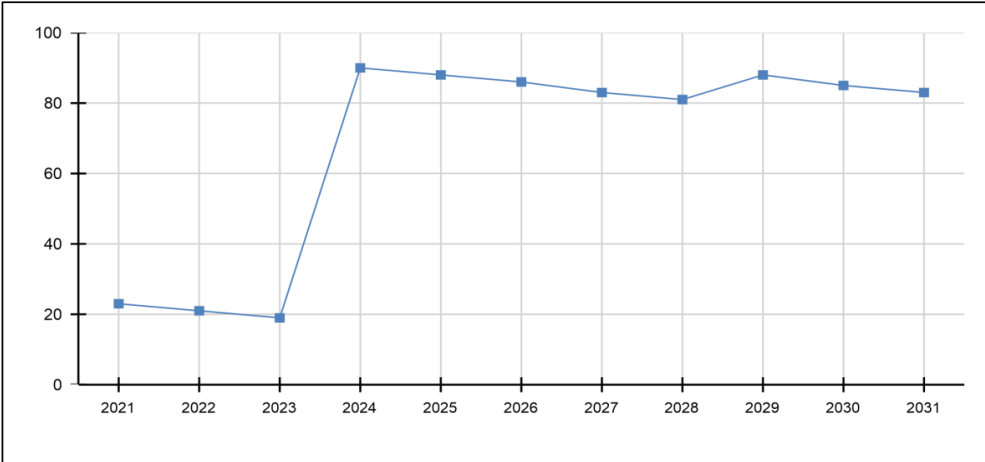


Figure 99: Pumping Station Network Performance

Over the next 10 years, as the Pumping Stations age, the network performance increases from 25 to 83 at the end of plan.

Figure 100 shows the condition status distribution of the Pumping Station network at each year of the plan:

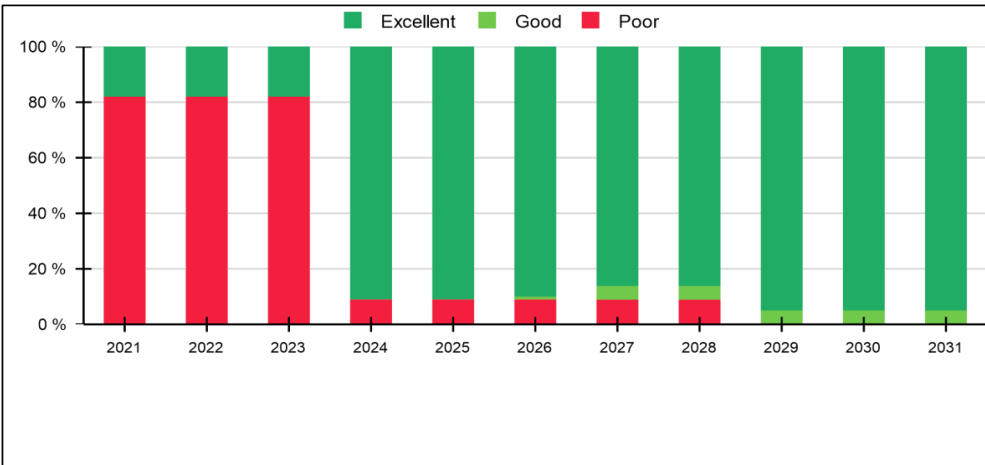


Figure 100: Annual Network Condition Status

As shown in this figure, at the beginning of the plan 18% is in excellent and 82% in very poor condition. At the end of the 10-year plan 95% will be in excellent and 5% will be in good condition. The backlog is taken care of in the first year of the plan, and none of the Pumping Stations sections are in a deficit position throughout the plan period.

The following capital expenditures for replacements are scheduled:

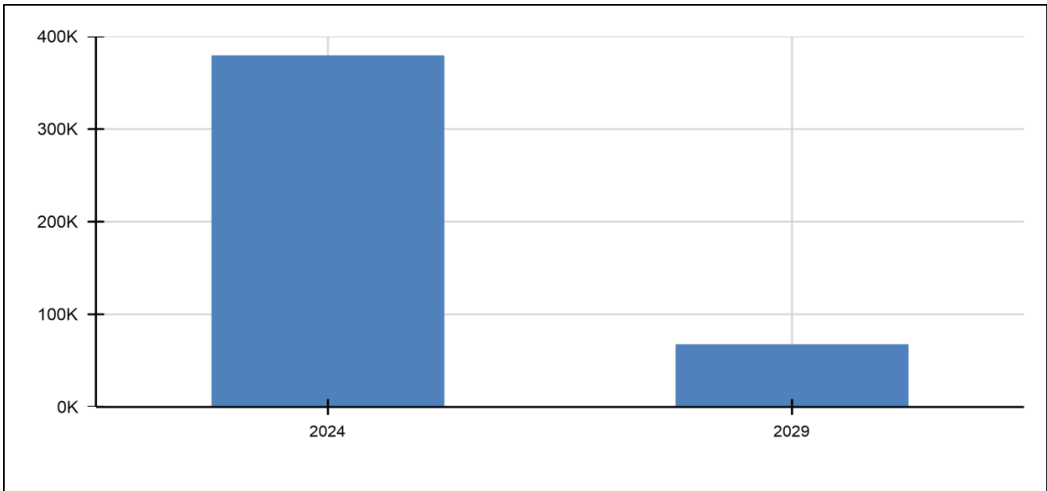


Figure 101: Capital Project Overview

5.15 LAGOON

The Municipality has one lagoon in the inventory.

5.15.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Lagoons is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
✓	Very Poor	0 to 1
✓	Poor	1 to 25
✓	Fair	25 to 50
✓	Good	50 to 70
✓	Excellent	70 to 100

Figure 102: Lagoon Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Lagoons is 32. This represents an overall “Fair” condition state.

Title	Condition	Condition State
Network Overall Condition	32	Fair

5.15.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the Data Attributes available, the Criticality settings were applied based on Asset Status only. Socio-economic factors were not included at this time.

Criticality Settings	
Asset Status	
Abandoned	5
In-service	0
Removed	100
Unassumed	0

Risk

The Risk settings for Lagoons are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.15.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Lagoons before the end of their Service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.15.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Lagoons, and it is a full replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2021

5.15.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Lagoons, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 103 shows the Lagoons overall network performance throughout the plan period:

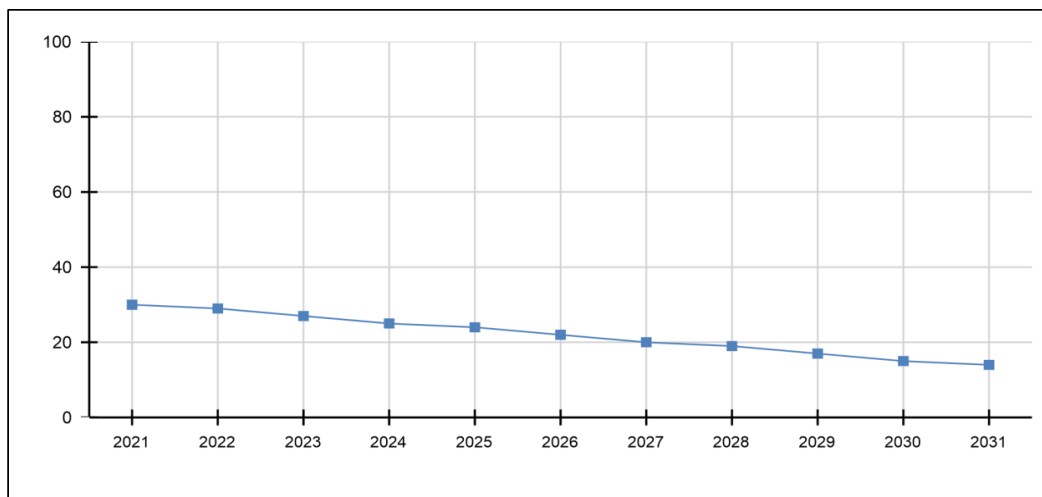


Figure 103: Network Performance

Over the next 10 years, as the Lagoon ages, the network performance declines from 32 to 14 at the end of plan. Due to the condition of the lagoon, no replacement of this asset is triggered during the 10-year plan period.

5.16 SEWER FITTINGS

The Municipality has 14 Sewer Fittings in the inventory.

5.16.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Sewer Fittings is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
✓	Very Poor	0 to 5
✓	Poor	5 to 20
✓	Fair	20 to 60
✓	Good	60 to 80
✓	Excellent	80 to 100

Figure 104: Sewer Fittings Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Sewer Valves is 48. This represents an overall “Fair” condition state.

Title	Condition	Condition State
Network Overall Condition	48	Fair

5.16.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the Data Attributes available, the Criticality settings were applied based on types only. Socio-economic factors were not included at this time.

Criticality Settings	
Type	5
Valve	0
Fitting	100

Risk

The Risk settings for Sewer Fittings are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.16.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Sewer Fittings before the end of their Service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.16.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Sewer Valves, and it is a full replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2021

5.16.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Sewer Valves, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 105 shows the Sewer Valves overall network performance throughout the plan period:

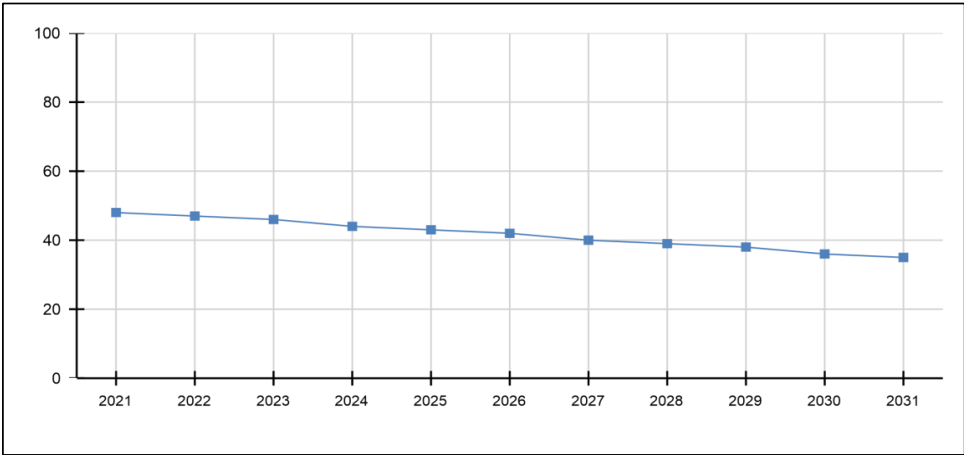


Figure 105: Network Performance

Over the next 10 years, as the fittings age, the network performance declines from 48 to 35 at the end of plan. Due to the condition of the sewer fittings, no replacement of this asset is triggered during the 10-year plan period.

5.17 STORMLINES

The Village of Marwayne has a total of 3.1 km of Stormlines.

5.17.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Stormlines is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
✓	Very Poor	0 to 1
✓	Poor	1 to 25
✓	Fair	25 to 50
✓	Good	50 to 70
✓	Excellent	70 to 100

Figure 106: Stormlines Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Stormlines is 90. This represents an overall “Excellent” condition state.

Title	Condition	Condition State
Network Overall Condition	90	Excellent

The following summarizes the 2021 Network Condition, weighted by section length:

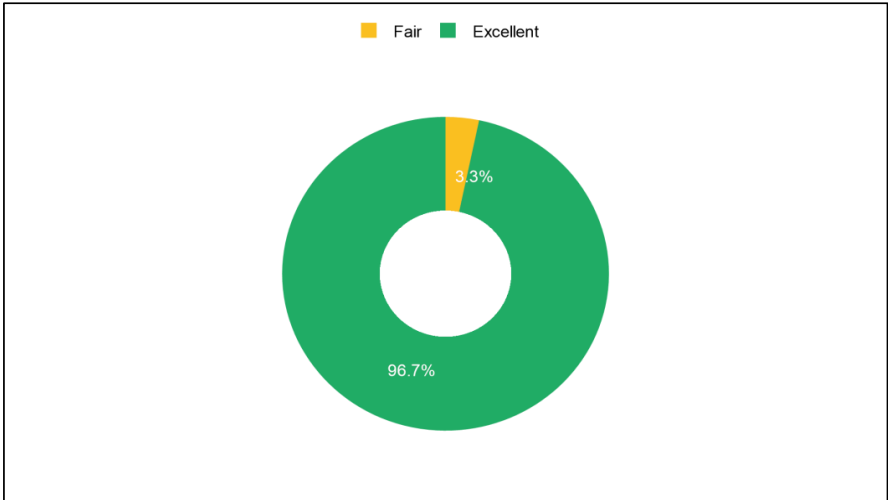


Figure 107: Stormlines Network Condition

5.17.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Type.

Criticality Settings	
Type	10
Forced	100
Gravity	50

Risk

The Risk settings for Stormlines are done as described in section 5. Due to the lack of data, there are no risk targets set in the planning.

5.17.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Stormlines before the end of their service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.17.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Stormlines, and it is a replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement Treatment	100.00 %	0.0%	2021

5.17.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Stormlines, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 108 shows the Stormlines network overall network performance throughout the plan period:

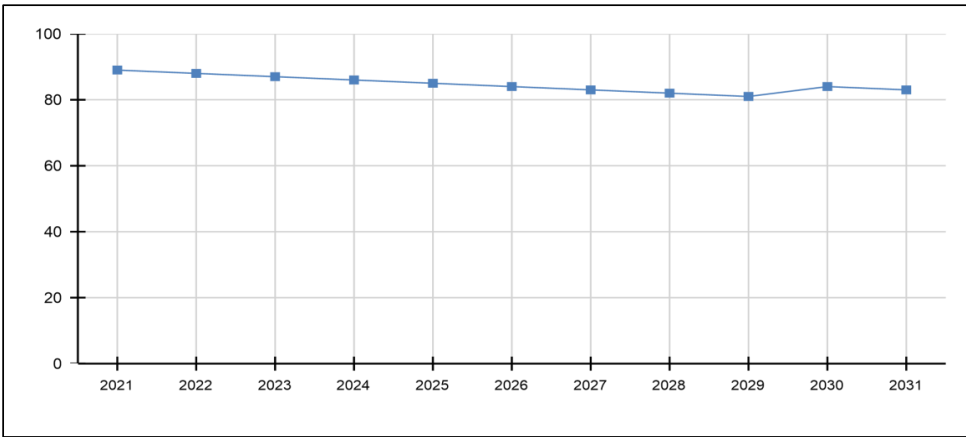


Figure 108: Stormlines Network Performance

Over the next 10 years, as the pipes age, the performance of the Stormlines network decreases from 90 to 83 at the end of plan.

Figure 109 shows the condition status distribution of the Stormlines network at each year of the plan:

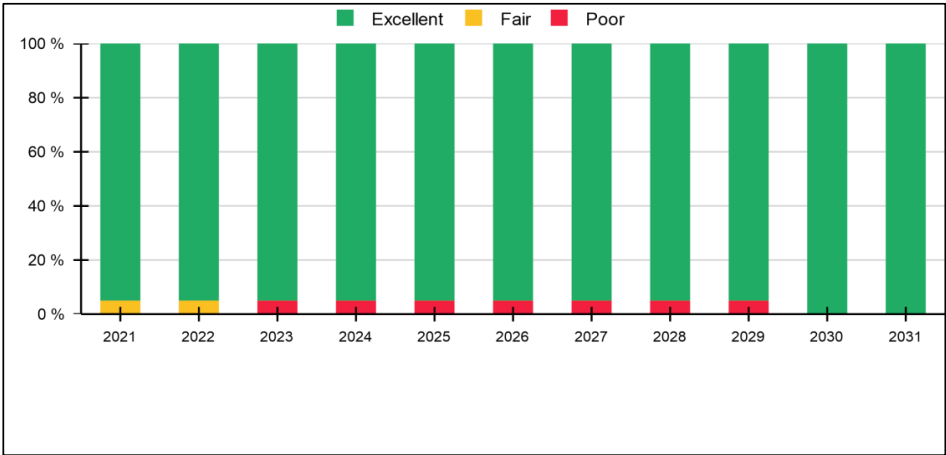


Figure 109: Annual Network Condition Status

As shown in this figure, at the beginning of the plan 95% is in excellent and 5% in poor condition. At the end of the 10-year plan 100% of sections will be in excellent condition.

None of the Stormlines sections are in a deficit position throughout the plan period, and Figure 110 shows the overview of capital expenditures:

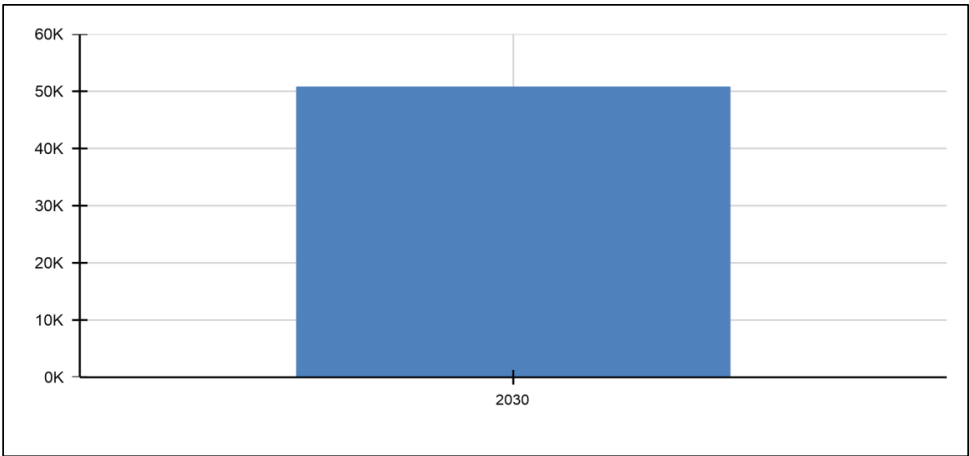


Figure 110: Capital Project Overview

5.18 MANHOLES (STORM)

The Village of Marwayne has 16 Storm Manholes in the inventory.

5.18.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Manholes (Storm) is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range	
✓	Very Poor	0	to 1
✓	Poor	1	to 25
✓	Fair	25	to 50
✓	Good	50	to 70
✓	Excellent	70	to 100

Figure 111: Manholes (Storm) Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Manholes (Storm) is 93. This represents an overall “Excellent” condition state.

Title	Condition	Condition State
Network Overall Condition	93	Excellent

The following summarizes the 2021 Network Condition, weighted by Replacement Cost:

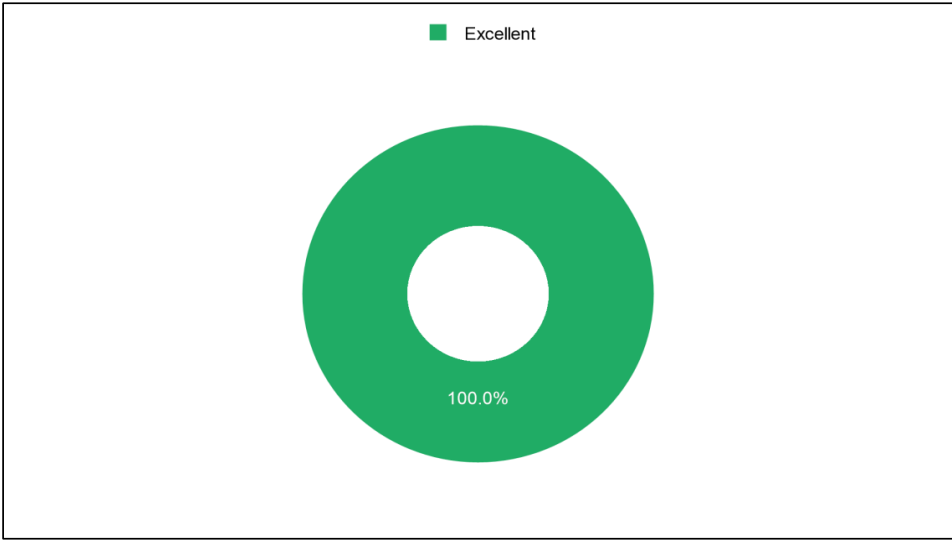


Figure 112: Manholes (Storm) Network Condition

5.18.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Asset Status only, with in-service assets being critical. Socio-economic factors were not included.

Criticality Settings	
Asset Status	
Abandoned	5
In-service	100
Removed	0
Unassumed	0

Risk

The Risk settings for Manholes (Storm) are done as described in section 5. Due to the lack of data, there are no risk targets set in the planning.

5.18.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Manholes (Storm) before the end of their service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.18.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Manholes (Storm), and it is a replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement Treatment	100.00 %	0.0%	2021

5.18.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Manholes (Storm)s, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 113 shows the Manholes (Storm) network overall network performance throughout the plan period:

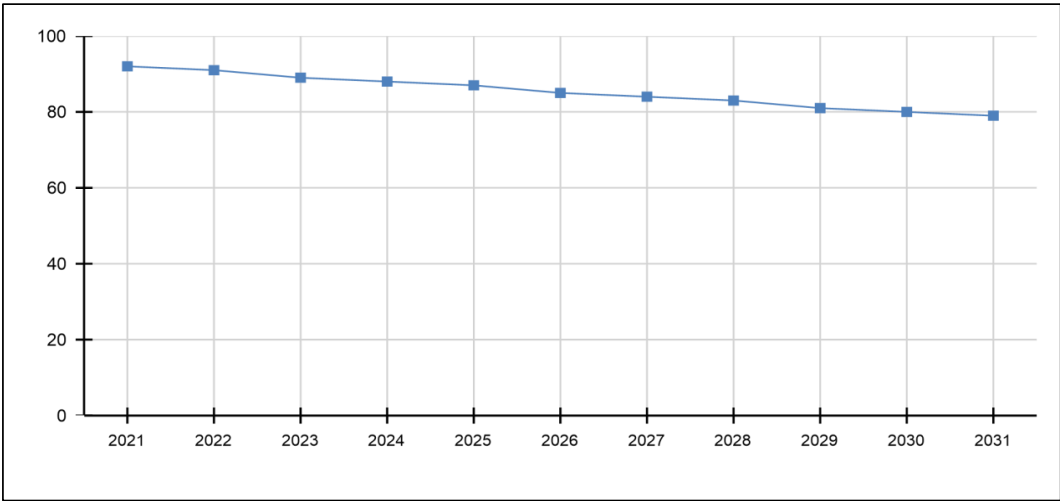


Figure 113: Manholes (Storm) Network Performance

Over the next 10 years, as the Manholes age, the performance of the Manholes (Storm) network decreases from 93 to 79 at the end of plan.

Figure 114 shows the condition status distribution of the Manholes (Storm) network at each year of the plan:

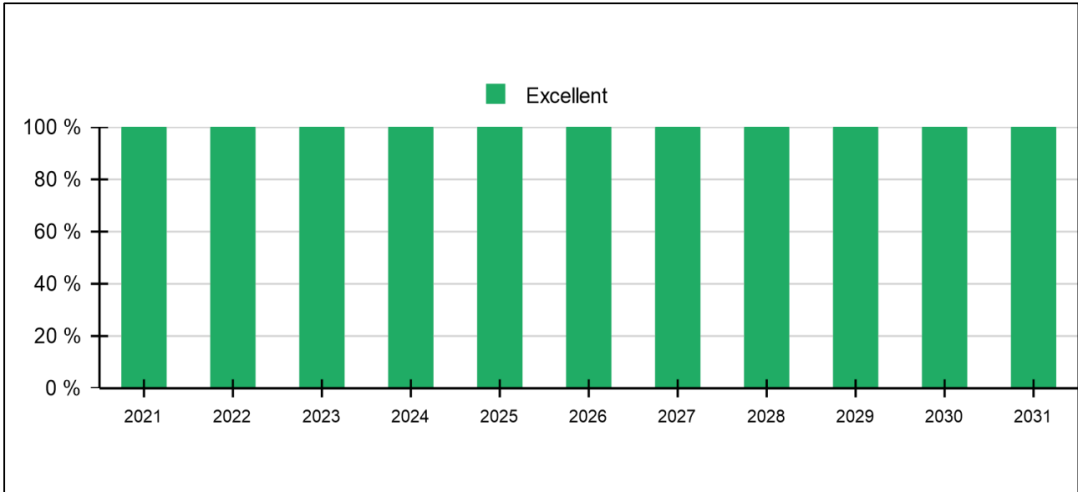


Figure 114: Annual Network Condition Status

As shown in this figure, at the beginning of the plan 100% sections are in excellent condition. At the end of the 10-year plan 100% of sections will be in excellent condition too. Also, none of the sewer manholes are in a deficit position throughout the plan period, and no replacements are scheduled.

5.19 CATCH BASINS

The Village of Marwayne has 22 Catch Basins in the inventory.

5.19.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Catch Basins is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
✓	Very Poor	0 to 1
✓	Poor	1 to 25
✓	Fair	25 to 50
✓	Good	50 to 70
✓	Excellent	70 to 100

Figure 115: Catch Basins Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Catch Basins is 93. This represents an overall “Excellent” condition state.

Title	Condition	Condition State
Network Overall Condition	93	Excellent

The following summarizes the 2021 Network Condition, weighted by Replacement Cost:

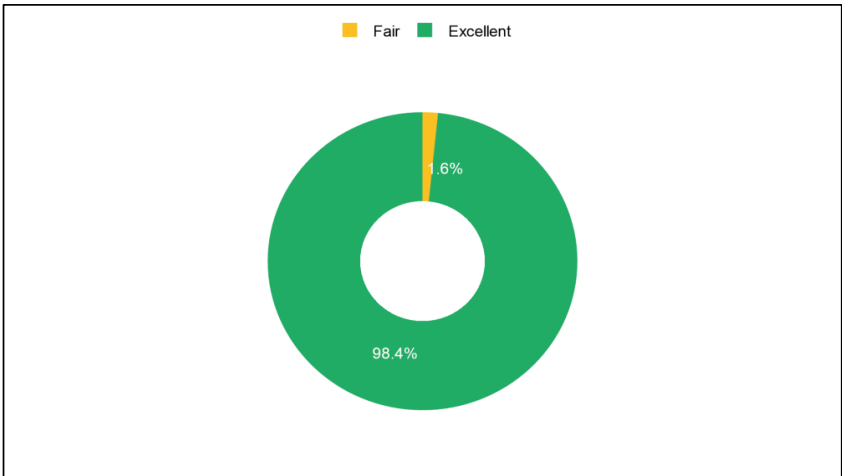


Figure 116: Catch Basins Network Condition

5.19.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Asset Status only, with in-service assets being critical. Socio-economic factors were not included.

Criticality Settings	
Asset Status	5
Abandoned	0
In-service	100
Removed	0
Unassumed	0

Risk

The Risk settings for Catch Basins are done as described in section 5. Due to the lack of data, there are no risk targets set in the planning.

5.19.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Catch Basins before the end of their service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.19.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Catch Basins, and it is a replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement Treatment	100.00 %	0.0%	2021

5.19.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Catch Basins, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 117 shows the Catch Basins network overall network performance throughout the plan period:

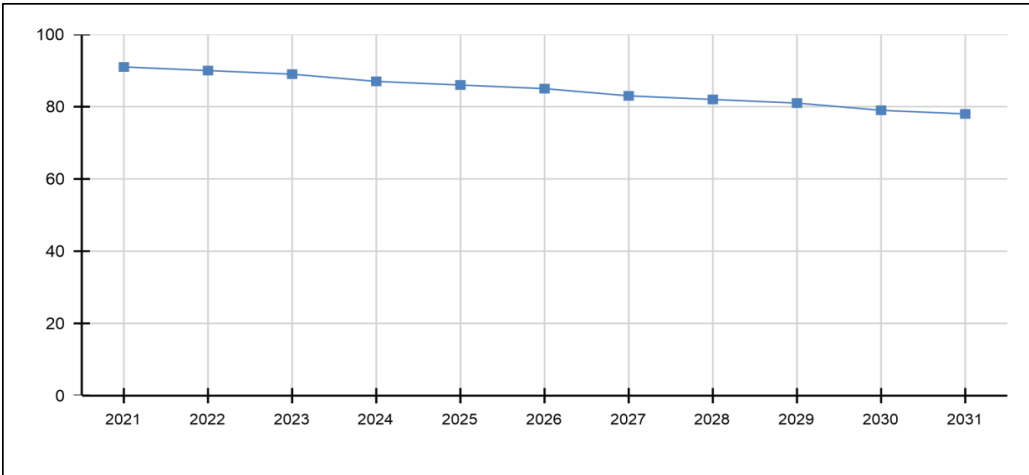


Figure 117: Catch Basins Network Performance

Over the next 10 years, as the Catch Basins age, the performance of the Catch Basins network decreases from 93 to 78 at the end of plan.

Figure 118 shows the condition status distribution of the Catch Basins network at each year of the plan:

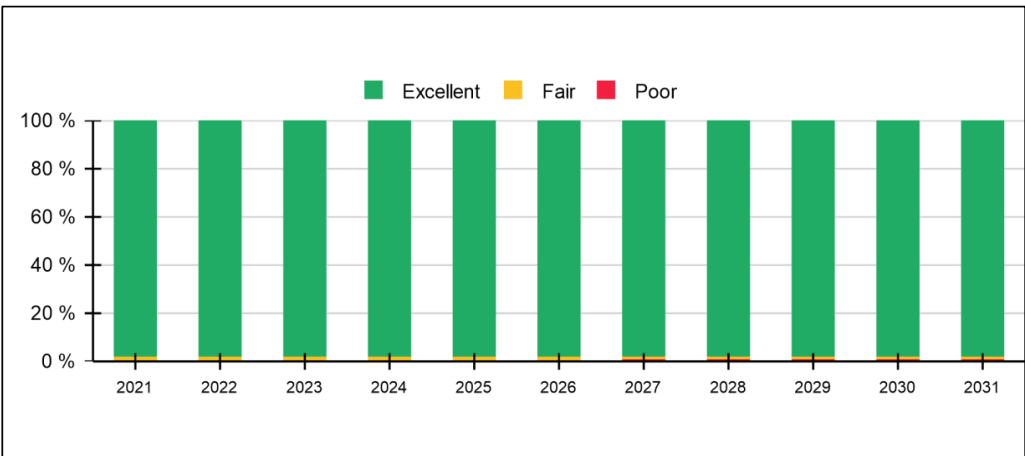


Figure 118: Annual Network Condition Status

As shown in this figure, at the beginning of the plan 98% is in excellent, and 2% is in fair condition. At the end of the 10-year plan 98% of sections will be in excellent condition, 1% will be in fair, and 1% in poor condition. Also, none of the Catch Basins are in a deficit position throughout the plan period, and no replacements are scheduled.

5.20 PONDS

The Village of Marwayne has one Storm Pond in its inventory.

5.20.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Ponds is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range	
✓	Very Poor	0	to 1
✓	Poor	1	to 25
✓	Fair	25	to 50
✓	Good	50	to 70
✓	Excellent	70	to 100

Figure 119: Ponds Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Ponds is 90. This represents an overall “Excellent” condition state.

Title	Condition	Condition State
Network Overall Condition	90	Excellent

5.20.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Asset Status only, with in-service assets being critical. Socio-economic factors were not included.

Criticality Settings	
Asset Status	
Abandoned	0
In-service	100
Removed	0
Unassumed	0

Risk

The Risk settings for Ponds are done as described in section 4. Due to the lack of data, there are no risk targets set in the planning.

5.20.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Ponds before the end of their service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.20.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Ponds, and it is a replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement Treatment	100.00 %	0.0%	2021

5.20.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Ponds, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 120 shows the Ponds network overall network performance throughout the plan period:

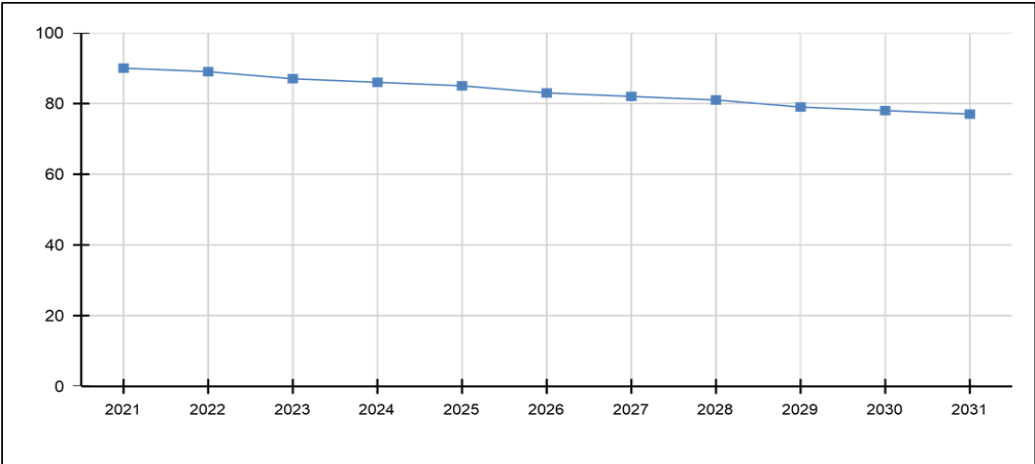


Figure 120: Ponds Network Performance

Over the next 10 years the performance of the Pond declines from 90 to 77 at the end of plan.

The pond is not in a deficit position throughout the plan period, and no replacements are scheduled.

5.21 CULVERTS

The Village of Marwayne has 55 culverts with a replacement cost of 2,927,179. Detailed data about size and material was not available.

5.21.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Culverts is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
✓	Very Poor	0 to 1
✓	Poor	1 to 25
✓	Fair	25 to 50
✓	Good	50 to 70
✓	Excellent	70 to 100

Figure 121: Culvert Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Culverts is 96. This represents an overall “Excellent” condition state.

Title	Condition	Condition State
Network Overall Condition	96	Excellent

The following summarizes the 2020 Network Condition, weighted by Replacement Cost:

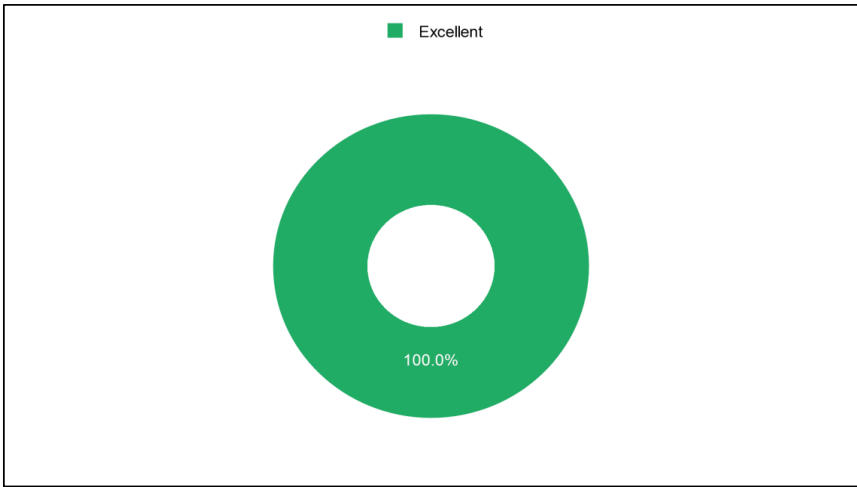


Figure 122: Culverts Network Condition

5.21.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Asset Status only, with in-service assets being critical. Socio-economic factors were not included.

Criticality Settings	
Asset Status	
Abandoned	5
In-service	0
Removed	100
Unassumed	0

Risk

The Risk settings for Culverts are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.21.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Culverts as needed as part of an annual culvert replacement program. With no condition data available, the analysis was done based on an end-of-life replacement, with no budget constraint.

5.21.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Culverts, and it is a full replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2021

5.21.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Culverts, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 123 shows the Culverts overall network performance throughout the plan period:

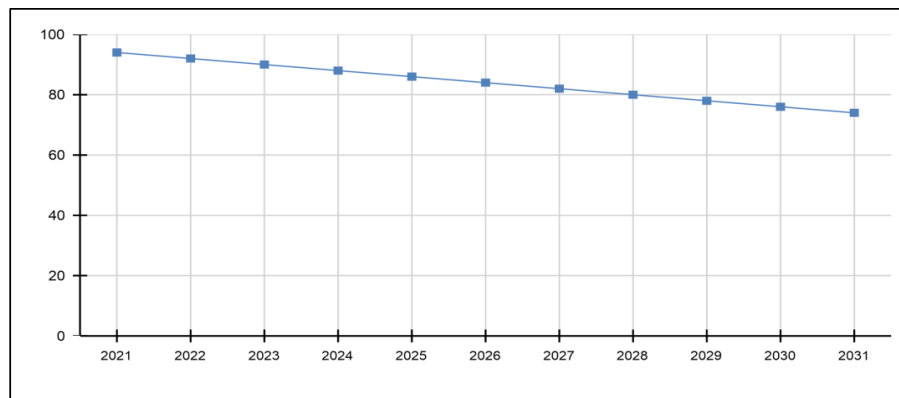


Figure 123: Culverts Network Performance

Over the next 10 years, as the Culverts age, the performance of the Culverts network declines from 96 to 74 at the end of plan.

Figure 124 shows the condition status distribution of the Culverts network at each year of the plan:

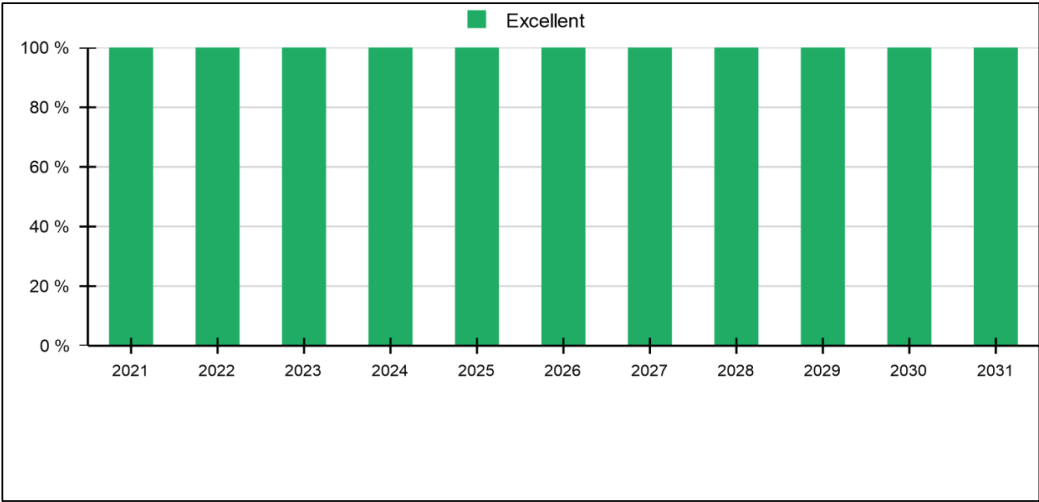


Figure 124: Annual Network Condition Status

As shown in this figure, at the beginning of the plan 100% is in excellent condition. At the end of the 10-year plan 100% of the assets will be in good condition. None of the Culverts are in a deficit position throughout the plan period, and no replacements are scheduled.

5.22 BUILDINGS

The Village of Marwayne has a total of 12 Building Assets. No data for Building Elements/Components was available, so the Buildings are analyzed on the whole.

5.22.1 BUILDING ATTRIBUTES

The following summarizes the Buildings by Department, weighed on Replacement Cost:

Department	Replacement Cost (\$)	Percentage
General Government	3,024,356.7	50.2%
Recreation Facilities	1,919,020.6	31.9%
Fire Protection	944,048.9	15.7%
Other	131,658.0	2.2%

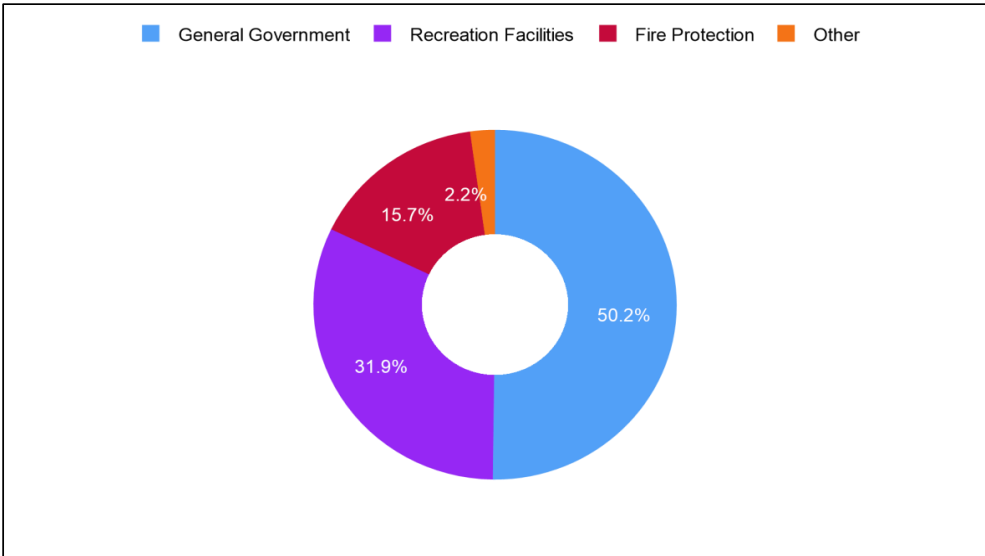


Figure 125: Buildings by Department

5.22.2 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Buildings is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Condition States Settings		
Active	Condition Level	Condition Index Range
<input checked="" type="checkbox"/>	Very Poor	0 to 5
<input checked="" type="checkbox"/>	Poor	5 to 20
<input checked="" type="checkbox"/>	Fair	20 to 60
<input checked="" type="checkbox"/>	Good	60 to 80
<input checked="" type="checkbox"/>	Excellent	80 to 100

Figure 126: Building Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Overall Network Condition (%RSL) of the buildings is 37. This represents an overall “Fair” condition state.

Title	Condition	Condition State
Network Overall Condition	37	Fair

The 2021 Building Inspection Report by BAR Engineering was utilized to address deficiencies. The deficiencies noted in the building inspection report were included as projects in the Capital Plan at the estimated costs outlined in the report.

The following summarizes the 2021 Network Condition states:

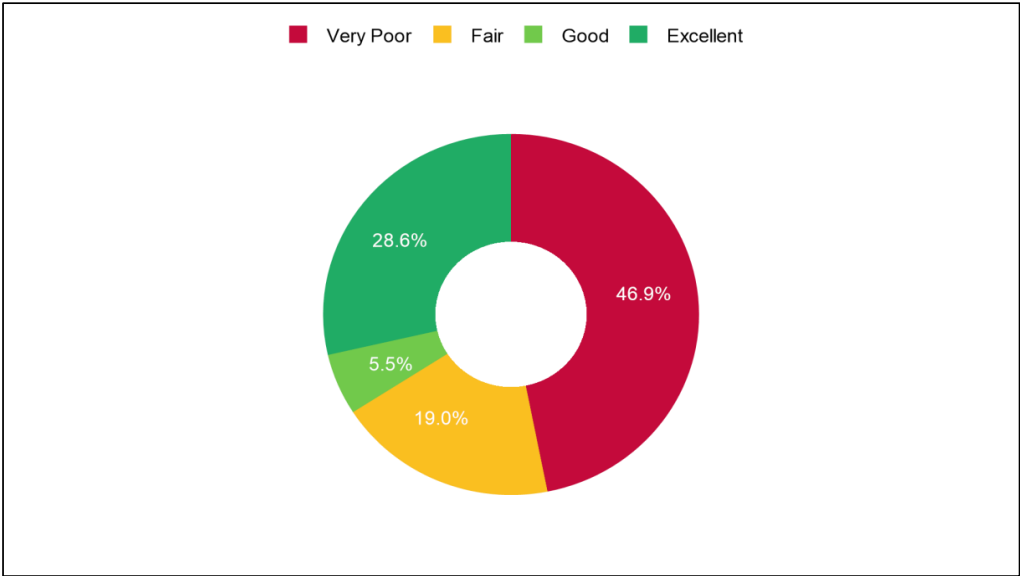


Figure 127: Building Network Condition

The Condition States by Department are shown in Figure 128:

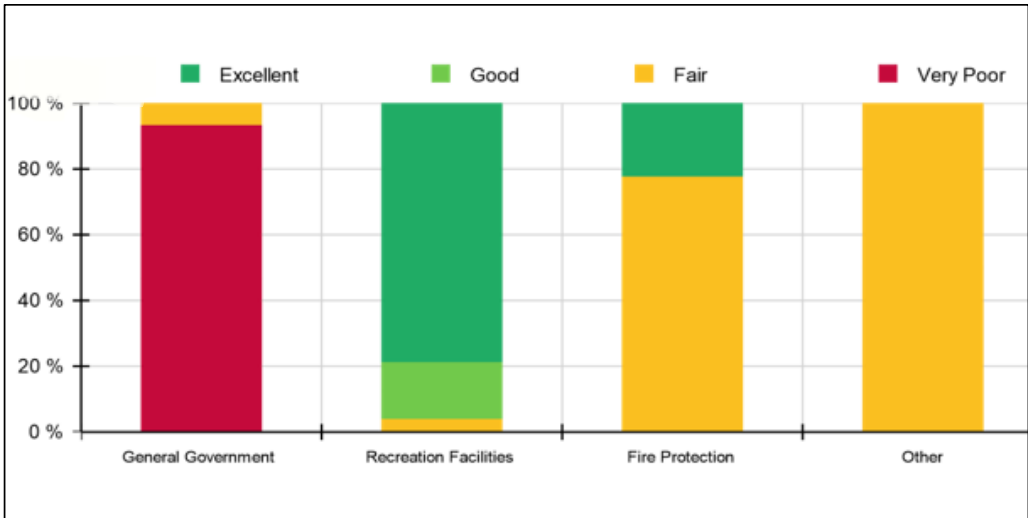


Figure 128: Building Network Condition by Department

5.22.3 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were based on Building Department only.

Criticality Settings	
Department	10
Fire Protection	100
General Government	45
Library	30
Other	15
Recreation Facilities	60
Transportation services	80

Risk

The Risk settings for Buildings are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.22.4 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to do all required repairs to Buildings as per Building Inspection report. The analysis was done based on required repairs, with no budget constraint.

5.22.5 LIFECYCLE MANAGEMENT STRATEGY

There are two treatments available for Buildings, and it is a full replacement treatment and a general repair. The general repair will be used only for the recommended work of building condition assessment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2020
Repair	Repair	as specified	0.0%	2020

5.22.6 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the buildings, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - Projects as per Inspection Report
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Minimize Cost	Min	1	NA

Network Optimization Results

Figure 129 shows the buildings overall network performance throughout the plan period:

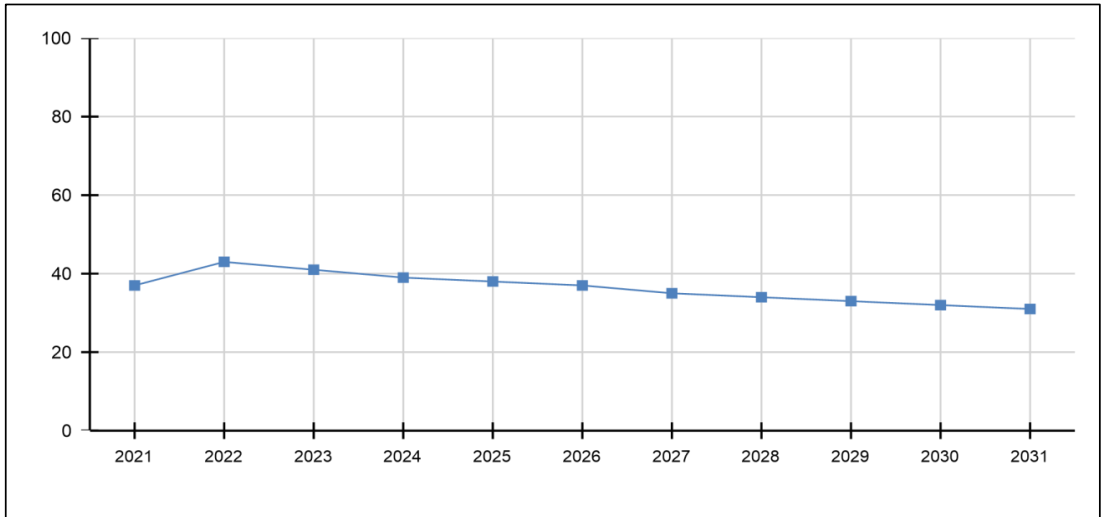


Figure 129: Buildings Network Performance

Over the next 10 years, the performance of the building network declines from 37 to 31 at the end of plan.

Figure 130 shows the condition status distribution of the buildings network at each year of the plan:



Figure 130: Annual Network Condition Status

As shown in this figure, at the beginning of the plan 29% is in excellent, 6% is in good, 19% in fair and 47% in very poor condition. At the end of the 10-year plan 8% of the building assets will be in excellent, 25% will be in good, 19% will be in fair, 5% will be in poor and 42% will be in poor condition.

The deficit projection of the building network is shown below:

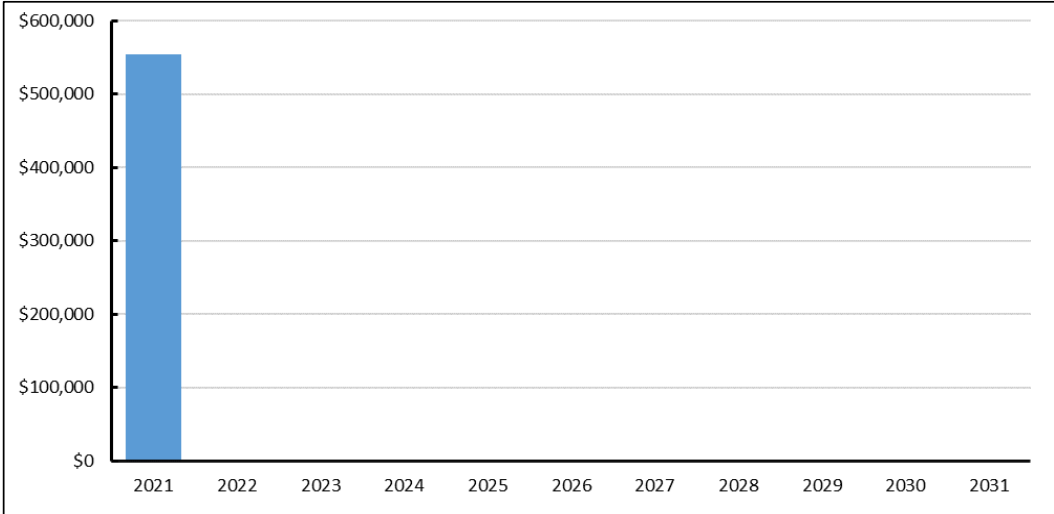


Figure 131: Projected Deficits

Capital expenditures in the amount of \$554,764 are scheduled in 2022, including all the recommended repair/rehab work and reconstruction outlined in the latest assessment report. The detailed capital investment plan specifying which building is scheduled for which suggested

treatment and at what budgeted cost is presented in Appendix A, the Capital Investment Plan the Municipality. A summary of the Treatment Types are shown here:

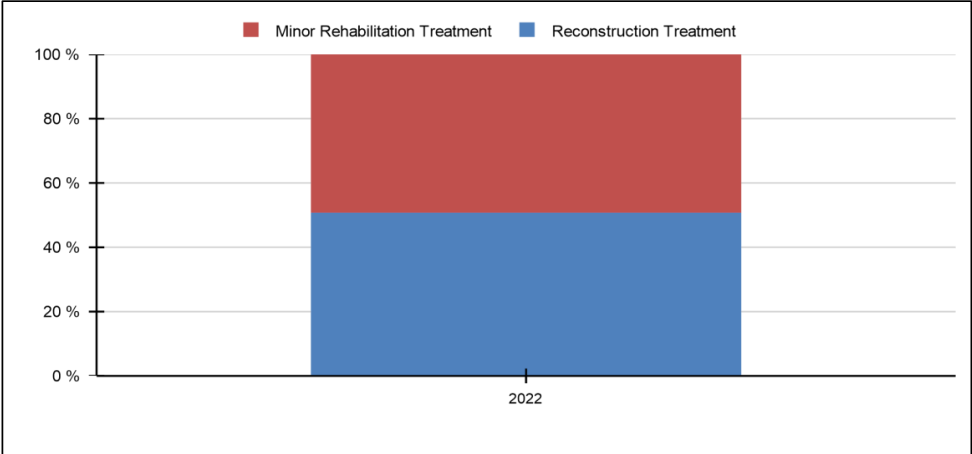


Figure 132: Capital Project Overview

Only the building reconstruction projects identified in the Building inspection report were included, and no other reconstruction projects based on age triggers were included in the Capital Plan.

5.23 PARKING LOTS

The Village of Marwayne has a total of 4 Parking Lot Assets.

5.23.1 PARKING LOTS ATTRIBUTES

The following summarizes the Parking Lot assets by Parking Lot Type, weighed on Replacement Cost:

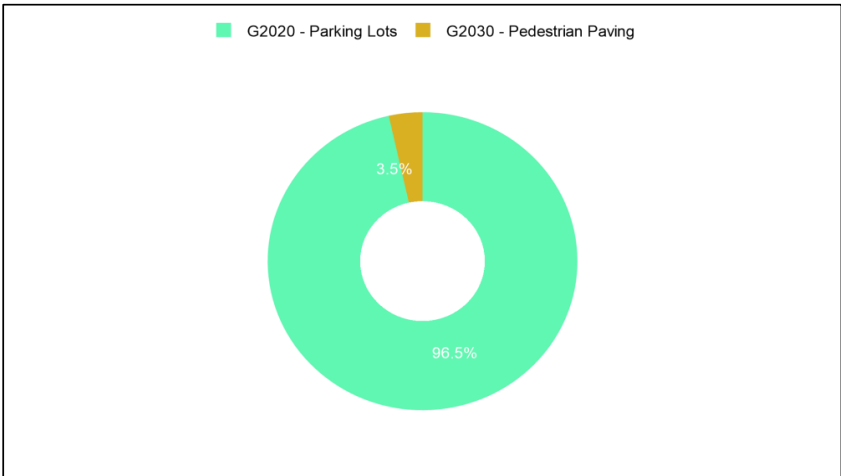


Figure 133: Parking Lots by Type

5.23.2 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Parking Lots is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range	
✓	Very Poor	0	to 35
✓	Poor	35	to 50
✓	Fair	50	to 70
✓	Good	70	to 85
✓	Excellent	85	to 100

Figure 134: Parking Lots Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Overall Network Condition (%RSL) of the Parking Lots is 41. This represents an overall “Fair” condition state.

Title	Condition	Condition State
Network Overall Condition	41	Fair

The following summarizes the 2021 Network Condition states:

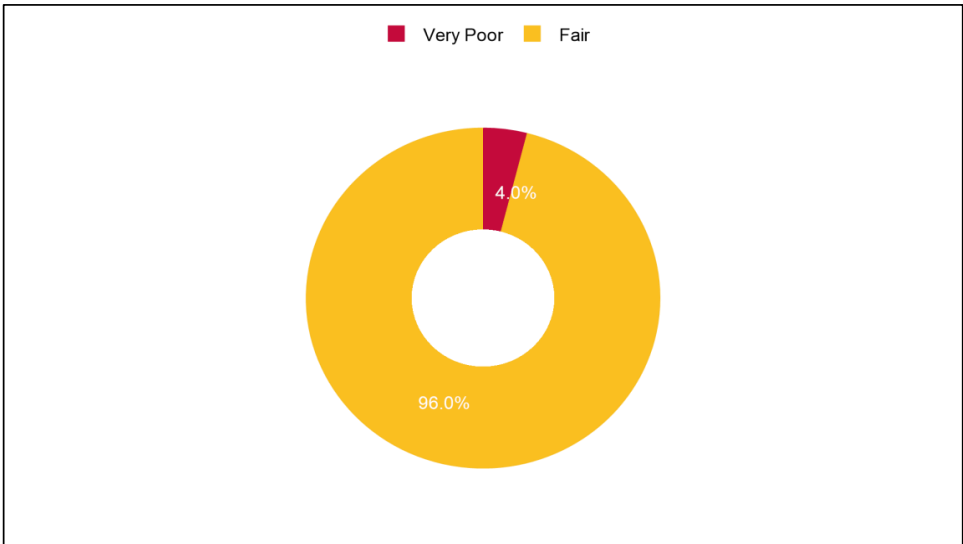


Figure 135: Parking Lots Network Condition

The Condition States by Types are shown in Figure 136:

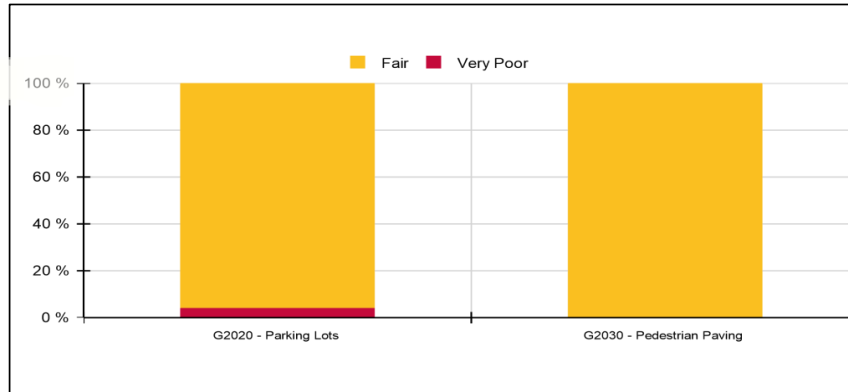


Figure 136: Parking Lots Network Condition by Type

5.23.3 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were based on Assets Status only. Socio-economic factors were not included.

Criticality Settings	
Asset Status	5
Abandoned	0
In-service	100
Removed	0

Risk

The Risk settings for Parking Lots are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.23.4 LEVEL OF SERVICE REQUIREMENTS

The Village of Marwayne targets to replace Parking Lot assets before the end of their Service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.23.5 LIFECYCLE MANAGEMENT STRATEGY

The treatments available for Parking Lots are shown below:

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Parking Lot Replacement (Qty)		100.00 %	0.0%	2022
HMA-Crack Seal	Crack Sealing	0.25 \$/m ²	0.0%	2020
Sidewalk Replacement (Qty)	Sidewalk Replacement based on replacement quantity	100.00 %	0.0%	2022

5.23.6 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Parking Lots, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - Parking Lot Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 137 shows the Parking Lots overall network performance throughout the plan period:

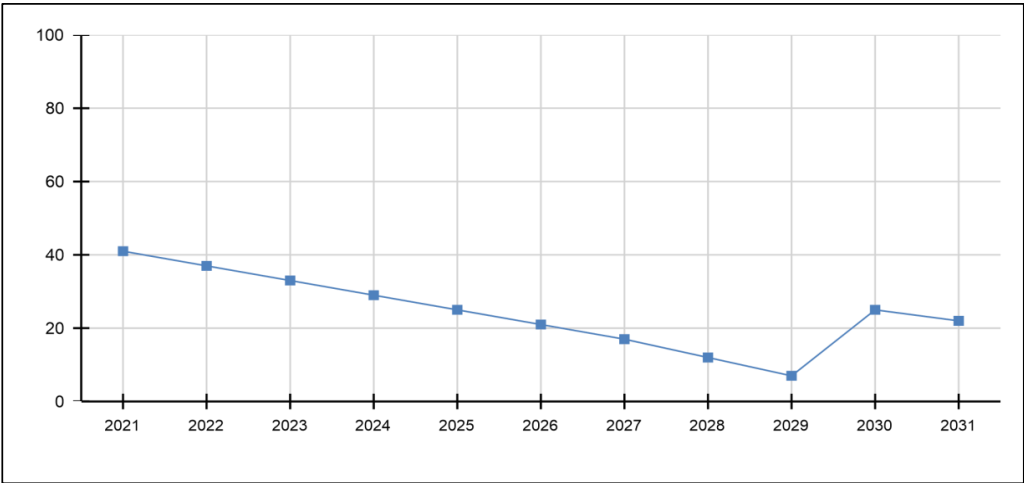


Figure 137: Parking Lots Network Performance

Over the next 10 years, the performance of the Parking Lots network declines from 41 to 22 at the end of plan.

Figure 138 shows the condition status distribution of the Parking Lots network at each year of the plan:

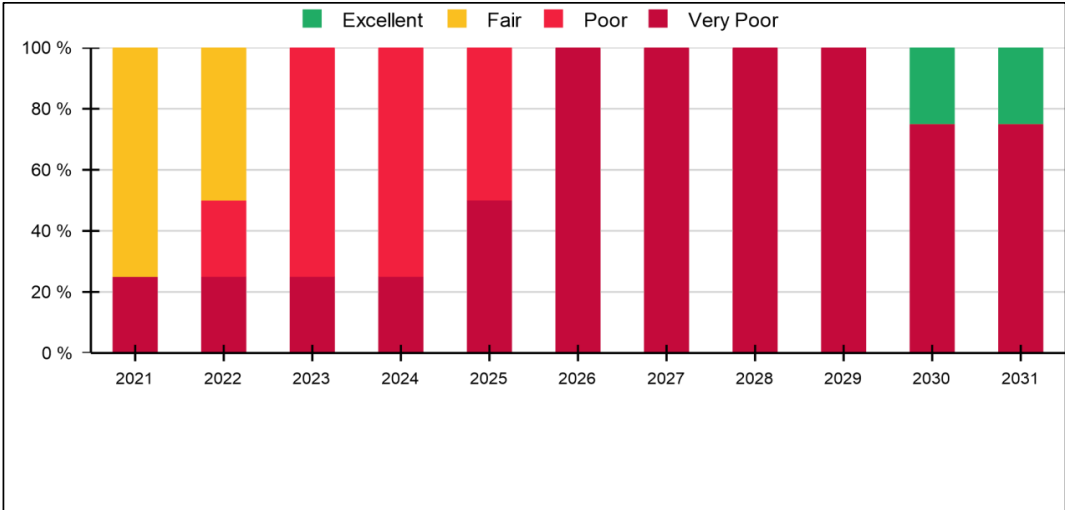


Figure 138: Annual Network Condition Status

As shown in this figure, at the beginning of the plan 75% is in fair condition and 25% in very poor condition. At the end of the 10-year plan 25% of the Parking Lots assets will be in excellent and 75% will be in very poor condition. None of the Parking Lots is in a deficit position throughout the plan period.

The following capital expenditures for replacements are scheduled:

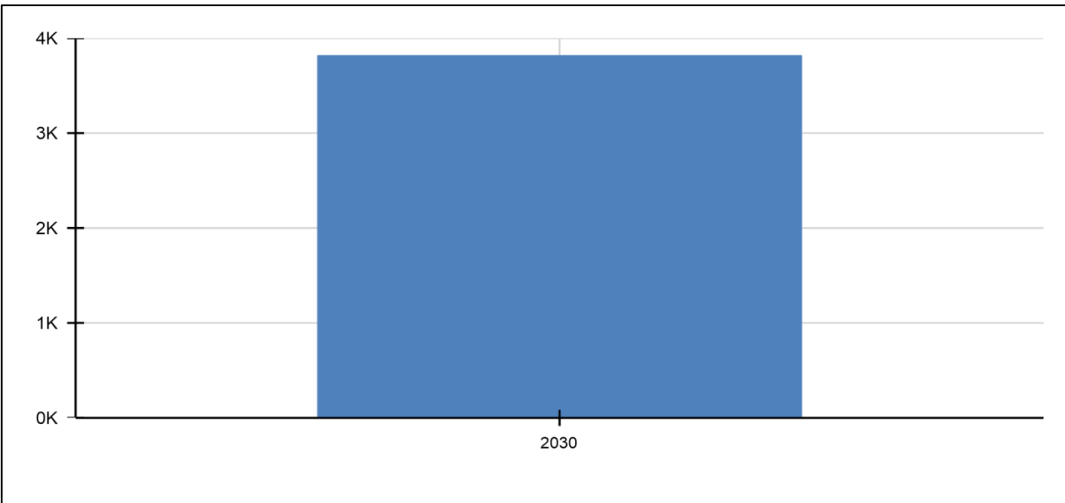


Figure 139: Projected Capital Expenditures

5.24 VEHICLES

The Village of Marwayne has a total of 8 Vehicles. Due to the large variation in cost the Vehicles are weighed by Replacement Cost.

5.24.1 VEHICLES ATTRIBUTES

The following summarizes the Vehicle Class within the Municipality, by replacement cost:

Vehicle Class	Replacement Cost (\$)	Percentage
Heavy Commercial	340,813.5	59.0%
Light Commercial	210,855.1	36.5%
Trailer	26,105.7	4.5%

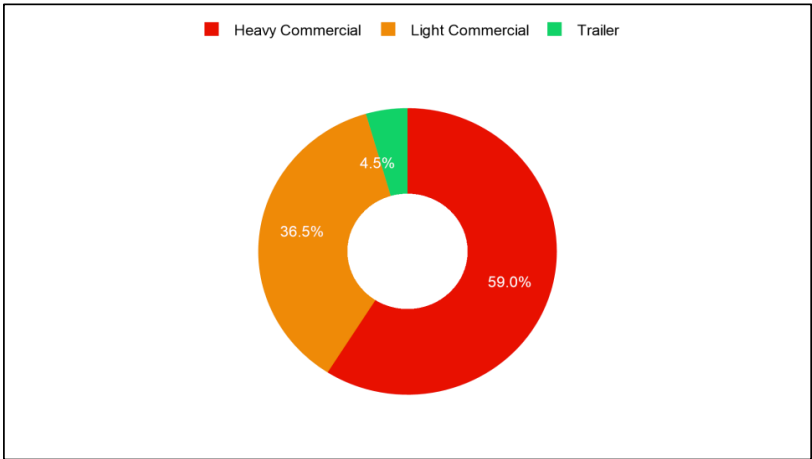


Figure 140: Vehicle Class by Replacement Cost

5.24.2 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Vehicles is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Condition States Settings		
Active	Condition Level	Condition Index Range
<input checked="" type="checkbox"/>	Very Poor	0 to 5
<input checked="" type="checkbox"/>	Poor	5 to 20
<input checked="" type="checkbox"/>	Fair	20 to 60
<input checked="" type="checkbox"/>	Good	60 to 80
<input checked="" type="checkbox"/>	Excellent	80 to 100

Figure 141: Vehicle Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Vehicles is 41. This represents an overall “Fair” condition state.

Title	Condition	Condition State
Network Overall Condition	41	Fair

The following summarizes the 2021 Vehicle Fleet Condition, weighted by Replacement Cost:

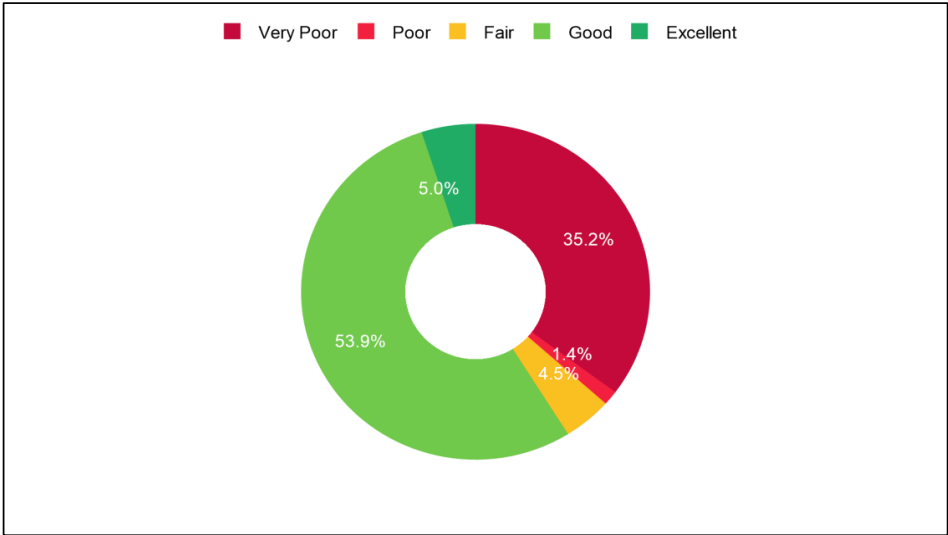


Figure 142: Vehicles Condition by Replacement Cost

The Condition States by Vehicles Class are shown in Figure 143:

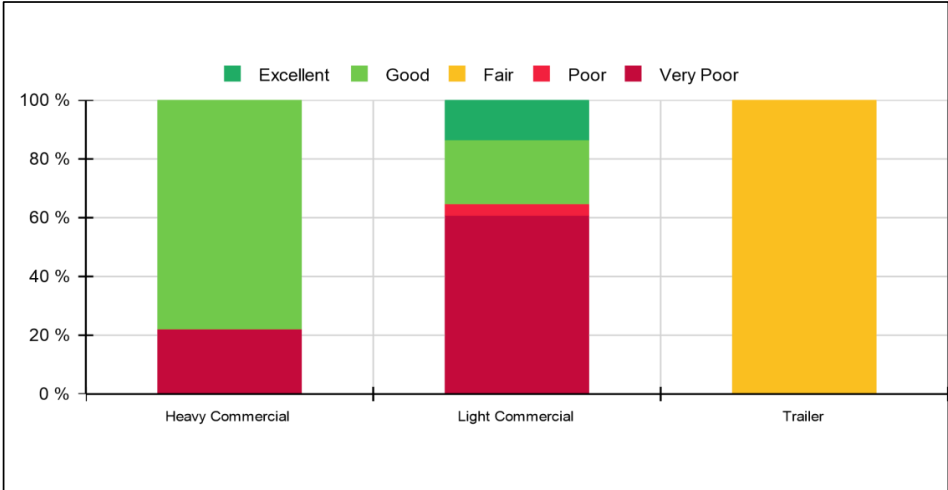


Figure 143: Vehicles Fleet Condition by Class

5.24.3 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Vehicle Class. Socio-economic factors were not included.

Criticality Settings	
Vehicle Class	10
Heavy Commercial	100
Light Commercial	60
Passenger	35
Trailer	10

Risk

The Risk settings for Vehicles are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.24.4 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Vehicles before the end of their Service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.24.5 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Vehicles, and it is a full replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2021

5.24.6 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Vehicles, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 144 shows the Vehicles overall fleet performance throughout the plan period:

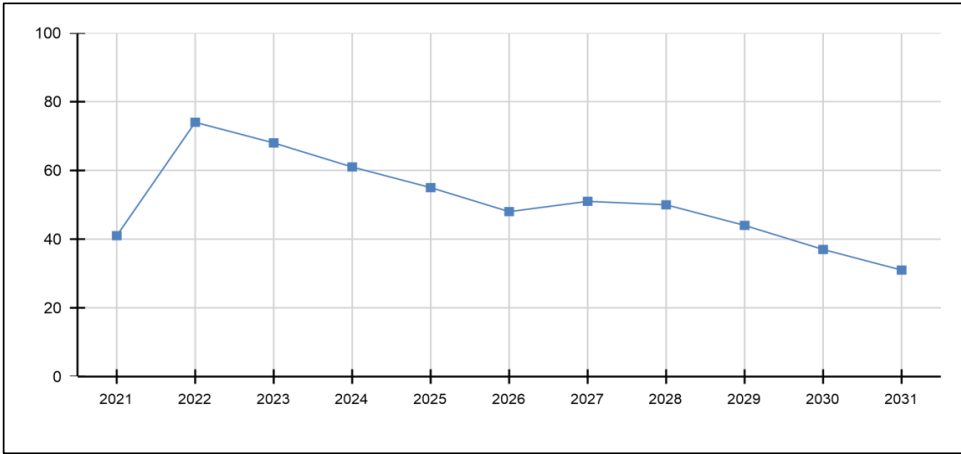


Figure 144: Vehicles Fleet Performance

Over the next 10 years, the performance of the Vehicles Fleet declines from 41 to 31 at the end of plan.

Figure 145 shows the condition status distribution of the Vehicles fleet at each year of the plan:

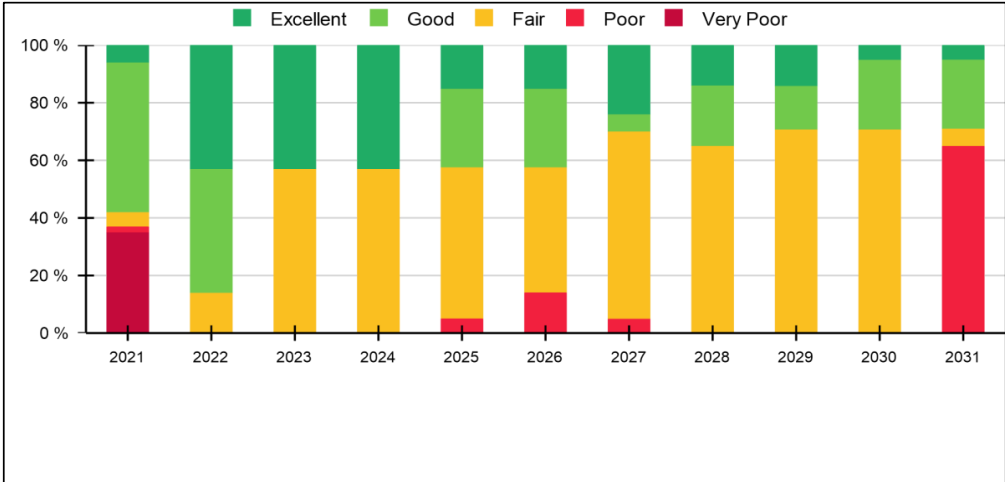


Figure 145: Annual Vehicles Fleet Condition Status

As shown in this figure, at the beginning of the plan 6% is in excellent, 52% is in good, 5% in fair, 2% in poor and 35% in very poor condition. At the end of the 10-year plan 5% will be in excellent, 24% will be in good, 6% will be in fair, and 65% will be in poor condition, with the backlog having been cleared in the first year of the capital plan.

The following capital expenditures for replacements are scheduled:

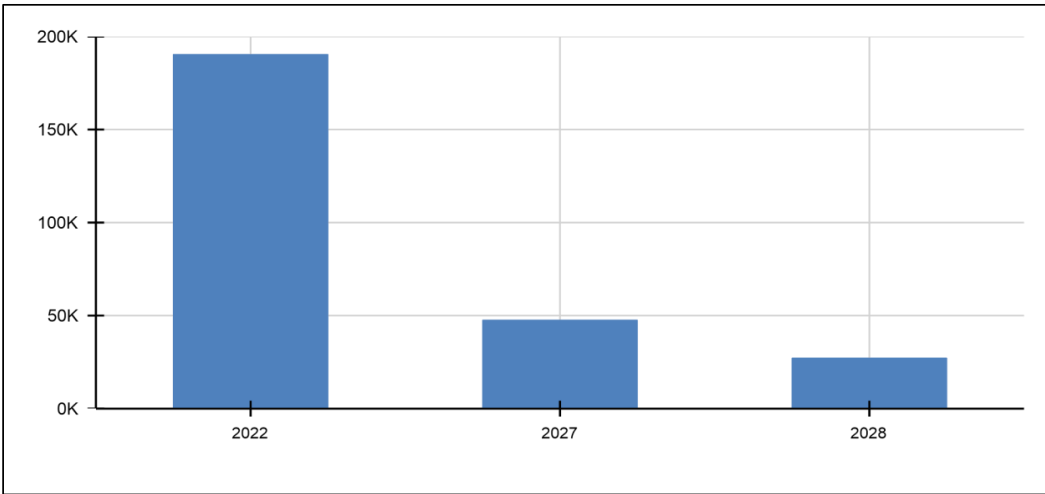


Figure 146: Capital Expenditures

5.25 TRAILS

The Village of Marwayne has a total of 5 Trail Assets.

5.25.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Trails is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
✓	Very Poor	0 to 5
✓	Poor	5 to 25
✓	Fair	25 to 50
✓	Good	50 to 75
✓	Excellent	75 to 100

Figure 147: Trails Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Overall Network Condition (%RSL) of the Trails is 94. This represents an overall “Excellent” condition state.

Title	Condition	Condition State
Network Overall Condition	94	Excellent

The following summarizes the 2021 Network Condition states:

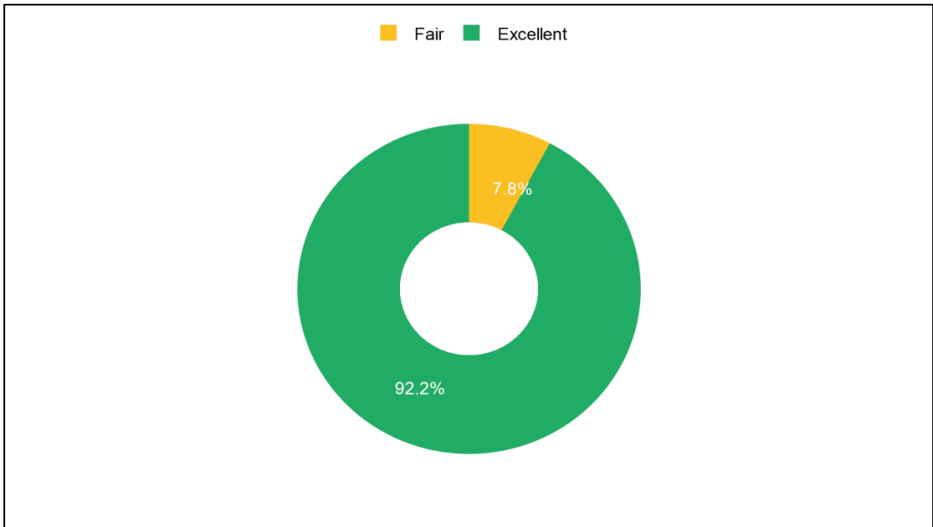


Figure 148: Trails Network Condition

5.25.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were based on Assets Status only. Socio-economic factors were not included.

Criticality Settings	
Asset Status	5
Abandoned	0
In-service	100
Removed	0
Unassumed	0

Risk

The Risk settings for Trails are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.25.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Trails before the end of their Service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.25.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Trails, and it is a full replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement Treatment	Replacement Treatment	100.00 %	0.0%	2021

5.25.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Trails, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 149 shows the Trails overall network performance throughout the plan period:

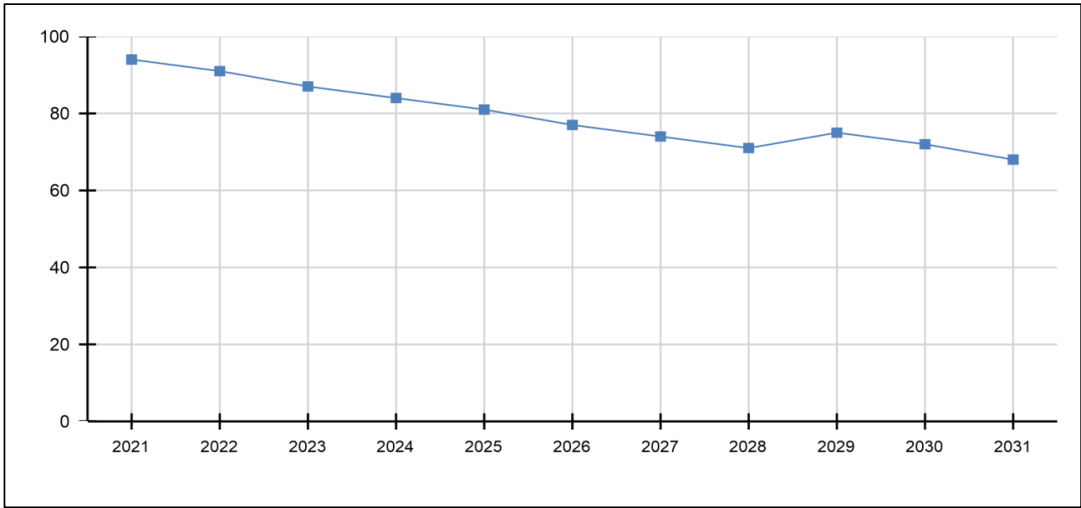


Figure 149: Trails Network Performance

Over the next 10 years, the performance of the Trails network declines from 94 to 68 at the end of plan.

Figure 150 shows the condition status distribution of the Trails network at each year of the plan:

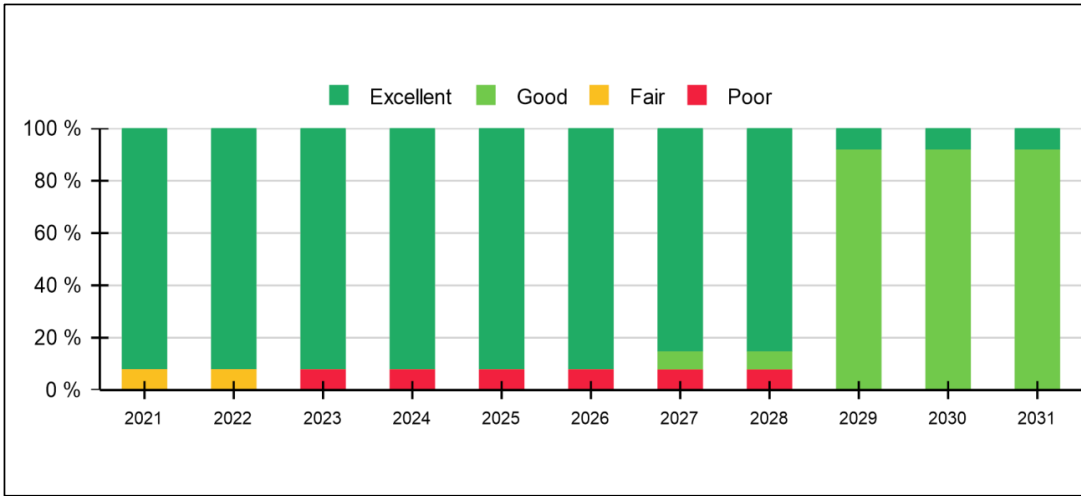


Figure 150: Annual Network Condition Status

As shown in this figure, at the beginning of the plan 92% is in excellent condition and 8% in fair condition. At the end of the 10-year plan 8% of the Trails assets will be in excellent and 92% will be in good condition. None of the Trails is in a deficit position throughout the plan period.

The following capital expenditures for replacements are scheduled:

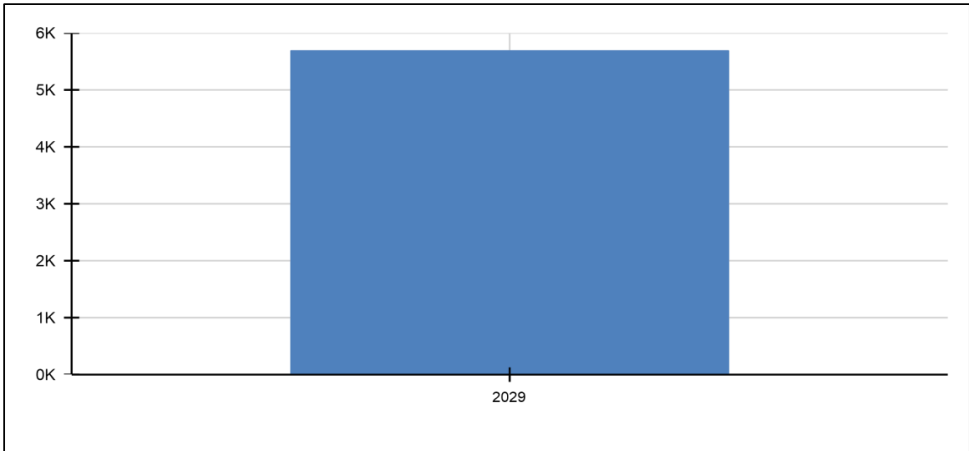


Figure 151: Projected Capital Expenditures

5.26 LAND IMPROVEMENTS

The Village of Marwayne has a total of 9 Land Improvement Assets, which include parks, sport installations, a cenotaph and others.

5.26.1 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Land Improvement Assets is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range
✓	Very Poor	0 to 0.1
✓	Poor	0.1 to 20
✓	Fair	20 to 60
✓	Good	60 to 80
✓	Excellent	80 to 100

Figure 152: Land Improvement Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Land Improvement assets, weighed by replacement cost, is 29. This represents an overall “Fair” condition state.

Title	Condition	Condition State
Network Overall Condition	29	Fair

The following summarizes the 2021 Network Condition:

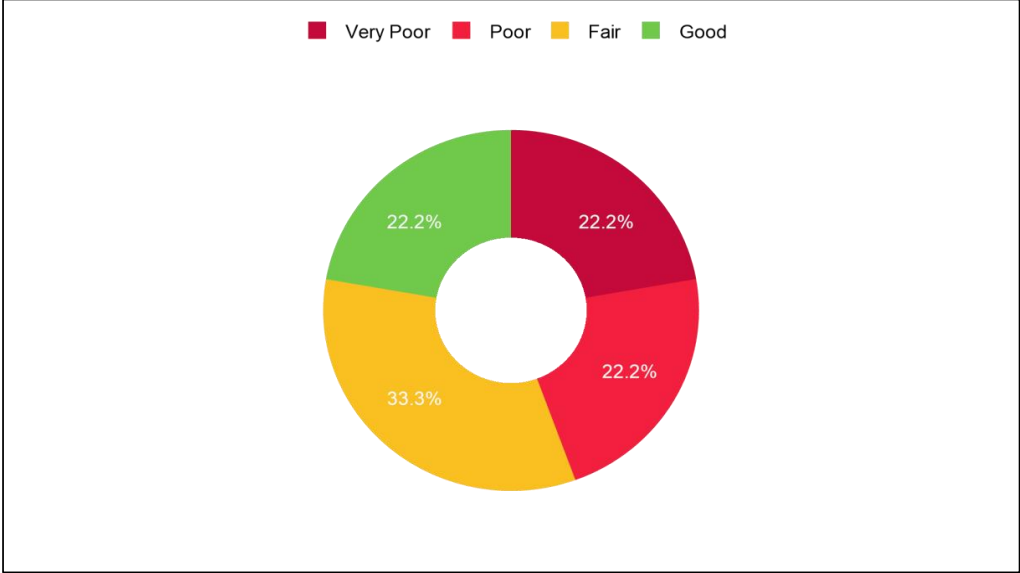


Figure 153: Land Improvement Assets Network Condition

5.26.2 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Asset Status. Socio-economic factors were not included.

Criticality Settings	
Asset Status	5
Abandoned	0
In-service	100
Removed	0
Unassumed	0

Risk

The Risk settings for Land Improvement assets are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.26.3 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Land Improvement assets before the end of their Service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.26.4 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Land Improvement assets, and it is a full replacement treatment.

Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2021

5.26.5 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Land Improvement assets, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of life replacement
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 154 shows the Land Improvement Assets overall network performance throughout the plan period:

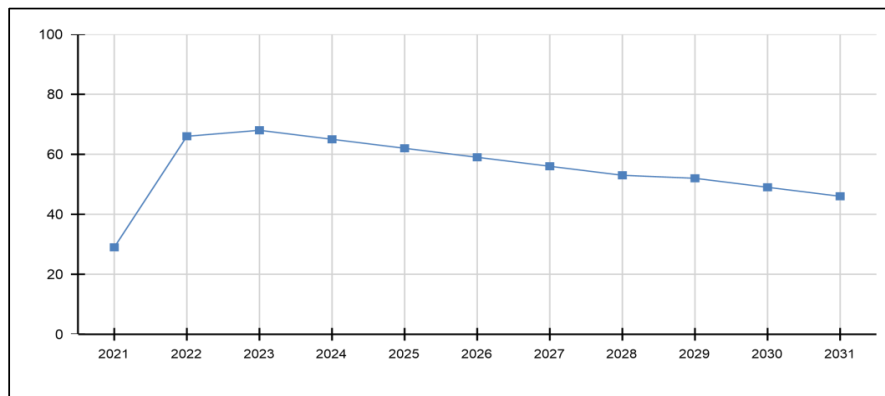


Figure 154: Land Improvements Network Performance

Over the next 10 years, the performance of the Land Improvement assets network improves from 29 to 46 at the end of plan.

Figure 155 shows the condition status distribution of the Land Improvement assets network at each year of the plan:

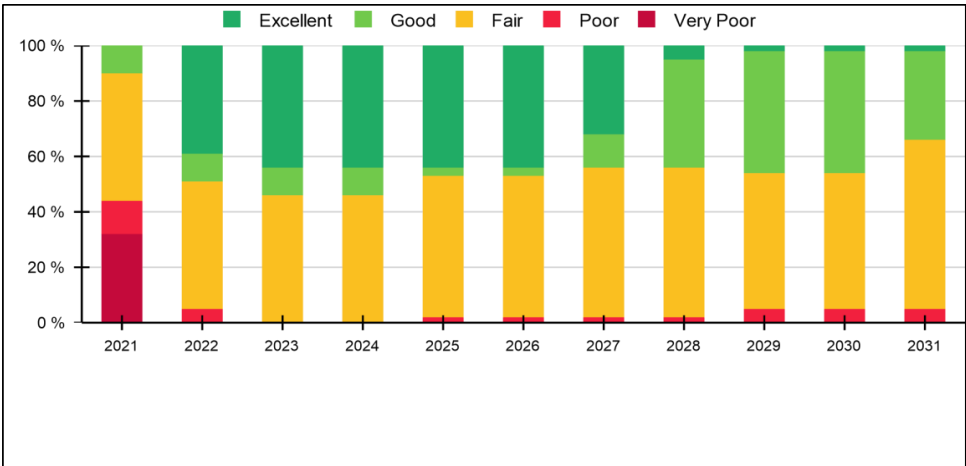


Figure 155: Annual Network Condition Status

As shown in this figure, at the beginning of the plan 10% is in good, 46% in fair, 12% in poor and 32% in very poor condition. At the end of the 10-year plan 2% will be in excellent, 32% will be in good, 61% will be in fair, and 5 will be in poor condition, with the backlog having been cleared in the first year of the capital plan.

The scheduled capital expenditures are shown in Figure 156:

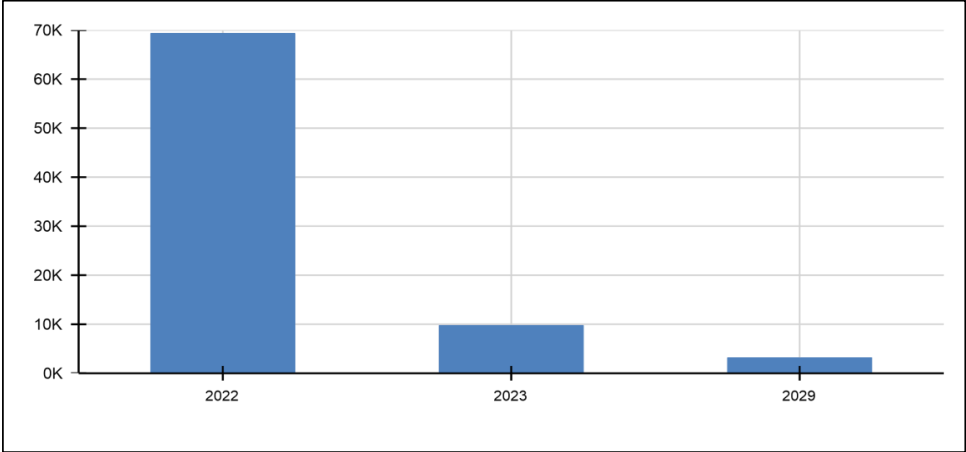


Figure 156: Capital Expenditures

5.27 EQUIPMENT

The Village of Marwayne has a total of 19 Equipment assets, classified as General Government, Parks & Recreational, Fire Protection, Library, Transportation Services. Due to the large variation in cost the Equipment Assets are weighed by Replacement Cost.

5.27.1 EQUIPMENT ASSETS ATTRIBUTES

The following summarizes the Equipment Assets by Department, weighed by replacement cost.

Department	Replacement Cost (\$)	Percentage
General Government	82,798.8	44.0%
Parks & Recreational	28,072.5	14.9%
Fire Protection	18,514.5	9.8%
Library	3,475.0	1.8%
Transportation Services	55,275.6	29.4%

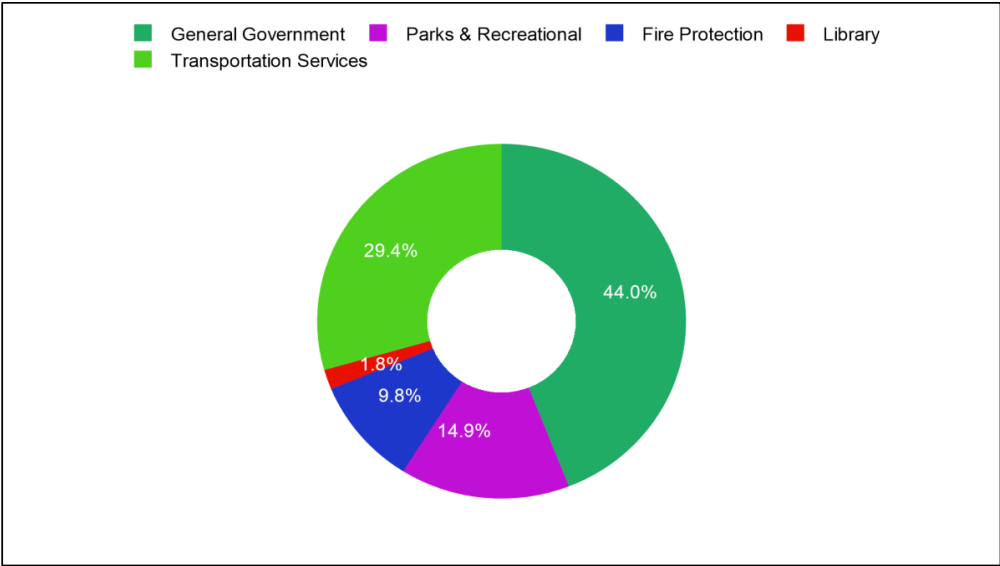


Figure 157: Equipment Assets by Department

5.27.2 CONDITION ASSESSMENT APPROACH

The state of the infrastructure for Equipment Assets is determined through an age-based condition analysis. The five (5) Condition States are defined as follows:

Active	Condition Level	Condition Index Range	
<input checked="" type="checkbox"/>	Very Poor	0	to 5
<input checked="" type="checkbox"/>	Poor	5	to 20
<input checked="" type="checkbox"/>	Fair	20	to 60
<input checked="" type="checkbox"/>	Good	60	to 80
<input checked="" type="checkbox"/>	Excellent	80	to 100

Figure 158: Equipment Condition State Ranges

The age-based condition was calculated to the year 2021, and the current Network Condition (%RSL) of the Equipment Assets, weighed by replacement cost, is 29. This represents an overall “Fair” condition state.

Title	Condition	Condition State
Network Overall Condition	29	Fair

The following summarizes the 2021 Network Condition States:

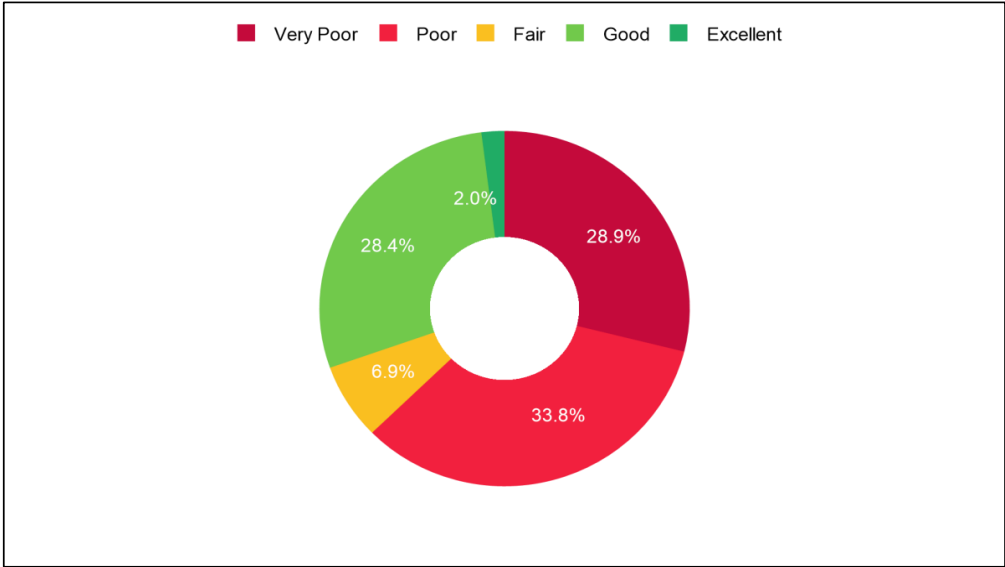


Figure 159: Equipment Assets Network Condition

The Condition States of the Equipment Assets by Department are shown in Figure 103:

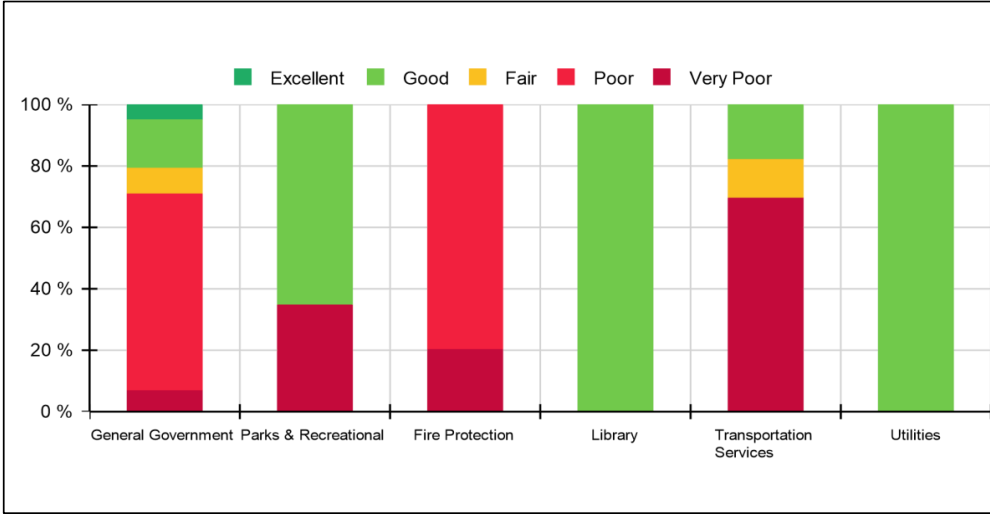


Figure 160: Equipment Assets Network Condition by Department

5.27.3 CRITICALITY AND RISK CRITERIA

Criticality

Based on the data attributes available, the Criticality settings were applied based on Department. Socio-economic factors were not included.

Criticality Settings	
Department	10
General Government	75
Parks & Recreational	50
Fire Protection	100
Library	15
Transportation Services	75
Other	0
Utilities	75

Risk

The Risk settings for Equipment Assets are done as described in Section 4. Due to the lack of data, there are no risk targets set in the planning.

5.27.4 LEVEL OF SERVICE REQUIREMENTS

Village of Marwayne targets to replace Equipment Assets before the end of their Service life is reached. The analysis was done based on an end-of-life replacement, with no budget constraint.

5.27.5 LIFECYCLE MANAGEMENT STRATEGY

A single treatment is available for Equipment Assets, and it is a full replacement treatment.



Treatment Methods				
Treatment	Description	Unit Cost	Inflation Rate	Cost Estimation Year
Replacement	Replacement	100.00 %	0.0%	2021

5.27.6 OPTIMIZED CAPITAL PLANNING RESULTS

Optimization analysis has been performed for the Equipment Assets, on the basis of a straight end-of-life replacement.

The Optimization Analysis Settings are as follows:

Scenario	
Name:	AMP - End of Life Scenario
Description:	
Year:	2022

Optimization Settings	
Optimization Mode	Standard
Planning Horizon (Years)	10
Include Priorities	Yes
Operational Efficiency	No
Estimate Current Condition	True

Optimization Objective			
Type	Min/Max	Weight (Sum = 1)	Performance Attribute
Maximize Network Performance	Max	1	NA

Network Optimization Results

Figure 161 shows the Equipment Assets overall network performance throughout the plan period:

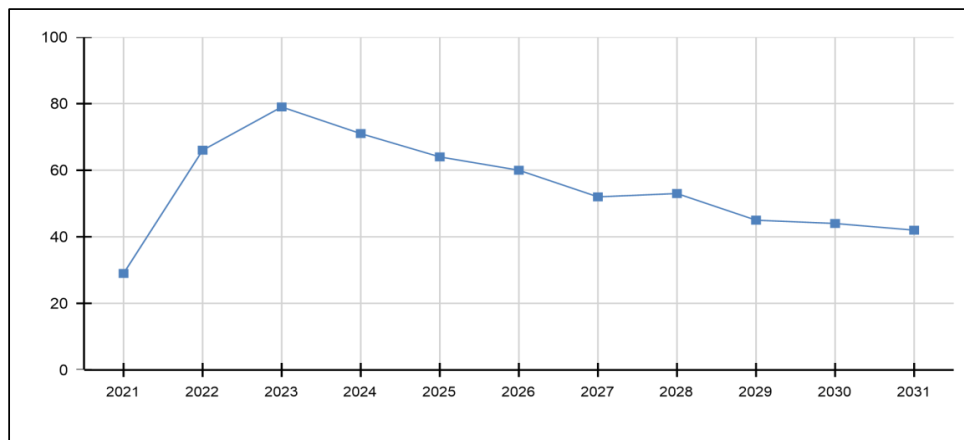


Figure 161: Equipment Network Performance

Over the next 10 years, the performance of the Equipment Assets network improves from 29 to 42 at the end of plan.

Figure 162 shows the condition status distribution of the Equipment Assets network at each year of the plan:

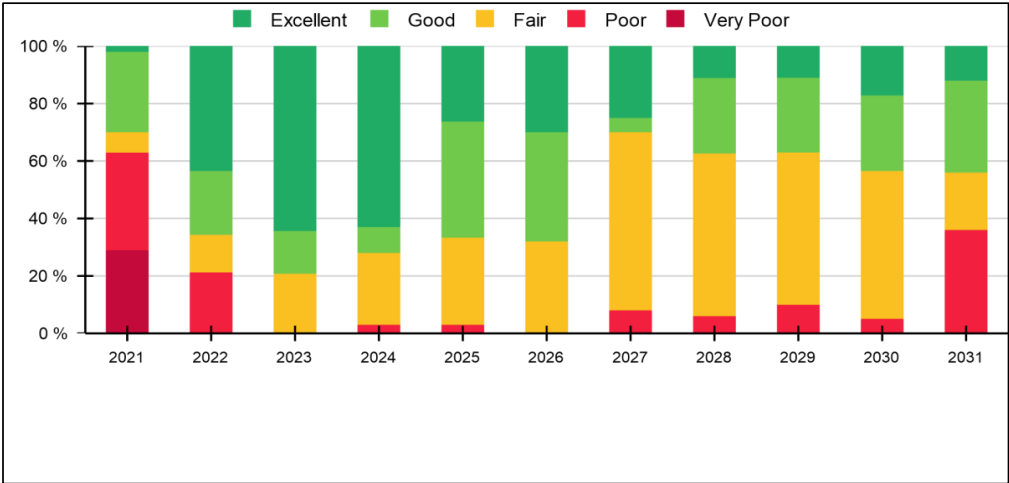


Figure 162: Annual Equipment Network Condition Status

As shown in this figure, at the beginning of the plan 2% is in excellent, 28% is in good, 7% in fair, 34% in poor and 29% in very poor condition. At the end of the 10-year plan 12% will be in excellent, 32% will be in good, 20% will be in fair, and 36% will be in poor condition, with the backlog having been cleared in the first year of the capital plan.

The scheduled capital expenditures are shown in Figure 163:

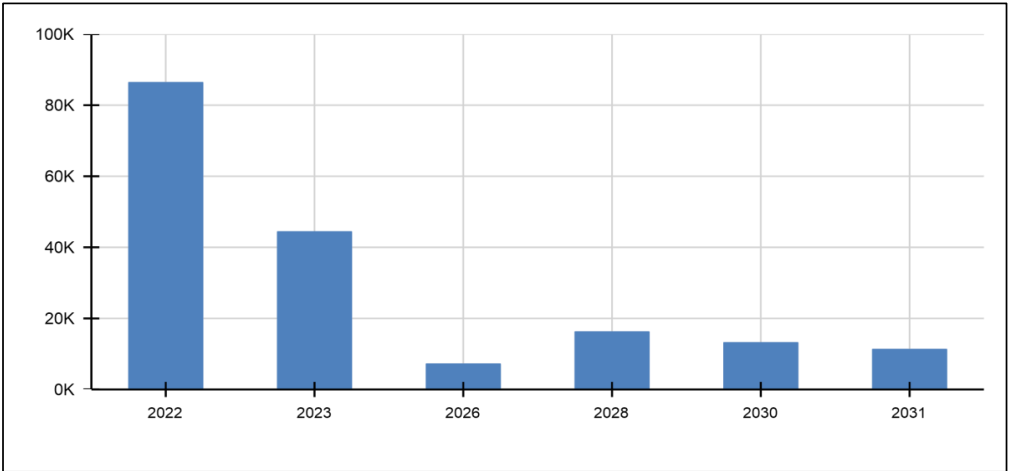


Figure 163: Capital Expenditures

6 CAPITAL INVESTMENT PLAN

6.1 BACKGROUND

Managing the Municipality's capital assets requires an assessment of the long-term capital project requirements and the establishment of the funding for high-priority projects in an efficient, timely and cost-effective manner. As a result of this analysis, the Municipality will be able to more effectively monitor, track and manage infrastructure assets, to ensure that policy makers obtain sufficient funding in order to maintain, at a minimum, and potentially enhance future service levels. Through capital planning, The Village of Marwayne can plan the future operating budget expenses and reserve funds to manage the financial position over a long-term period. Capital planning also provides the core information needed for implementing the Council's planning and fiscal policies.

An Asset Management Plan provides many benefits including:

- A systematic evaluation of all potential projects at the same time.
- The ability to stabilize the debt and consolidate projects to reduce borrowing costs.
- To serve as a public relations and economic development tool.
- A focus on preserving a municipal government's infrastructure while ensuring the efficient use of public funds.
- An opportunity to foster cooperation among departments and the general public regarding the Municipality's priorities.

6.2 OVERVIEW

The Capital Plan, an integral part of an Asset Management Plan, is a blueprint for planning a community's capital expenditures and is one of the most important responsibilities of local government officials. It coordinates community planning, financial capacity, and physical development. It is a tool to assess the long-term capital project requirements of a Municipality and to establish funding of high-priority projects in a timely and cost-effective fashion. The development of a Capital Plan is intended to ensure that policy makers are responsible to residents and businesses of the community with respect to the expenditure of public funds. It also promotes the provision of continuous efficient services.

The Capital Plan provides a detailed understanding of anticipated investments into tangible capital assets. These assets include basic facilities, services, and installations needed for the functioning of the community. The development of a CIP that will ensure sound fiscal and capital planning requires effective leadership and the involvement and cooperation of all municipal departments. A complete, properly developed CIP has the following benefits:

- Facilitates coordination between capital needs and the operating budgets
- Enhances the community's credit rating, control of its tax rate, and avoids sudden changes in its debt service requirements
- Identifies the most economical means of financing capital projects
- Increases opportunities for obtaining federal and provincial aid
- Relates public facilities to other public and private development and redevelopment policies and plans
- Focuses attention on community objectives and fiscal capacity
- Keeps the public informed about future needs and projects

- Encourages careful project planning and design to avoid costly mistakes and help a community reach desired goals

A municipal government must take care of two key responsibilities in managing its infrastructure:

- The first major responsibility is the maintenance and repair of existing infrastructure. Given the high cost to replace linear assets and the fact that they are essential to providing programs and services to the public, it is extremely important that regular maintenance and periodic refurbishments be done to keep facilities and other assets in good working condition for as long as possible.
- The second major responsibility that municipal governments have is to plan and construct new community infrastructure. This involves several steps including deciding what services are to be provided, identifying community needs, careful planning, determining priority investments, figuring out how to finance projects and good management to ensure projects are completed on time and on budget.

Although the Capital Plan is generally maintained separately from the operating budget, they do work in unison since the debt charges on funds borrowed for capital expenditures become expense items in the annual operating budget. In addition, operating and maintenance costs of capital assets have an impact on the operating budget. In order to have a realistic, workable Capital Plan, therefore, it is necessary to estimate the effect that debt service and operating costs will have on future tax rates. In this way, non-essential capital expenditures will not be undertaken at the expense of pending essential capital projects and the Municipality will thus be in a better position to control future debt levels.

6.3 METHODOLOGY

The Village of Marwayne's Capital Plan addresses infrastructure deficiencies and future capital expenditures. It includes existing service infrastructure not meeting engineering standards, the cost of renovation or replacement of infrastructure which has exceeded its service life and which as a consequence, is not meeting required service standards. Provision is required to renovate or replace previously constructed infrastructure when it reaches the end of its service life. These costs do not include on-going operational and regular maintenance (which typically represent the greatest cost component of a facility's service life, for example). Unless informed by The Village of Marwayne, requirements such as investments required to support industrial, commercial and residential development in accordance with the growth projections required to serve the community and social needs as well as supply the increasing population and to service to the boundaries of new subdivisions have not been analyzed.

The Village of Marwayne's Capital Plan includes:

- Development of parameters for each asset class
- Development of rehabilitation and replacement unit costs
- Identifying the asset types to be included in the Capital Plan and determining and confirming the components of each asset class
- Identification of services to be provided and the capital expenditures to be incurred
- Determination of secondary cost estimates of capital expenditures (consideration of cost elements such as remoteness of The Village of Marwayne, land, architect/engineering fees, construction, legal fees, taxes, etc.). The non-rebatable portion of HST at 1.76% has been applied, for example

- Determination of the time periods over which the asset is to be constructed or acquired and the costs prorated accordingly

The methodology used for building this Capital Plan was to:

- 1) Determine target Levels of Service for each Asset Type.
- 2) Identify The Village of Marwayne's current infrastructure deficit.
- 3) Determine The Village of Marwayne's future requirements to meet target Levels of Service.
- 4) Prepare a report detailing the capital required for each asset class based on current rehabilitation and replacement unit costs
- 5) Establish the cost of maintaining existing infrastructure while addressing the infrastructure deficit.

7 ASSET MANAGEMENT PLAN RESULTS

Like most other local governments in this province, The Village of Marwayne is dealing with aging infrastructure and constrained budgets. Upon completion of the collection of all the pertinent data, the capital plan was generated, broken down by asset class for the years 2022 to 2031. Inflation will be incorporated in the financial analysis. The results are as follows:

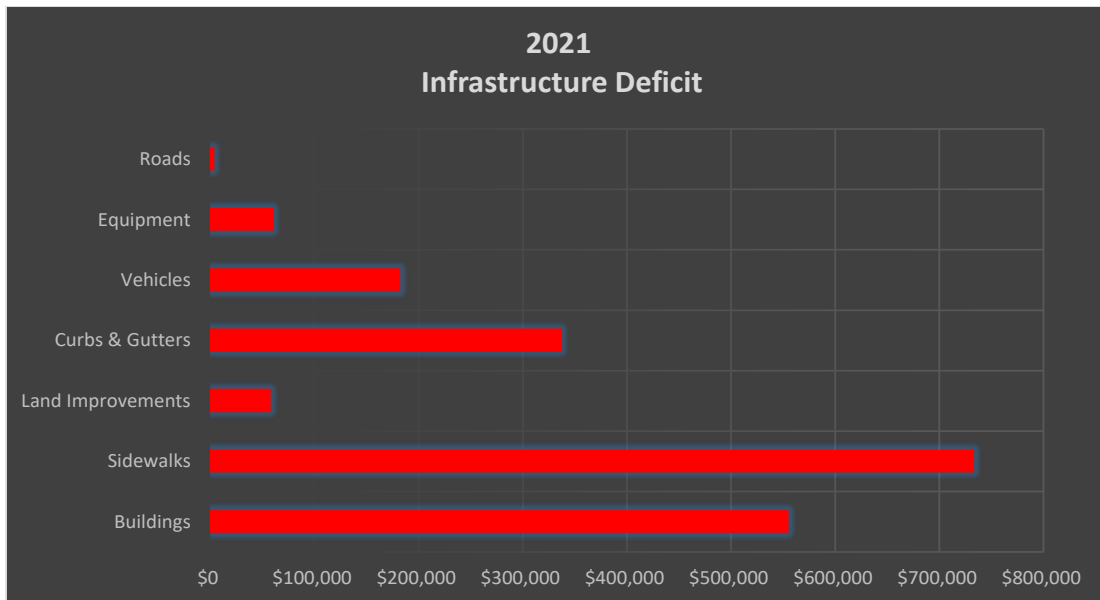


Figure 164: 2021 Infrastructure Deficit by Asset Category

The total Infrastructure deficit is \$1.93 million, contributed primarily by Sidewalks (\$700 thousand), Buildings (\$555 thousand), Curbs & Gutters (\$337 thousand), and Fleet (\$182 thousand).

The 10-year Capital Plan is summarized below:

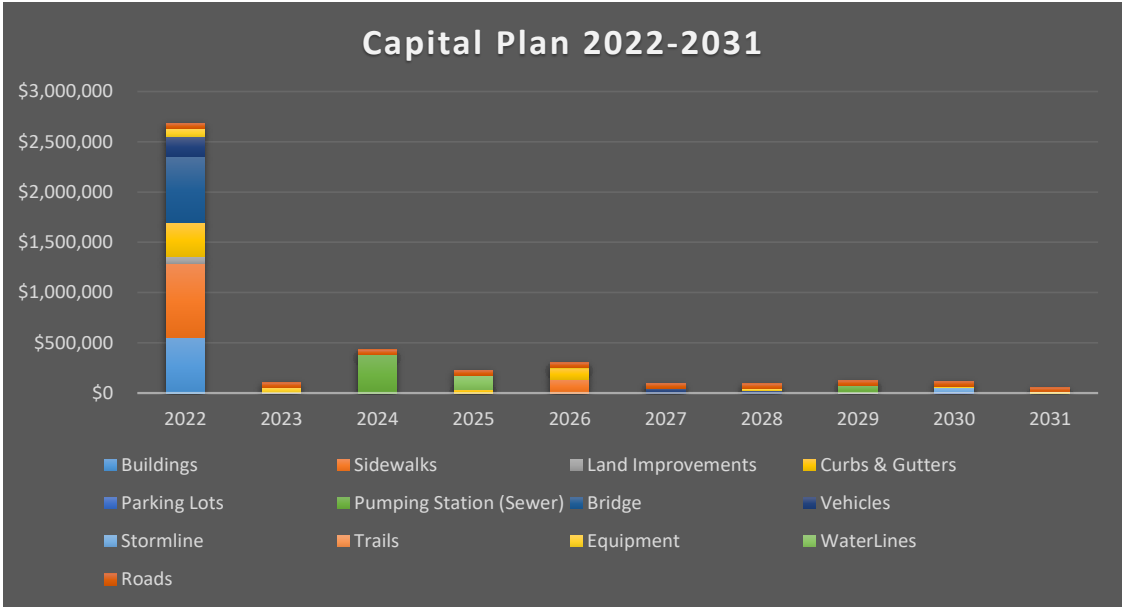


Figure 165: Summary of Capital Plan 2022-2031

Timeframe	Year	Capital Projects (Incl. HST)
Year 2022-2031	2022	\$2,778,806
	2023	\$111,302
	2024	\$475,525
	2025	\$260,633
	2026	\$360,315
	2027	\$119,979
	2028	\$118,789
	2029	\$165,509
	2030	\$160,536
	2031	\$76,400
Total		\$4,627,793

Timeframe	Year	Buildings	Sidewalks	Bridge	StormLines	Vehicles	Trails
Year 2022-2031	2022	\$554,764	\$732,454	\$665,000	\$0	\$190,411	\$0
	2023	\$0	\$0	\$0	\$0	\$0	\$0
	2024	\$0	\$0	\$0	\$0	\$0	\$0
	2025	\$0	\$0	\$0	\$0	\$0	\$0
	2026	\$0	\$137,152	\$0	\$0	\$0	\$0
	2027	\$0	\$0	\$0	\$0	\$47,614	\$0
	2028	\$0	\$0	\$0	\$0	\$27,181	\$0
	2029	\$0	\$0	\$0	\$0	\$0	\$5,690
	2030	\$0	\$0	\$0	\$50,766	\$0	\$0
	2031	\$0	\$0	\$0	\$0	\$0	\$0

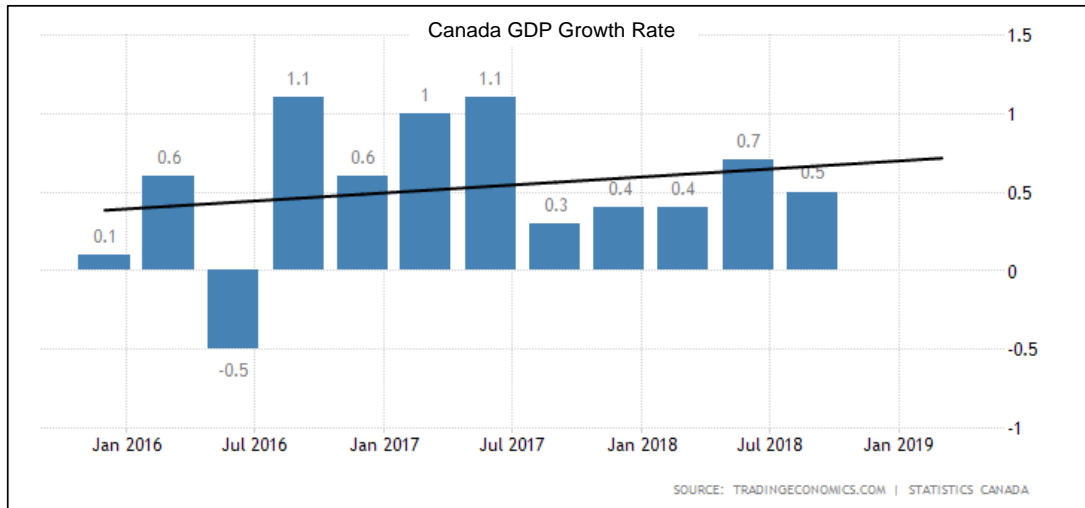
Timeframe	Year	Equipment	Curbs & Gutters	WaterLines	Roads	Land Improvements	Parking Lots	Pumping Station (Sewer)
Year 2022-2031	2022	\$86,443	\$336,883	\$0	\$49,550	\$69,332	\$0	\$0
	2023	\$44,424	\$0	\$0	\$49,707	\$9,771	\$0	\$0
	2024	\$0	\$0	\$0	\$49,754	\$0	\$0	\$379,142
	2025	\$0	\$40,443	\$137,652	\$49,031	\$0	\$0	\$0
	2026	\$7,232	\$110,827	\$0	\$48,164	\$0	\$0	\$0
	2027	\$0	\$0	\$0	\$49,989	\$0	\$0	\$0
	2028	\$16,257	\$0	\$0	\$49,929	\$0	\$0	\$0
	2029	\$0	\$0	\$0	\$49,535	\$3,181	\$0	\$67,283
	2030	\$13,229	\$0	\$0	\$49,979	\$0	\$3,817	\$0
	2031	\$11,341	\$0	\$0	\$42,820	\$0	\$0	\$0

The most significant capital renewal projects are for Roads, Bridge and Buildings. As described in Section 5, for Buildings and the Bridge full replacements/rebuilds are scheduled, with the Bridge requiring replacement due to insufficient flow capacity. It is recommended to have an Element/Component assessment done to determine if a rehabilitation/renovation is feasible, rather than a full replacement/reconstruction. A detailed project-by-project breakdown of this Capital Plan and all proposed or consultant/study recommended projects are included in the capital project list in Appendix A.

8 FINANCIAL PROJECTIONS

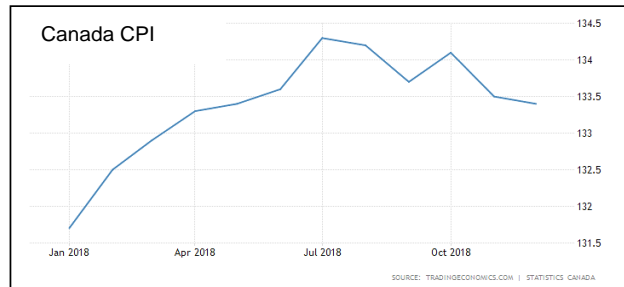
Our first steps in Financial Forecasting include compounding/inflating historical costs to Present Value (2021), and then further compounding/inflating these numbers to meet future requirements. Due to the volatility of inflationary factors, we were not able to determine a comprehensive regional “Municipal Cost Index (MCI)” that was reliable enough to have confidence in. We therefore used the CPI (Consumer Price Index) for the historic analysis. For financial forecasting beyond 2021, we assumed an inflation rate of 3.5%. In recent years inflation has been in the 2% range but has recently gone up to as much as 5%. We therefore believe that a 3.5% inflation rate is a reasonable assumption for long range financial planning.

Our basic assumptions and calculations, included within this document, are key to the planning process and serve as the base for the forecasting and predicting your future budgetary requirements and needs.

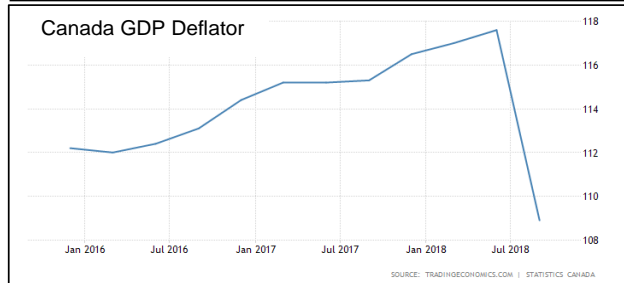


8.1 CONSUMER PRICE INDEX: OUR PERSPECTIVE

A price index measures the change in the costs of purchasing a fixed basket of goods and services in the current period, compared to a base period, typically month-over-month or year-over-year. The most widely applied measure of inflation/price index is the Consumer Price Index (CPI). Given its pervasive use in setting cost-of-living adjustments, it can be the appropriate metric when calculating the rate of consumer inflation at the national level. Major components of the CPI include housing, food, and transportation.



Extending the use of the CPI into discussions about the appropriate level of tax and fee rate increases becomes problematic, however, because a government’s actual experience with inflation can differ greatly from the CPI. This is because the largest expenditures for governments are typically labor, materials, and contractual services — different factors than those found in the CPI. Spending patterns that are different than those of other economic sectors. A price index that does not reflect the municipal purchasing structure does not truly reflect changes in the cost experience, and thus the purchasing power, of local governments. For instance, the CPI reflects household spending patterns that focus on shelter (27.7 percent of the Statistics Canada CPI basket), transportation (19.5 percent), food (15.5 percent), and recreation (12.9 percent) — none of which registers as leading purchase categories for local governments.



There are two main parts to the MCI (Municipal Cost Index) calculation: the weightings of the expenditure categories (showing the relative importance of items in the index), and the inflation factor used for each component. The inflation factors for expected price changes are based on economic data from two main sources, the Conference Board of Canada (CBOC) and Statistics Canada. The key issue is to match an appropriate inflator from these external sources to the types of expenditures in each budget category. MCI can be used in the following ways:

- To measure the increase in overall municipal expenditures attributed to inflation;
- To allow managers to more closely monitor the increase in spending by expenditure category, thus making inflationary price increases or decreases more visible;
- To provide an indication of the historical, current, and future direction of prices relative to municipal expenditures;
- To explain increased expenditures attributed to inflation when submitting annual budgets.

As mentioned at the beginning of this section, we did not use MCI in the analysis due to the volatility of the inflationary factors in Alberta.

8.2 FINANCIAL STRATEGY ASSUMPTIONS

The following summarizes the key assumptions used in the preparation of the financial strategy for major assets:

- 3.5% annual operating income increase (property taxation)
- 3.5% annual increase in user fees and other revenues
- 3.5% annual operating expenditure increase
- 3.5% annual increase in capital replacement costs
- 2022 Canada Community-Building Fund (formerly Gas Tax Fund) of **\$50,000** as per Alberta Open Government Publication, extended beyond 2022 with no increases
- Existing funding sources, as identified in the 2021 FIR or Financial Statements
- No growth-related capital has been included in the analysis as the financial strategy relates to the replacement of existing assets.
- Capital replacement needs as identified in the previous section of this report.

It is important to keep in mind that assumptions may significantly change over time. In addition, capital replacement cost estimates may vary from current projections. As such, there is a need to monitor the financial strategy over time.

8.3 FUNDING REQUIREMENTS

In our efforts to create the best plan moving forward for the Municipality, ISI decided to create two scenarios:

- Capital Plan including infrastructure deficit (backlog)
- Capital Plan (excluding infrastructure deficit)

The financial analysis separates the primarily tax funded assets from the user fee funded water and wastewater assets, including all related revenues, capital and operating expenditures.

8.3.1 TAX FUNDED ASSETS

This section looks at all assets other than Environmental (Water, Wastewater and Solid Waste) which have their own dedicated User Fees. Since 2018, the last time the Asset Management Plan was updated, the tax revenues have declined while the operating expenses have increased. The loss in tax revenue can be attributed to a decline in population. With a current annual Property Tax increase of 3.5%, a Capital Plan that will eliminate the deficit over the next 10 years requires the Municipality to make an average annual capital investment of \$399,295 as compared to the current contribution of (\$51,750), a negative amount, resulting in an annual funding gap of approximately \$450,000. The Municipality is not generating sufficient funds, not even to cover its operating expenses, and by our calculations would have to increase the property tax annually by 10.5% above the 3.5% base rate to 14.0% per year to cover its operating and projected capital expenditures during the 10-year plan period.

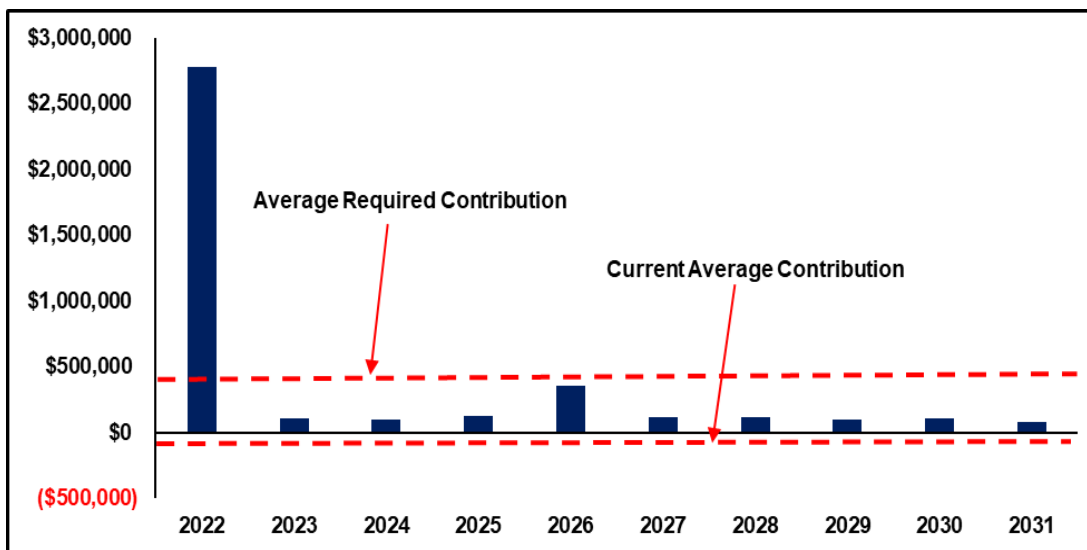


Figure 166: Tax Funded Capital Program Contributions (Required vs. Existing)

Without taking the deficit into consideration, by our calculations the average annual capital requirement is \$206,581. With a current contribution to the capital program of (\$51,750), the Municipality would have to set the annual property tax increases to 6.5% above the 3.5% base rate, to 10.0% per year.

8.3.2 USER FEE FUNDED ASSETS

This section looks at the Environmental assets (Water, Wastewater and Solid Waste) which have their own dedicated User Fees. Since 2018, when the Asset Management Plan was last updated and a comprehensive Water/Wastewater Rate Study was prepared, the revenues have declined, possibly due to a decline in population, and the operating expenses have increased, possibly due to the switch to treated regional water. With a current annual User Fee increase of 3.5%, a Capital Plan that will meet all the capital renewal needs over the next 10 years requires the Municipality to make an average annual capital investment of \$63,676 as compared to the current contribution of (\$51,688), a negative amount, resulting in an annual User Fee funding gap of approximately \$115,000. The Municipality is not generating sufficient funds for its Environmental systems, not even to cover its operating expenses, and by our calculations would have to increase the user

fees annually by 3% above the 3.5% base rate to 6.5% per year to cover its operating and projected capital expenditures during the 10-year plan period.

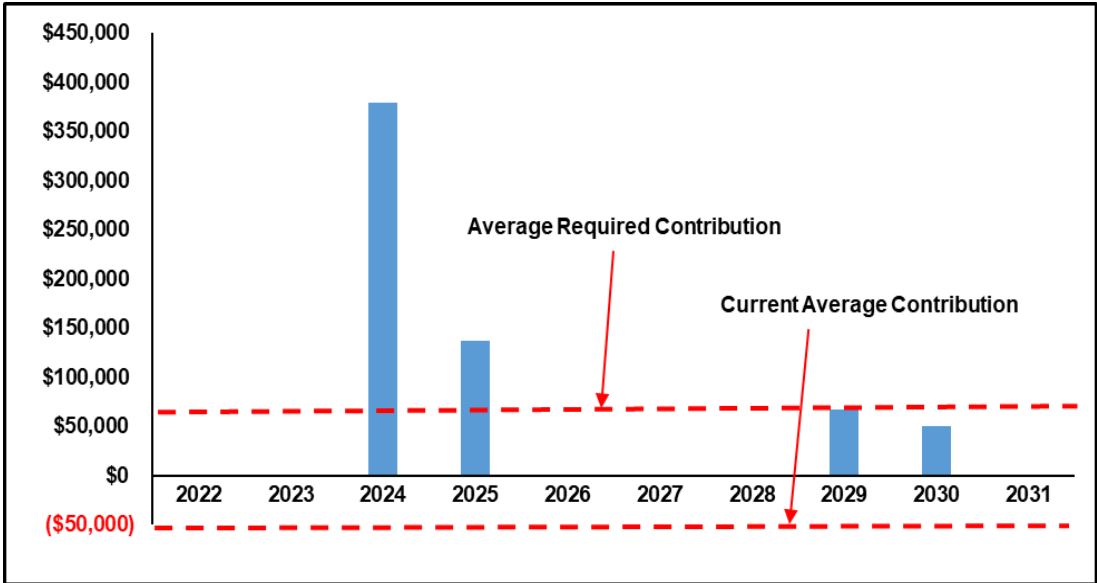


Figure 167: User Fee Funded Capital Program Contributions (Required vs. Existing)

The Environmental systems are currently not in a deficit.

To reliably establish the funding requirements for the water and wastewater systems, the Village should update its 2018 50-year Water and Wastewater Rate Study based on new assumptions of population growth/decline and with updated revenue and operating expense projections to make sure that enough reserves are available when large renewal projects become due.

9 FINANCIAL STRATEGIES – THE INFRASTRUCTURE GAP

Financial sustainability requires that a Municipality ensures that there are sufficient resources to support the delivery of services for which the Municipality bears responsibility. Given the need and benefit for further infrastructure investment in order to protect, sustain, and maximize the use of The Village of Marwayne’s infrastructure assets, a number of options and strategies have been considered. Through the optimization software, for example, strategies are recommended which allow for an increased deficit on low volume rural Bridges, while directing capital to more critical non-transportation services. Deficit elimination is outside the financial capability of the Municipality, but much can be done to ensure non-priority items can be put on the backburner while critical services remain adequately funded.

9.1 STRATEGY 1: SPECIAL LEVY

One option to raise funds is to implement a 5% special infrastructure tax. By applying a special infrastructure tax levy of 5% annually, The Village of Marwayne will increase the funds available



over the 10-year period by approximately \$1.84 million. This reflects the significant power of compounding:

The following table is provided for illustrated purposes to help explain the significant potential through a modest levy increase to address an infrastructure gap:

5% Special Infrastructure Levy	
2022	\$ 23,270
2023	\$ 49,332
2024	\$ 78,452
2025	\$ 110,920
2026	\$ 147,050
2027	\$ 187,187
2028	\$ 231,702
2029	\$ 281,002
2030	\$ 335,529
2031	\$ 395,763
Total	\$ 1,840,206

9.2 STRATEGY 2: RETHINKING INFRASTRUCTURE SERVICES

Optimization

The potential exists to reduce infrastructure costs by determining the most cost-effective options for all capital programs on new or rehabilitated infrastructure by pursuing life cycle cost analysis (discussed earlier in the report). The DOT (Decision Optimization Technology)™ capital planning software will be instrumental in assisting The Village of Marwayne in focusing on preventive maintenance, and optimizing the allocation of the capital budget to determine highest return on investment.

Service Reduction

Recognizing the significance of the infrastructure deficit, the Municipality should consider a services review with the objective of re-evaluating the priorities of the community and cost of services provided with the objective of streamlining and potentially eliminating low priority services.

Long Range Planning

Many municipalities develop rehabilitation and replacement programs on a system-wide program basis versus annual project by project basis. This will allow for improved prioritization and coordination of required work.

Deferred Replacement

The infrastructure deficit can be viewed as hypothetical in some cases, applying conservative engineering lifecycle calculations that may be overly aggressive in comparison to the real-life experience. For example, you might project the life of a building to be 50 years, but many fully functional buildings are more than 100 years old. Due to the limited funds available, some consideration should be given to where the replacement of some assets may be deferred.



9.3 STRATEGY 3: STRATEGIC USE OF DEBT

In some circumstances, it makes good sense to incur debt today rather than take the consequence and cost of allowing assets to deteriorate to a point where replacement or reconstruction would substantially increase cost to the community. The concepts involved with changing the oil in our cars and fixing the roof of our house also apply to preventive maintenance on road networks, for example. Keep a road in good shape with regular maintenance and you will never face a full reconstruction.

Due to the backlog in the tax-supported programs, there is a need to examine the cost/benefit of addressing these needs through the issuance of debt. Using debt strategically can provide capital funding flexibility by allowing certain infrastructure to be built and used before sufficient revenue has accumulated to offset the needed investment. Debt is frequently issued and considered a standard practice in Municipalities for capital projects that are long term in nature and that benefit future taxpayers, thereby spreading the costs across future years. As such, debt promotes inter-generational equity in that infrastructure is paid for by those who use it. With favourable interest rates and significant backlog, the Municipality may wish to consider the need to issue debt to expedite capital replacement

A debt management policy improves the quality of decisions, identifies policy goals and demonstrates a commitment to long-term financial planning, including a multi-year plan. Adherence to a debt management plan signals to rating agencies and capital markets that the Municipality is well managed and is well positioned to meet its obligations in a timely manner. The Province regulates the amount of debt that Municipalities issue by setting an annual repayment limit for each Municipality (typically 25% of a Municipality's own source revenues). Based on our experience, Municipalities typically establish thresholds below the Provincial limit to take into consideration taxpayer affordability and to ensure flexibility. The Village of Marwayne has a 2021 Debt Limit of \$1,910,847 with a current debt of \$1,098,358, and an Annual Debt Servicing limit of \$318,475 with \$116,698 being utilized by existing debt.

In addition to a debt guideline, monitoring also becomes important when considering the idea of the increased use of debt as a funding source to ensure that it is being used in a fiscally responsible manner. Government Finance Officers Association recommends that Municipalities adopt policies that specify appropriate uses for debt.

The following strategies are recommended to determine the most appropriate time to issue debt

- Debt will be proportionate to The Village of Marwayne's tax base and will not put an excessive burden on operating expenditures.
- Outstanding and planned debt levels will not exceed an amount that can be supported by the existing and projected tax revenue base. Debt policies will focus on:
 - projected debt requirement
 - limits and benchmarks
 - term and structure of debt
 - use of reserves to offset debt issuance
- Long-term debt for the replacement and refurbishment of existing capital assets will be reduced and a planned process will be developed whereby an annual contribution will be made to meet lifecycle needs of all assets.

The following policies are recommended to manage debt within The Village of Marwayne:

- Tax Debt Charges as a percentage of Tax Own Source Revenues will not exceed 10%.
- Long-term debt financing will be restricted to specific project types:

- Increased/new services to residents for new initiatives
- New, non-recurring infrastructure requirements
- Projects which are supported by a business plan that shows revenues will cover capital and interest costs
- Projects where the cost of deferring expenditures exceeds debt servicing costs
- Project costs not recovered from Development Charges
- Projects tied to third party matching funding

(Note: These restrictions may have to be phased in to meet short-term budget challenges.)

- The length of the term of debt will not exceed the useful life of the underlying asset.
- The Village of Marwayne will monitor and report on all forms of debt annually.

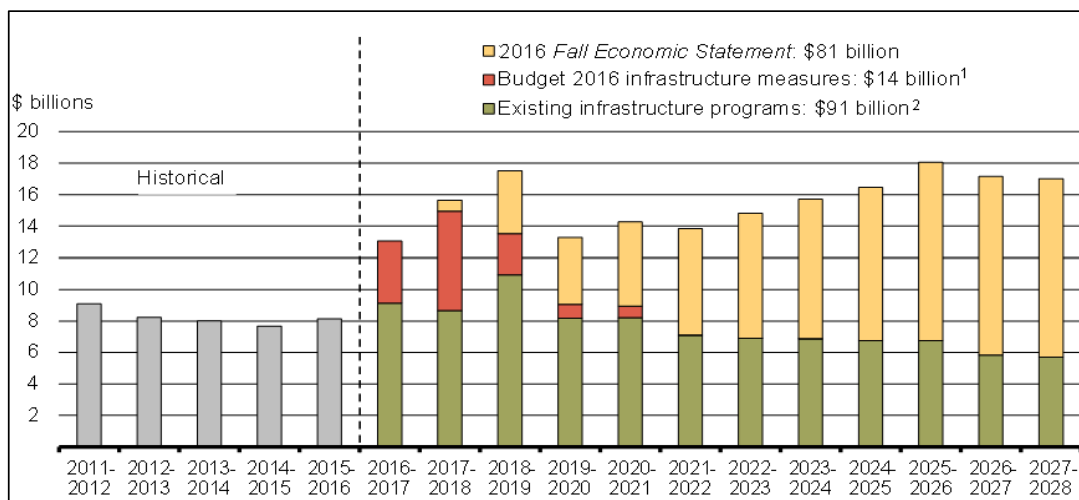
9.4 STRATEGY 4: USE OF GRANTS

It is well established that the condition of Canada's municipal infrastructure is one of the keys to underpinning, maintaining and enhancing Canada's economic productivity and competitiveness. It is therefore clearly in the national and provincial interests for the federal and provincial government to institute permanent and sustainable infrastructure funding. Along with the strategic use of debt, the Municipality can also apply for the grants available from the Provincial and Federal governments. Some significant components of the infrastructure deficit can be dealt with through close monitoring of grant programs and a careful expression of interest to access these funds.

FEDERAL GOVERNMENT INVESTING IN CANADA

Across the country, people and communities are in need. The middle class and those working hard to join it need the opportunities that come with good, well-paying jobs, and communities need help to maintain, improve and expand the things that make Canada's Villages and cities great places to live.

Investing in Canada's infrastructure builds strong communities and helps to strengthen and grow the middle class, setting the stage for sustained economic growth in the future. In Budget 2016, the government made a down payment on future growth by making immediate investments of \$11.9 billion in public transit, green infrastructure and social infrastructure. This 2016 Fall Economic Statement strengthens the government's commitment to long-term growth for the middle class. It proposes an additional investment of \$81 billion over 11 years, starting in 2017–18, in public transit, green infrastructure, social infrastructure, transportation that supports trade, Canada's rural and northern communities, and smart cities. The government will also establish a new Canada Infrastructure Bank to provide innovative financing for infrastructure projects, and help more projects get built in Canada, where public capital can be leveraged.



Taking into account existing infrastructure programs, new investments made in Budget 2016 and the additional investments contained in this Fall Economic Statement, the government will make a total investment in Canada's communities of more than \$180 billion.

This commitment is unprecedented in Canadian history.

Alberta Provincial Government

As part of the Federal Programs mentioned above, The Province of Alberta Ministry of Infrastructure is accepting applications (Expressions of Interest) for the following two Programs:

- Alberta will receive \$140.6 million for **Community, Culture and Recreation Projects** over the next 10 years.
- Alberta will receive \$159.7 million for **Rural and Northern Infrastructure Projects** over the next 10 years. Rural and remote communities with populations of 100,000 or fewer can apply for funding to support projects that improve food security, local road or air infrastructure, broadband connectivity, efficient and reliable energy sources.

The federal government will cost share for eligible projects up to the following:

- 50% for provincial projects; or for municipalities with populations more than 5,000 and not-for-profit partners
- 60% for municipalities with populations less than 5,000
- 75% for projects with Indigenous partners
- 25% for private sector, for-profit partners (when eligible)

Municipal projects funded through the Investing in Canada Infrastructure Program require a provincial cost-share of 33.33%

In addition, the Province of Alberta offers its own Programs, like the Strategic Transportation Infrastructure Program (STIP) which provides funding for the following categories:

- Community Airport Program
- Local Road Bridge Program

- Resource Road Program
- Local Municipal Initiatives

The program goals are to:

- improve accessibility and the movement of goods and people
- increase the capacity of municipal transportation infrastructure to support economic growth
- enhance safety and efficiency
- extend the service life of key transportation infrastructure

The funding streams are shown in this table:

Funding stream	Stream priorities	Funding level
Community Airport Program	Rehabilitation and improvement of community-owned public-use airports	75% provincial contribution for eligible project costs
		25% municipal contribution for eligible project costs
		For runway extensions, the costs are shared:
		1/3 provincial contribution for eligible projects costs
		1/3 municipal contribution for eligible project costs
Local Road Bridge Program	Rehabilitation and maintenance of bridges and bridge-sized culverts on municipal roads	75% provincial contribution for eligible costs
		25% municipal contribution for eligible costs
Resource Road Program	Build or improve road infrastructure that supports industrial and economic growth	50% provincial contribution for eligible costs of up to a maximum of \$3 million per project
		50% from municipal and private sector sources:
		Municipalities are encouraged to provide 25% of the funding required and get a 25% contribution from the private sector that will benefit from the project.

10 RECOMMENDATIONS

10.1 SOTI RECOMMENDATIONS

The SOTI/Capital Plan identifies a number of asset-specific recommendations. However, there are six recurring recommendations that should be addressed in future strategic asset management initiatives:

1. Develop, through more detailed analysis, a plan for allocating the additional funds to the operating and/or capital budgets, as required, in order to successfully develop, implement, and maintain an approved asset management plan;
2. Develop a policy and implement a strategy to reach long-term sustainable funding for each of the assets covered in this SOTI Report;

3. Implement a comprehensive budget structure along service delivery lines, so that service managers can adequately know what the true total cost of their service is (including asset management, operations, capital, and borrowing costs).
4. Review the selection and use of rehabilitation strategies on life-cycle costing and on a return-on-investment (ROI) basis.
5. Review operating and maintenance practices, balancing least life-cycle cost against level of service and risk exposure, on a business-case basis using InfraGuide Best Practices and other industry sources;
6. Provide regular updates to the SOTI Report Card and Analysis

10.2 CAPITAL PLAN RECOMMENDATIONS

1. Asset condition assessment of capital assets should be considered wherever feasible. The application of a standard life expectancy of an asset reflects a financial approach (PSAB 3150). Age-based condition assessment has the least level of confidence for building a capital plan.
2. The Village of Marwayne needs to build a definitive policy with respect to it's infrastructure deficit.
3. The Village of Marwayne should release its infrastructure policy, strategy and intention as it pertains to the infrastructure deficit, including communications, to the general public in order to gain stakeholder support for tough decisions.
4. The Village of Marwayne should proactively define organizational responsibilities to maintain the asset inventory including proposed and actual project cost information, updating the data as assets are acquired or betterments are added to existing assets and projects are started and completed. In this manner, the accuracy of future Capital Plans will increase over time.
5. The Village of Marwayne should consider establishing as policy the following guiding principles, that it be:
 - a) **Customer Focused:** To have clearly defined Levels of Service and applying asset management practices to maintain the confidence of residents in how The Village of Marwayne assets are managed.
 - b) **Forward Looking:** To make the appropriate decisions and provisions to better enable its assets to meet future challenges, including changing demographics and populations, customer expectations, legislative requirements, technological and environmental factors.
 - c) **Integrated System Focused:** Evaluate an asset in terms of its role and value within the context of the greater system, as opposed to examining individual assets in isolation
 - d) **Risk-based:** To manage the asset risk associated with attaining the agreed levels of service by focusing resources, expenditures, and priorities based upon risk assessments and the corresponding cost/benefit recognizing that public safety is the priority.
 - e) **Value-Based/Affordable:** To choose practices, interventions, and operations that aim at reducing the life cycle cost of asset ownership, while satisfying agreed levels of service. Decisions are based on balancing service levels, risks, and costs.
 - f) **Holistic:** To take a comprehensive approach that looks at the "big picture" and considers the combined impact of managing all aspects of the asset life cycle.
 - g) **Sustainable:** The Village of Marwayne will make the appropriate decisions and provisions to better enable its' assets to meet future challenges, including

population growth, people expectations, legislative requirements, technological and environmental factors, without compromising the ability of future generations to meet their own needs.

- h) **Optimal:** The Village of Marwayne will make informed decisions between competing factors such as service delivery, asset quality & value, cost, and risk by determining which option will deliver the optimal lifecycle value.
6. To meet the goals and objectives of this policy, senior management could consider:
- a) The creation and maintenance of a Comprehensive Asset Management (CAM) governance structure to lead the development of AM tools and practices and to oversee their application across the organization.
 - b) Adopt a Comprehensive Asset Management Strategy (AMS) to:
 - Establish, document and continually adhere to industry recognized asset management protocols;
 - Develop asset management knowledge and competencies aligned with recognized competency frameworks;
 - Entrench lifecycle costing when evaluating competing asset investment needs across The Village of Marwayne assets;
 - Monitor the performance of the assets and track the effectiveness of AM practices with a view to continuous improvement;

10.3 LEVEL OF SERVICE RECOMMENDATIONS

1. We recommend that The Village of Marwayne incorporate a Level of Service to maximize the impact of their capital investments with the objective to:
 - Refine levels of service that balance customer expectations with risk, affordability and timing constraints as it pertains to The Village of Marwayne's unique requirements;
 - Adopt risk-based decision-making processes that consider the likelihood of asset failure and the consequence of a failure with regards to impacts on safety and levels of service;
2. To assist in better establishing Levels of Service, The Village of Marwayne should consider collecting technical performance measures required to provide information on:
 - the types of failure
 - the number of customers affected
 - the duration of the failure
 - the severity of the failure
3. To support decision-making for effective management of the assets, The Village of Marwayne should consider technical performance measurement and monitoring, undertaken by The Village of Marwayne such as:
 - Assessing the effectiveness of the operational, maintenance and capital works program
 - Review and refinement of maintenance and rehabilitation strategies and standards
 - Assistance in strategic decision-making through definition of remaining life, based on the measure being assessed

10.4 FINANCIAL STRATEGY RECOMMENDATIONS

A financial strategy to support the asset management plan is a dynamic document that should be updated and re-evaluated on an ongoing basis. The Village of Marwayne should give due consideration to the following points:

1. The Village of Marwayne has insufficient funds from existing sources to proactively manage its infrastructure and will need to prioritize its requirements to maximizing the impact of existing financial resources.
2. The Village of Marwayne has a growing infrastructure deficit which is serious considering its population and tax base. A special infrastructure levy will help the Municipality to reduce the gap over time and should be taken into consideration.
3. In the event that The Village of Marwayne implements an infrastructure levy, the excess funds should be transferred into a reserve so that The Village of Marwayne has some flexibility to prioritize and sustain future infrastructure and service level requirements and have the ability to match funds with grant programs.
4. The Village of Marwayne needs to be proactive in reviewing and capitalizing on the upcoming Provincial and Federal programs, as The Village of Marwayne will need financial assistance to close its infrastructure deficit. It should seek government grants to be able to undertake the capital projects outlined in this Asset Management Plan.
5. The Village of Marwayne needs to be proactive in reviewing funding options including Infrastructure Alberta Lending Policies, Private Public Partnerships, user fees and other funding options to have an understanding of financing options.
6. The Village of Marwayne needs to embrace the principles of Asset Management to formulate assumptions, projections, and strategies going forward. The Plan should be modified and updated on an ongoing basis.
7. The Village of Marwayne should track and build awareness of the results of its projections on current operating and capital spending and funding levels with the objective of fine-tuning the forecasting process.
8. The Village of Marwayne should continue the analysis and examination of key financial goals and strategies that guide future priorities and expenditures.

11 CONCLUSIONS

The vast majority of rural Canadian municipalities do not currently have a sufficient tax base to gain control over their infrastructure deficit. Without corrective action over the next 10 years, these communities will see a significant deterioration in the level of service being offered to their residents. Increased taxes and/or deteriorating levels of services will trigger a migration to larger municipalities, further undermining the smaller community's tax base. Although Provincial and Federal governments are now committing to substantially increased investment in infrastructure, much of it ends up in major urban centers where the greatest number of citizens are served.

At The Village of Marwayne, ISI worked with the Chief Administrative Officer Shannon Harrower, who was responsive in providing ISI with information. The information we received was, by in large, accurate and well organized. The overall state of the infrastructure at the Village is better than a significant majority of municipalities in this country. As highlighted in the Report Card, the current state of the infrastructure, based on available condition rating and age analysis, presents a picture of the Municipality's assets in need of work. The Village should continue to be proactive

in their strategies, to extend asset useful life and avoid major rehabilitation/reconstruction or replacement costs.

It is highly recommended that The Village of Marwayne embrace the principles of Asset Management. Managing existing infrastructure, doing the right thing, at the right time, involves knowing and actually doing the most cost-effective maintenance, repair, rehabilitation or replacement activity at the right time throughout the entire lifecycle of the asset. Beyond cost savings, assets need to be viewed in terms of their ability to enhance quality, function, capacity and safety of the service being provided.

The process of implementing Asset Management is rife with challenge. It requires clear direction from Council, significant cross-departmental cooperation, the allocating of time, energy, and resources to assume new responsibilities, consultation with the community and working with constrained budgets to balance priorities. Because infrastructure management deals with assets that have long lifespans, it may take years before a substantial financial return on investment (ROI) becomes apparent. Still, managing existing, capital-intensive, public-sector infrastructure assets could provide very significant benefits (i.e. 20 – 40% reductions in life cycle costs).

Smaller municipalities need to build a strategy for self-sufficiency. Better capital planning should be high on that priority list. As it pertains to road networks, a municipal council's first order of business is to capitalize on the significant cost savings and lifecycle gain associated with road preventive maintenance. A second initiative would be to use advanced analytical tools to attain the highest possible return, both from a financial and socio-economic perspective, on road capital expenditures. Only by stakeholder buy-in on a practical and implementable capital plan can communities stem their infrastructure deficit, maintain a quality of life and plot a course for the future with confidence.

Finally, the Municipality may be faced with difficult decisions over the next years to manage its infrastructure without increasing its deficit and while meeting the level of service that the community expects. The Council should put together a public communication program to engage the community in discussing the true cost of services and the assets required to provide those services. Community and stakeholder buy-in for an implementable asset management plan and service levels in line with public expectations and willingness to pay are critical to the success of the program.

12 APPENDIX A – DETAILED LIST OF CAPITAL PROJECTS

A detailed list of capital project for each asset type is provided under a separate cover.

Asset Management Plan

2022-2031

The Village of Marwayne

**Appendix A
Detailed Capital Investment Plan**



Infrastructure Solutions



DOT

Project No. 22-119

APPENDIX A - DETAILED LIST OF CAPITAL PROJECTS

Capital Plan - Sidewalks							
Year	Condition	Criticality	Risk	AssetId	Name	Applied Treatment	Budgeted Cost
2022	0	14	14	SW-1	3 AVE N	Replacement Treatment	\$41,041
2022	0	6	5	SW-10	RAILWAY AVE S	Replacement Treatment	\$1,900
2022	0	14	14	SW-12	RAILWAY AVE S	Replacement Treatment	\$7,782
2022	0	14	14	SW-13	1 ST S	Replacement Treatment	\$7,669
2022	0	14	14	SW-14	RAILWAY RD S	Replacement Treatment	\$15,772
2022	0	14	14	SW-15	HIGHWAY 897	Replacement Treatment	\$7,057
2022	0	14	14	SW-16	2 ST S	Replacement Treatment	\$21,346
2022	0	14	14	SW-17	1 AVE S	Replacement Treatment	\$5,086
2022	0	14	14	SW-19	2 ST S	Replacement Treatment	\$26,219
2022	0	14	14	SW-20	1 AVE	Replacement Treatment	\$19,935
2022	0	14	14	SW-21	3 ST S	Replacement Treatment	\$25,912
2022	0	14	14	SW-22	2 ST S	Replacement Treatment	\$38,153
2022	0	14	14	SW-23	CENTRE	Replacement Treatment	\$26,363
2022	0	14	14	SW-24	2 ST S	Replacement Treatment	\$1,556
2022	0	14	14	SW-25	2 ST S	Replacement Treatment	\$26,624
2022	0	14	14	SW-30	CENTRE	Replacement Treatment	\$33,411
2022	0	14	14	SW-31N	2 ST N	Replacement Treatment	\$8,430
2022	0	14	14	SW-31S	2 ST N	Replacement Treatment	\$7,754
2022	0	14	14	SW-33	3 AVE N	Replacement Treatment	\$32,450
2022	0	14	14	SW-34	2 ST S	Replacement Treatment	\$16,093
2022	0	14	14	SW-35	2 ST S	Replacement Treatment	\$20,201
2022	0	14	14	SW-36	4 AVE N	Replacement Treatment	\$51,280
2022	0	14	14	SW-37	2 ST N	Replacement Treatment	\$23,308
2022	0	14	14	SW-38	3 ST N	Replacement Treatment	\$5,653
2022	0	14	14	SW-39	5 AVE N	Replacement Treatment	\$19,614
2022	0	14	14	SW-4.1	1 ST N	Replacement Treatment	\$17,404
2022	0	14	14	SW-4.2	1 ST N	Replacement Treatment	\$7,834
2022	0	14	14	SW-40	2 ST N	Replacement Treatment	\$23,359
2022	0	14	14	SW-41	2 ST S	Replacement Treatment	\$20,467
2022	0	14	14	SW-42	4 AVE N	Replacement Treatment	\$48,218
2022	0	14	14	SW-44.1	3 AVE N	Replacement Treatment	\$34,141
2022	0	14	14	SW-44.2	3 AVE N	Replacement Treatment	\$34,164

2022	0	14	14	SW-47	3 ST N	Replacement Treatment	\$25,649
2022	0	14	14	SW-6	RAILWAY AVE N	Replacement Treatment	\$15,861
2022	0	14	14	SW-7	1 AVE N	Replacement Treatment	\$14,748
Total							\$732,454
2026	3	14	13	SW-43.1	3 ST N	Replacement Treatment	\$10,513
2026	3	14	13	SW-43.2	3 ST N	Replacement Treatment	\$34,440
2026	3	14	13	SW-45	3 ST N	Replacement Treatment	\$23,385
2026	3	14	13	SW-46.1	3 ST N	Replacement Treatment	\$17,381
2026	3	14	13	SW-46.2	3 ST N	Replacement Treatment	\$34,185
2026	3	14	13	SW-51	3 ST N	Replacement Treatment	\$17,248
Total							\$137,152
Grand Total							\$869,606

Capital Plan - Curbs & Gutters

Year	Condition	Criticality	Risk	AssetId	Name	Applied Treatment	Budgeted Cost
2022	0	50	50	CURB-1	Curb	Replacement	\$0
2022	0	50	50	CURB-101	3rd Ave N	Replacement	\$28,231
2022	0	50	50	CURB-102	2nd Street N	Replacement	\$14,752
2022	0	50	50	CURB-103	Curb	Replacement	\$0
2022	0	50	50	CURB-104	2nd Street N	Replacement	\$14,388
2022	0	50	50	CURB-105	Curb	Replacement	\$0
2022	0	50	50	CURB-11	Curb	Replacement	\$0
2022	0	50	50	CURB-110	Curb	Replacement	\$0
2022	0	50	50	CURB-12	Curb	Replacement	\$0
2022	0	50	50	CURB-13	Curb	Replacement	\$0
2022	0	50	50	CURB-15	1st Street S	Replacement	\$0
2022	0	50	50	CURB-17	Curb	Replacement	\$0
2022	0	50	50	CURB-18	Curb	Replacement	\$0
2022	0	50	50	CURB-19	Curb	Replacement	\$0
2022	0	50	50	CURB-1A30	s 2nd st	Replacement	\$5,408
2022	0	50	50	CURB-1A37	2nd Street S	Replacement	\$1,009
2022	0	50	50	CURB-1A38	3rd Ave N	Replacement	\$28,508
2022	0	50	50	CURB-2	Curb	Replacement	\$0
2022	0	50	50	CURB-20	Center Steet	Replacement	\$195
2022	0	50	50	CURB-21	Curb	Replacement	\$0
2022	0	50	50	CURB-24	Curb	Replacement	\$0

2022	0	50	50	CURB-27	Curb	Replacement	\$0
2022	0	50	50	CURB-28	Curb	Replacement	\$0
2022	0	50	50	CURB-29	Curb	Replacement	\$0
2022	0	50	50	CURB-3	Curb	Replacement	\$0
2022	0	50	50	CURB-32	Curb	Replacement	\$0
2022	0	50	50	CURB-33	Curb	Replacement	\$0
2022	0	50	50	CURB-34	2nd Street S	Replacement	\$17,980
2022	0	50	50	CURB-35	Curb	Replacement	\$0
2022	0	50	50	CURB-36	Curb	Replacement	\$0
2022	0	50	50	CURB-37	Curb	Replacement	\$0
2022	0	50	50	CURB-38	Curb	Replacement	\$0
2022	0	50	50	CURB-39	2nd Street S	Replacement	\$20,879
2022	0	50	50	CURB-4	Curb	Replacement	\$0
2022	0	50	50	CURB-40	Curb	Replacement	\$0
2022	0	50	50	CURB-41	Curb	Replacement	\$0
2022	0	50	50	CURB-42	Curb	Replacement	\$0
2022	0	50	50	CURB-44	Curb	Replacement	\$0
2022	0	50	50	CURB-45	Curb	Replacement	\$0
2022	0	50	50	CURB-46	Curb	Replacement	\$0
2022	0	50	50	CURB-47	Curb	Replacement	\$0
2022	0	50	50	CURB-48	Curb	Replacement	\$0
2022	0	50	50	CURB-49	Railway Ave S	Replacement	\$9,355
2022	0	50	50	CURB-5	Curb	Replacement	\$0
2022	0	50	50	CURB-53	Curb	Replacement	\$0
2022	0	50	50	CURB-54	Curb	Replacement	\$0
2022	0	50	50	CURB-55	Curb	Replacement	\$0
2022	0	50	50	CURB-56	Curb	Replacement	\$0
2022	0	50	50	CURB-57	Curb	Replacement	\$0
2022	0	50	50	CURB-58	Curb	Replacement	\$0
2022	0	50	50	CURB-59	Curb	Replacement	\$0
2022	0	50	50	CURB-6	Curb	Replacement	\$0
2022	0	50	50	CURB-60	Curb	Replacement	\$0
2022	0	50	50	CURB-61	Curb	Replacement	\$0
2022	0	50	50	CURB-62	2nd Street N	Replacement	\$20,103
2022	0	50	50	CURB-63	4th Ave N	Replacement	\$44,240
2022	0	50	50	CURB-64	4th Ave N	Replacement	\$41,784
2022	0	50	50	CURB-65	2nd Street N	Replacement	\$20,291

AGENDA ITEM #9.1

2022	0	50	50	CURB-69	Curb	Replacement	\$0
2022	0	50	50	CURB-7	3rd Street N	Replacement	\$1,099
2022	0	50	50	CURB-70	3rd Ave N	Replacement	\$59,404
2022	0	50	50	CURB-78	Curb	Replacement	\$0
2022	0	50	50	CURB-8	Railway Ave N	Replacement	\$9,255
2022	0	50	50	CURB-80	Curb	Replacement	\$0
2022	0	50	50	CURB-82	Curb	Replacement	\$0
2022	0	50	50	CURB-84	Curb	Replacement	\$0
2022	0	50	50	CURB-85	Curb	Replacement	\$0
2022	0	50	50	CURB-87	Curb	Replacement	\$0
2022	0	50	50	CURB-88	Curb	Replacement	\$0
2022	0	50	50	CURB-89	Curb	Replacement	\$0
2022	0	50	50	CURB-9	Curb	Replacement	\$0
2022	0	50	50	CURB-90	Curb	Replacement	\$0
2022	0	50	50	CURB-91	Curb	Replacement	\$0
2022	0	50	50	CURB-92	Curb	Replacement	\$0
2022	0	50	50	CURB-93	Curb	Replacement	\$0
2022	0	50	50	CURB-94	Curb	Replacement	\$0
2022	0	50	50	CURB-95	Curb	Replacement	\$0
2022	0	50	50	CURB-96	Curb	Replacement	\$0
2022	0	50	50	CURB-97	Curb	Replacement	\$0
2022	0	50	50	CURB-98	Curb	Replacement	\$0
2022	0	50	50	CURB-99	Curb	Replacement	\$0
2022						Total	\$336,883
2025	4	50	45	CURB-10	Railway Ave S	Replacement	\$23,382
2025	4	50	45	CURB-43	2nd Street S	Replacement	\$210
2025	4	50	45	CURB-50	Railway Ave S	Replacement	\$4,116
2025	4	50	45	CURB-51	Welcome Triangle	Replacement	\$2,438
2025	4	50	45	CURB-52	Welcome Triangle	Replacement	\$10,299
2025						Total	\$40,443
2026	3	50	46	CURB-106	3rd Street N	Replacement	\$20,122
2026	3	50	46	CURB-107	3rd Street N	Replacement	\$10,700
2026	3	50	46	CURB-108	3rd Street N	Replacement	\$20,175
2026	3	50	46	CURB-109	3rd Street N	Replacement	\$6,288
2026	3	50	46	CURB-12DF	3rd Street N	Replacement	\$15,740
2026	3	50	46	CURB-31	3rd Street N	Replacement	\$9,448
2026	3	50	46	CURB-66	3rd Street N	Replacement	\$3,384

2026	3	50	46	CURB-68	3rd Street N	Replacement	\$10,242	
2026	3	50	46	CURB-86	3rd Street N	Replacement	\$14,729	
2026							Total	\$110,827
							Grand Total	\$488,153

Capital Plan - Bridge

Year	Condition	Criticality	Risk	AssetId	Name	Applied Treatment	Budgeted Cost	
2022	31.66	0	0	BF74613	Bridge	Replacement	\$665,000	
2022							Total	\$665,000
							Grand Total	\$665,000

Capital Plan - Parking Lots

Year	Condition	Criticality	Risk	AssetId	Name	Applied Treatment	Budgeted Cost	
2030	0	42	42	701232012	Fire Dep Sidewalk	Sidewalk Replacement (Qty)	\$3,817	
2030							Total	\$3,817
							Grand Total	\$3,817

Capital Plan - Waterlines

Year	Condition	Criticality	Risk	AssetId	Name	Applied Treatment	Budgeted Cost	
2025	9	100	91	WPM-111.1	WPM-111.1	Replacement	\$26,085	
2025	9	100	91	WPM-112	WPM-112	Replacement	\$111,568	
2025							Total	\$137,652
							Grand Total	\$137,652

Capital Plan - Pumping Stations - Sewer

Year	Condition	Criticality	Risk	AssetId	Name	Applied Treatment	Budgeted Cost	
2024	0	100	100	103002110	Lift Station #1 Sewer	Replacement	\$178,817	
2024	0	100	100	103003110	Mechanical Ww #1	Replacement	\$94,758	
2024	0	100	100	103003210	Electrical Ww #1	Replacement	\$63,913	
2024	0	100	100	103004010	Ww Pumping Equipment	Replacement	\$41,654	
2024							Total	\$379,142
2029	0	100	100	103002210	Lift Station #2	Replacement	\$67,283	
2029							Total	\$67,283
							Grand Total	\$446,425

Capital Plan - Stormlines

Year	Condition	Criticality	Risk	AssetId	Name	Applied Treatment	Budgeted Cost
2030	0	50	50	1FB5	N 1st St	Open Trench Replacement	\$2,805
2030	0	50	50	25C6	N 1st St	Open Trench Replacement	\$14,908
2030	0	50	50	25C7	N 1st St	Open Trench Replacement	\$13,171
2030	0	50	50	25C8	N 1st St at railway ave	Open Trench Replacement	\$19,882
Total							\$50,766
Grand Total							\$50,766

Capital Plan - Buildings

Year	Condition	Criticality	Risk	AssetId	Name	Applied Treatment	Budgeted Cost
2022	26	45	21	Bldg. 4	Office/Public Works	Repair	\$24,800
2022	42	100	41	Bldg. 7	Fire Hall Building	Repair	\$19,000
2022	26	15	7	Bldg. 5	Shop	Repair	\$99,200
2022	68	60	18	Bldg. 8	Senior Citizens Center	Repair	\$19,250
2022	43	60	24	Bldg. 9	Arena	Repair	\$27,000
2022	0	45	45	Bldg. 1	Curling Rink	Repair	\$76,250
2022	0	45	45	Bldg. 2	Ball Hall	Replacement	\$281,764
2022	24	15	7	Bldg. 3	Quonset - Ag Society	Repair	\$7,500
Total							\$554,764
Grand Total							\$554,764

Capital Plan - Trails

Year	Condition	Criticality	Risk	AssetId	Name	Applied Treatment	Budgeted Cost
2029	3	8	8	PT1	PEDESTRIAN TRAIL BALL DIAMONDS	Replacement Treatment	\$3,713
2029	3	8	8	PT2	PEDESTRIAN TRAIL NORTH 5 STREET	Replacement Treatment	\$913
2029	3	8	8	PT3	PEDESTRIAN TRAIL NORTH 5 STREET PARK	Replacement Treatment	\$1,064
Total							\$5,690
Grand Total							\$5,690

Capital Plan - Land Improvements

Year	Condition	Criticality	Risk	AssetId	Name	Applied Treatment	Budgeted Cost
2022	0	100	100	LI1	Tennis Court - Not OWNED by Village (Lease)	Replacement	\$10,392
2022	0	100	100	LI2	Ball Diamond	Replacement	\$47,236
2022	0	100	100	LI4	Ball Diamond Fence	Replacement	\$11,704
2022 Total							\$69,332
2023	0	100	100	LI3	Welcome Triangle Imp	Replacement	\$9,771
2023 Total							\$9,771
2029	0	100	100	LI5	5th Street Park Landscape	Replacement	\$3,181
2029 Total							\$3,181
Grand Total							\$82,284

Capital Plan - Vehicles

Year	Condition	Criticality	Risk	AssetId	Name	Applied Treatment	Budgeted Cost
2022	0	77	77	1	1960 Ford Truck - Fire	Replacement	\$78,328
2022	0	63	63	4	2000 Ford Excursion XLT 4WD	Replacement	\$76,308
2022	0	63	63	5	2008 Chevy Silverado 1500 Grey	Replacement	\$27,080
2022	0	63	63	8	2008 Dodge Ram 2500 Quad - Fire Chief Truck	Replacement	\$8,696
2022 Total							\$190,411
2027	0	63	63	11	2016 Ford F150	Replacement	\$47,614
2027 Total							\$47,614
2028	0	50	50	6	2002 Freightliner FL60 CAB	Replacement	\$27,181
2028 Total							\$27,181
Grand Total							\$265,206

Capital Plan - Equipment

Year	Condition	Criticality	Risk	AssetId	Name	Applied Treatment	Budgeted Cost
2022	5	75	66	6	Snow Blade	Replacement	\$7,724
2022	5	75	66	7	Snow Bucket	Replacement	\$3,085
2022	0	100	100	EQ4	Gas Monitor	Replacement	\$3,936

2022	0	50	50	5	Brush Cat Mower Attachment	Replacement	\$10,202	
2022	0	75	75	3	John Deere Mower	Replacement	\$33,590	
2022	0	75	75	EQ11	Tripod	Replacement	\$3,667	
2022	0	75	75	EQ12	Ram	Replacement	\$2,868	
2022	0	100	100	EQ13	Thermal Camera	Replacement	\$15,341	
2022	0	75	75	EQ16	Supernet Connection	Replacement	\$6,029	
2022							Total	\$86,443
2023	5	75	66	1	FMC Bean Sewer Cleaner/Flusher	Replacement	\$44,424	
2023							Total	\$44,424
2026	5	75	66	9	Snowblower Attachment	Replacement	\$7,232	
2026							Total	\$7,232
2028	0	50	50	301321000	CUB CADET PRO-Z LAWN MOWER	Replacement	\$16,257	
2028							Total	\$16,257
2030	0	75	75	Reader	Water Meter Reader	Replacement	\$13,229	
2030							Total	\$13,229
2031	5	75	66	19	72" Sweeper With Gutter Brush	Replacement	\$7,217	
2031	0	75	75	304121010	ACOUSTIC TESTING MICROPHONE	Replacement	\$4,124	
2031							Total	\$11,341
							Grand Total	\$178,927

Capital Plan - Roads

Year	Condition	Criticality	Risk	AssetId	Name	Applied Treatment	Budgeted Cost	
2022	28	9	7	1145	1 Avenue N	Re-Gravelling (50 mm or 2 in)	\$1,302	
2022	10	10	9	1141	1 Avenue S	Rehabilitation	\$1,461	
2022	11	9	8	1129	2 Avenue N	Rehabilitation	\$1,940	
2022	56	16	7	1133	2 Street N	HMA-Enh2Surf	\$7,980	
2022	56	15	6	1123	2 Street S	HMA-Enh2Surf	\$7,646	
2022	60	26	10	1137.1	3 Street N	HMA-Enh2Surf	\$4,773	
2022	60	23	8	1137.2	3 Street N	HMA-DST	\$2,408	
2022	56	13	6	1125	4 Avenue N	HMA-DST	\$7,067	
2022	66	25	7	1118	Railway Avenue N	HMA-Slurry	\$4,817	
2022	63	27	9	1102.2	Railway Avenue S	HMA-Enh2Surf	\$2,720	
2022	60	25	9	1126	Railway Avenue S	HMA-DST	\$7,436	
2022							Total	\$49,550
2023	55	16	7	1135.1	2 Street S	HMA-Enh2Surf	\$10,785	

AGENDA ITEM #9.1

2023	65	15	5	1140	2 Street S	HMA-ST	\$5,074
2023	65	24	8	1124.2	3 Street N	HMA-Enh2Surf	\$2,400
2023	57	15	6	1105	3 Street S	HMA-Enh2Surf	\$11,256
2023	57	13	6	1120	4 Avenue N	HMA-DST	\$6,122
2023	61	13	5	1139	4 Avenue N	HMA-DST	\$5,481
2023	64	27	9	1110	Railway Avenue N	HMA-Enh2Surf	\$8,589
2023	Total						\$49,707
2024	76	15	3	1127.1	1 Avenue S (west turn lane)	HMA-EnhSurf	\$1,065
2024	71	13	3	1135.2	2 Street S	HMA-Slurry	\$1,554
2024	62	26	9	1114	3 Street N	HMA-Enh2Surf	\$8,736
2024	67	13	4	1128	4 Street N	HMA-Slurry	\$4,144
2024	63	13	4	1134	5 Street N	HMA-DST	\$5,387
2024	48	13	7	1131	5 Street N	HMA-DST SAMI	\$18,490
2024	63	25	8	1111	Railway Avenue N	HMA-DST	\$5,698
2024	64	27	9	1102.1	Railway Avenue S	HMA-Enh2Surf	\$4,680
2024	Total						\$49,754
2025	66	16	5	1136	1 Avenue S	HMA-ST	\$4,716
2025	65	24	8	1124.1	3 Street N	HMA-Enh2Surf	\$9,680
2025	60	27	10	1104	Railway Avenue N	HMA-Enh2Surf	\$11,282
2025	65	25	8	1143	Railway Avenue N	HMA-Slurry	\$8,878
2025	68	25	7	1151	Railway Avenue N	HMA-Slurry	\$3,672
2025	67	28	8	1102.3	Railway Avenue S	HMA-Ovly	\$10,804
2025	Total						\$49,031
2026	72	15	3	1103	1 Avenue N	HMA-EnhSurf	\$7,380
2026	74	15	3	1127	1 Avenue S	HMA-EnhSurf	\$2,400
2026	79	16	3	1150	1 Street N	HMA-EnhSurf	\$2,952
2026	79	15	3	1113	1 Street N	HMA-EnhSurf	\$5,465
2026	79	16	3	1146	1 Street S	HMA-EnhSurf	\$9,096
2026	79	15	3	1147	2 Avenue N	HMA-EnhSurf	\$5,768
2026	72	13	3	1138	4 Avenue N	HMA-DST SAMI	\$3,029
2026	70	13	3	1117	6 Street N	HMA-DST	\$12,073
2026	Total						\$48,164
2027	50	9	4	1145	1 Avenue N	Re-Gravelling (50 mm or 2 in)	\$1,302
2027	50	10	5	1141	1 Avenue S	Re-Gravelling (50 mm or 2 in)	\$935
2027	50	9	4	1129	2 Avenue N	Re-Gravelling (50 mm or 2 in)	\$1,242
2027	80	15	2	1123	2 Street S	HMA-EnhSurf	\$5,735
2027	76	26	5	1137.1	3 Street N	HMA-EnhSurf	\$3,580
2027	73	23	5	1137.2	3 Street N	HMA-Slurry	\$1,482
2027	70	13	3	1125	4 Avenue N	HMA-DST	\$7,067
2027	78	16	3	1109	Centre Street	HMA-EnhSurf	\$17,214

AGENDA ITEM #9.1

2027	73	25	6	1118	Railway Avenue N	HMA-Slurry	\$4,817
2027	75	27	6	1102.2	Railway Avenue S	HMA-EnhSurf	\$2,040
2027	73	25	6	1126	Railway Avenue S	HMA-Slurry	\$4,576
2027 Total							\$49,989
2028	58	16	7	1148	2 Street S	HMA-Enh2Surf	\$24,405
2028	71	15	4	1140	2 Street S	HMA-ST	\$5,074
2028	77	24	5	1124.2	3 Street N	HMA-EnhSurf	\$1,800
2028	80	15	2	1105	3 Street S	HMA-EnhSurf	\$8,442
2028	71	13	3	1120	4 Avenue N	HMA-Slurry	\$3,767
2028	75	27	6	1110	Railway Avenue N	HMA-EnhSurf	\$6,442
2028 Total							\$49,929
2029	84	15	2	1127.1	1 Avenue S (west turn lane)	HMA-EnhSurf	\$1,065
2029	77	16	3	1133	2 Street N	HMA-EnhSurf	\$5,985
2029	78	16	3	1135.1	2 Street S	HMA-EnhSurf	\$8,089
2029	77	26	5	1114	3 Street N	HMA-EnhSurf	\$6,552
2029	72	13	3	1139	4 Avenue N	HMA-Slurry	\$3,373
2029	75	13	3	1134	5 Street N	HMA-Slurry	\$3,315
2029	67	13	4	1131	5 Street N	HMA-DST	\$14,139
2029	74	25	5	1111	Railway Avenue N	HMA-Slurry	\$3,506
2029	75	27	6	1102.1	Railway Avenue S	HMA-EnhSurf	\$3,510
2029 Total							\$49,535
2030	71	16	4	1136	1 Avenue S	HMA-EnhSurf	\$7,546
2030	77	24	5	1124.1	3 Street N	HMA-Enh2Surf	\$9,680
2030	73	13	3	1128	4 Street N	HMA-Slurry	\$4,144
2030	74	27	6	1104	Railway Avenue N	HMA-EnhSurf	\$8,461
2030	73	25	6	1143	Railway Avenue N	HMA-Slurry	\$8,878
2030	74	25	5	1151	Railway Avenue N	HMA-Slurry	\$3,672
2030	78	28	5	1102.3	Railway Avenue S	HMA-Enh2Surf	\$2,580
2030	75	13	3	RD-1	2020 Walkway	HMA-DST SAMI	\$5,018
2030 Total							\$49,979
2031	83	15	2	1103	1 Avenue N	HMA-EnhSurf	\$7,380
2031	84	15	2	1127	1 Avenue S	HMA-EnhSurf	\$2,400
2031	84	16	2	1150	1 Street N	HMA-EnhSurf	\$2,952
2031	84	15	2	1113	1 Street N	HMA-EnhSurf	\$5,465
2031	84	16	2	1146	1 Street S	HMA-EnhSurf	\$9,096
2031	84	15	2	1147	2 Avenue N	HMA-EnhSurf	\$5,768
2031	74	13	3	1135.2	2 Street S	HMA-DST SAMI	\$3,302
2031	75	13	3	RD-2	2021 Walkway	HMA-DST SAMI	\$6,457
2031 Total							\$42,820

Marwayne Agricultural Society Meeting

Thursday June 23, 2022
Community Hall @ 7:30 pm
Agenda

Welcome

Amendments &/or Approval of the June 23, 2022 agenda:

Amendments &/or Approval of March 24, 2022 Marwayne Ag Society Business Meeting Minutes:

Business arising from the Minutes:

- County Grants – April 8 - \$2,000
- Pancake Breakfast

New Business:

- Street dance
- Grants
- Portable signs
- Planting of trees at ball diamond
- Insurance

Report from the Committees:

Info/ Correspondence

Time and Place of Next Meeting

Adjournment

Please review the strategic plan before attending this meeting, specifically your roles and tasks at the end.

Marwayne Agricultural Society

March 24, 2022- 7:30 pm

Marwayne Community Hall

ATTENDANCE

Yolanda Oberhofer	JoAnne Hughes	Ilona Franklin	Melodie Pawliuk
Sharon Kneen	James Oberhofer	Cheryle Eikeland	Jennifer Quist
Ashley Rainey	Ron Miskie		

WELCOME

Yolanda Oberhofer opened the meeting at 7:31 pm and welcomed everyone to the meeting.

Amendments &/or Approval of the March 24, 2022 agenda. Jennifer Quist made a motion that the March 24, 2022 Marwayne Agricultural Society Agenda be approved. Seconded by Ilona Franklin. Carried.

Amendments &/or Approval of the December 6th, 2021 AGM Marwayne Agricultural Society Business Meeting Minutes: James Oberhofer made a motion that the December 6th, 2021 Marwayne Agricultural Society AGM minutes be approved as present. Seconded by Ron Miskie. Carried.

BUSINESS ARISING FROM THE MINUTES

Operational Grant – Grant was finalized and set in at the end of January. Base grant \$17,500.00 and Operation Grant \$20,389.00.

NEW BUSINESS

- Sustainability plan with the Village of Marwayne. The Village of Marwayne has hired V3 to consult and help develop the new sustainability plan. The Ag Society had a meeting with them to give their feedback on different ideas. With the Village and Ag Society working together they have come up with different ideas to help improve the Village.
- Street dance committee would like to borrow tables from the Ag Society. This event will be held on June 8, 2022 starting at 4:00 to 8:00. They have a dunk tank, bouncing house, music, mini trade show. Food will be served as well. Looking for volunteers for set up and take down.
- Peavy Mart Community Agriculture Grant. We will look into this grant to see if we can qualify for a new playground facility at the school and/or boards and glass at the arena
- Cenovus/Husky Donation. We received the money of \$750.00 as they have taken over the donation fees for the board room in the Community Hall.

- County Grants. County grants are due on April 8. JoAnne will look into seeing if the Street Dance will qualify for this grant. As well we will pass on the information to the Fire Hall for any upcoming activities they may have coming up.
- Laptop – Ilona Franklin made a motion for the Marwayne Ag Society to purchase a laptop and associated software for the CDO position. As the desktop is very slow and as well the laptop can be used where need be between the CDO and Presidents positions. Sharon Kneen seconded the motion. Carried.
- Camera Update. The cameras on the hall have been repaired and now in good working order. The cost was \$ 259.88.
- Marwayne 100 year celebration. A few ideas discussed around date and activities. Ask people to keep this in mind as we have more upcoming meetings for ideas and date. This event will be in 4 years. Needing to put together a committee.
- Quik Pick. Decision was made to keep the pickups the same as this upcoming year there are more events in the community that will be using the dumpsters. Sharon Kneen is on the Legion board and will be discussing with the Legion on better clean up in the camp ground and dumpster area. As well flower beds and containers around the Community Hall.
- Pancake Breakfast. The pancake breakfast will be held on June 11, 2022 from 8:00 to 10:00 am. Volunteers are needed for this event. Yolanda will be posting the volunteer list on the internet.
- Bad Debts. A decision was how to deal with bad debts. Following the decision it was decided that each group looks after their own bad debts with clients. If this doesn't work then the Ag Society will work on a solution together.

REPORT FROM THE COMMITTEES:

Marwayne Arena

The arena was broken into. The only thing they looked like they lost was \$5.00. The outside door was damaged as they broke it trying to get in. They had gone into the kitchen, the room where the safe is kept. At present there is no other damage that the arena committee has found. The arena is thinking of getting their own camera system. Provincials U13 Hockey tournament is held for April 3rd weekend. The Ice will be going out on April 3rd after the tournament. No date at present for the PBR.

Dance

The number of dancers are down this year. Only 17 members. They have two competitions coming up in April and May. Their recital is scheduled for April 30th.

School

The numbers are down in the school this year. Only 200 students at present. Some students from came back from doing on line schooling. Grad is scheduled for May 27th, 2022. At present this graduation will be back to a normal grad for the students. 20 students will be graduating. The school has approached parents to set up a committee for a new

playground facility. Along with the committee the Marwayne Ag Society will work with this parent group to apply for grants and design for the playground. As the old playground needs to be replaced. There was discussion with the community working with the school to use the gym for the community. Marty Person has resigned from the Vice Principal position. He is working with students on line.

Fire Hall

The new addition is finished. More equipment is scheduled to come from the County of Vermilion River. No date at present when the tanker will be coming. Still struggling at getting new members and volunteers. At present only 12 members.

Community Hall

The hall will be celebrating their 10 year anniversary this June 25th, 2022. Posters are up and tickets are being handed out. The tickets are \$50.00 per person this includes supper and a live band. The hall has several booking this year and some as well for 2023. New chairs have been purchased for the front lobby. The committee is thinking of new ideas for the fall supper this year to try to get more families and children involved. They are asking for ideas and suggestions. The hall committee would like to thank Heather Johnston for all her hard work at getting new sponsors and the new signage have been put up. As well the community hall will be redoing their information sheets with the new names, as well as new contacts for decorators and caterers. If anyone knows someone that would like to be added to the list please let Sharon Kneen know.

Curling

The curling rink was broken into as well. Damaged to the back door as well a hole in the drywall trying to break into the bar. The committee will be updating better secure doors. Their curling season was good this year, hosting 6 bonspiels and regular leagues. Saturday March 26 is their wind up drop in curling for end of season. The ticket books for the side by side tickets are around 3/4 out. This summer they will be working a bar for a wedding and doing the 50/50 at the rodeo to help raise money for the curling rink.

Village Office

See attachment

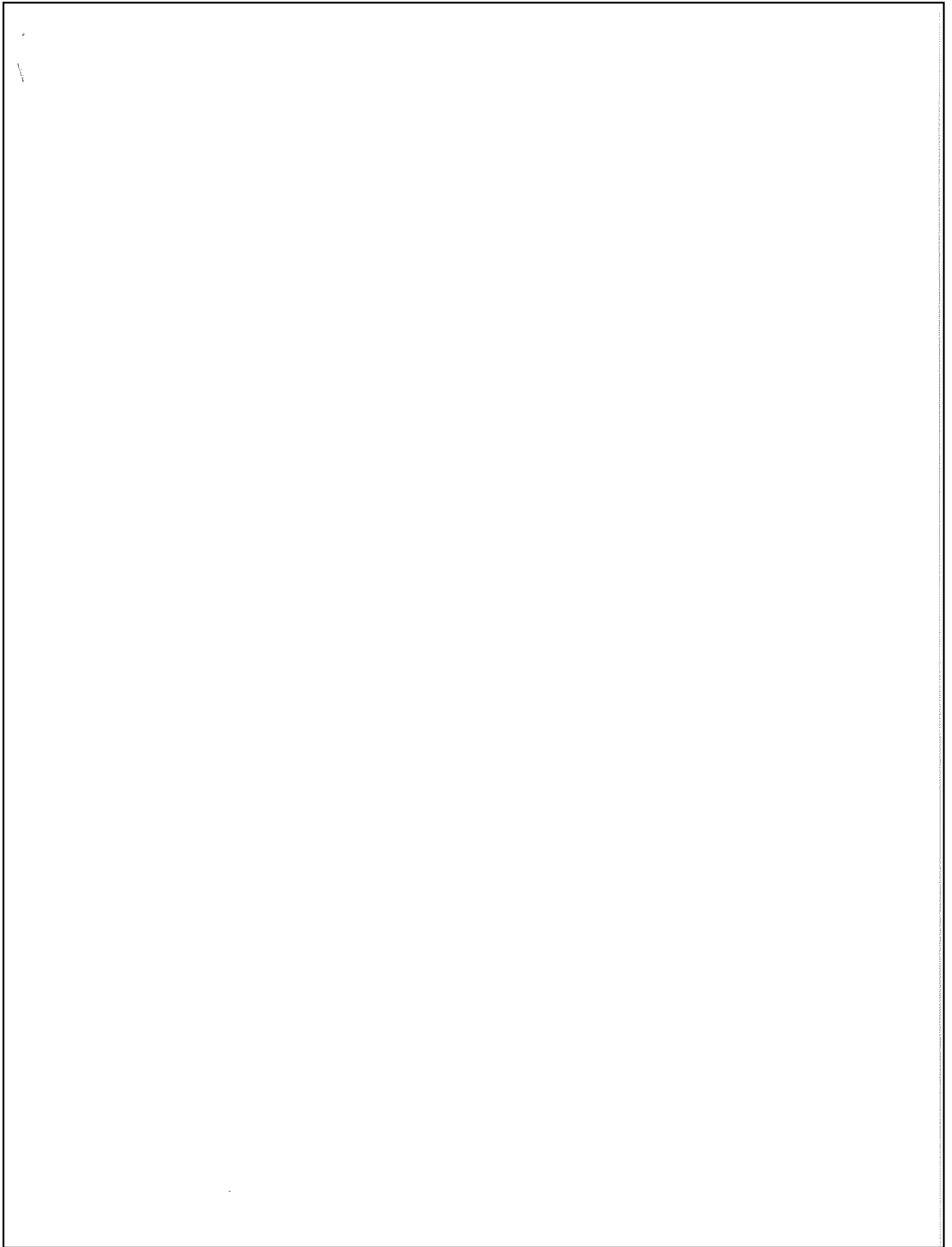
Info/Correspondence

Time and Place of Next Meeting. Around the 2nd or 3rd week of June preferably on Thursdays.

Adjournment

Yolanda Oberhofer adjourned the meeting at 9:15 pm

Please review the strategic plan before attending this meeting, specifically your roles and tasks at the end.



• 12331AG - Ag Society Projects Account	Bank	4.40
• 12332AG - ATB Fin 00110935901 - General	Bank	123,551.43
• Ag Society General	Bank	57,391.52
• Arena	Bank	0.00
• CDO Account	Bank	49,969.61
• Curling Rink	Bank	0.00
• Life Up Manwayne	Bank	572.30
• Minor Ball	Bank	45.00
• Operating Base Grant	Bank	0.00
• Pancake Breakfast - Rodeo	Bank	229.68
• Riding Arena	Bank	3,563.37
• General Funds	Bank	1,000.00
• Raffle Funds	Bank	2,563.37
• Soccer	Bank	133.87
• Street Dance	Bank	546.08
• Task Force	Bank	11,000.00
• 12333AG - ATB Fin 00110935902 - Building	Bank	1,032.79
• 12334AG - TD 5207488 - Casino	Bank	0.00
• 12342AG - ATB Fin 00748403700 - Curling 1	Bank	12,160.03
• 12343AG - ATB Fin 00181920879 - Casino	Bank	61,240.12
• 12344AG - ATB Fin 00707599579 - Rodeo 1	Bank	0.29
• 12345AG - ATB # 604579 - Arena	Bank	0.00
• 12346AG - ATB Fin 00732385479 - Curling 2	Bank	10,052.32
• 12347AG - ATB Fin 00732476679 - Rodeo 2	Bank	79,100.26



Premium Summary

Marwayne Agricultural Society

Policy Term: July 1, 2022 to July 1, 2023
Insurers: Wynward Insurance, SSQ and Trisura Guarantee

Coverage	Limits	Deductible	Premium
Building, Contents, Equipment	\$14,260,072	\$10,000	\$60,216
Equipment Breakdown incl. Ice Plant	\$14,260,072	\$10,000	\$1,295
Crime (Money & Securities)	\$25,000 & \$10,000	\$0 (nil)	\$182
Commercial General Liability (CGL)	\$5,000,000	\$1,000	\$6,064
Cyber Liability	\$50,000	\$2,500	\$84
Directors & Officers Liability (D&O)	\$2,000,000	\$0 / \$1,000	\$1,050
Volunteer Accidental Death & Injury	\$20,000	\$0 (nil)	\$160
Total Annual Premium			\$69,051

Notes & Recommendations:

V12/16

This document provides a summary of insurance which has been arranged on your behalf and should not be relied on as a complete description of insurance coverage. Full details of the insurance so arranged, including conditions and exclusions of coverage, are described in the insurance policy issued by the Insurer.

From: [James MacDonald](#)
To: [NLLS Libraries](#); [NLLS Board](#); [Library Board Chairs](#); [Staff-NLLS](#)
Subject: Weekly report 2022-07-01
Date: July 1, 2022 12:43:53 PM

Hello Board members, Library staff, and friends of Northern Lights Library System.

HAPPY CANADA DAY!

BOARD

- Read the [Board meeting highlights](#) from the May 28th annual general meeting.
- The next general board meeting will be Friday, August 26th, online (10:00am).
- The next Executive Committee meeting will be July 8th.

OPERATIONS

- Monday July 4th is the big day. We move from 3 vans to 2 on our daily delivery routes. We'll be doing time trials the first couple weeks to make any needed adjustments in the coming months.
- We are hiring an IT Support Technician on a 1 year contract. Check out and share the job add [from our website](#).
- Matt McLennan (Exec Member – Zone 3) and I met with the Legal library board. They are eager to get library services started in Legal and we are eager to help them get going. Talks will continue.
- Fortinet (the boxes in the cold room with blinky lights that make the internet go) upgrades at HQ this week. The technology team is hard at work.

LIBRARIES

- Maxine Fodness (Exec Member - Zone 2) and I really enjoyed meeting with the St. Paul library board this week.
- With the long weekend, we only moved 1 library this week in the tenant migration project but we are still on budget and on time. Prepare for the migration – [this handy document](#) outlines how to prepare.
- Check your email – Alliah sent out a great update on the summer reading program on Thursday: Pen Pals, Sand Art Contest, Reading Logs, Funding. It's all there folks.
- And in case you missed this from last week; [The Q3 social media content ideas calendar](#) is up and ready! Keep that social media content going and be sure your community knows what you offer.

EXECUTIVE COMMITTEE MEMBERS

NAME	ZONE	EMAIL	PHONE NUMBER
Vicky Lefebvre	Zone 2 - Chair	gillesvicky74@gmail.com	780-573-1926
Curtis Schoepp (ML)	Zone 1	curtisschoepp@gmail.com	780-220-4897
Larry Tiedemann	Zone 1	casperti@telus.net	780-975-0508
Barb Smith (ML)	Zone 1	bsmith@boylealberta.com	780-213-0099
Maxine Fodness	Zone 2	mfodness@county.stpaul.ab.ca	780-645-4778
Matthew McLennan	Zone 3	mmclennan@sturgeoncounty.ca	780-974-4713
Dwayne Spicer	Zone 3	dspicer@redwater.ca	780-942-3519
Jennifer Anheliger (ML)	Zone 3	jennifer.aneliger@morinville.ca	780-340-7296
Leslie Cusack	Zone 4	div7@county24.com	780-787-0600
Josh Crick (ML)	Zone 2	jcrick@md.bonnyville.ab.ca	780-545-5961

ML = Member at Large

Zones

Zone 1

Athabasca County

S.V. of Bondiss
S.V. of Sunset Beach
S.V. of Island Lake
S.V. of Island Lake South
S.V. of Mewatha Beach
S.V. of West Baptiste
S.V. of Whispering Hills
Smoky Lake County
Thorhild County
Town of Athabasca
Town of Smoky Lake
Village of Boyle
Village of Vilna
Village of Waskatenau

Zone 2

City of Cold Lake

County of St. Paul
County of Two Hills
Fishing Lake
Frog Lake
Lac La Biche County
M.D. of Bonnyville
S.V. of Pelican Narrows
Town of Bonnyville
Town of Elk Point
Town of St. Paul
Town of Two Hills
Village of Myrnam

Zone 3

Beaver County

Lamont County
Sturgeon County
Town of Bon Accord
Town of Bruderheim
Town of Gibbons
Town of Lamont
Town of Morinville
Town of Mundare
Town of Redwater
Town of Tofield
Town of Viking
Village of Andrew
Village of Holden
Village of Ryley

Zone 4

County of Minburn
County of Vermilion
River
M.D. of Wainwright
Town of Vegreville
Town of Wainwright
Village of Chauvin
Village of Edgerton
Village of Innisfree
Village of Irma
Village of Kitscoty
Village of Mannville
Village of Marwayne
Village of Paradise Valley

If you have questions, concerns, compliments please direct them to the Executive Board representative for your zone.

James MacDonald MLIS, DAS

Executive Director | Northern Lights Library System

E jmacdonald@nlls.ab.ca | www.nlls.ab.ca

P 780.545.5072

Our workplace is situated on Treaty 6 territory, traditional lands of First Nations and Métis peoples.

From: [James MacDonald](#)
To: [NLLS Board](#); [NLLS Libraries](#); [Library Board Chairs](#); [Staff-NLLS](#)
Subject: Weekly Report 2022-07-08
Date: July 9, 2022 12:37:31 PM

Hello Board members, Library staff, and friends of Northern Lights Library System.

The videos from our conference have completed the editing process. I will share them in this weekly report over the next several weeks. The 1st one up is the [Introduction to the Summer Reading Program](#) presented by Alliah Krahn and Kat Eliason. The preceding link will take you to the video, or:

1. [Skip the introduction](#)
2. [Skip to the Q&A section](#) which also includes questions from Maureen's Library of Things session.

A big thanks to all the hard work of the conference committee!

BOARD

- Read the [Board meeting highlights](#) from the May 28th annual general meeting.
- The next general board meeting will be Friday, August 26th, online (10:00am).
- The Executive Committee met yesterday in-person (and online) for a lengthy meeting focused on the budget and a 4 year projection.

OPERATIONS

- This was the first week of our new van route. There were a couple oddities but so far reports look favorable.
- In case you missed it last week, we are hiring an IT Support Technician on a 1 year contract. Check out and share the job add [from our website](#).
- I met with the director of the Strathcona County Library, Sharon Siga, this week and had a tour of their exceptional library. Wow! We have some wonderful neighbours I hope to continue to cultivate relationships with.
- The upgrade to the Fortinet network devices at headquarters was completed this week.

LIBRARIES

- I had a great time celebrating the 10-year anniversary of the Innisfree public library this week. Congratulations to the many wonderful people that have worked hard to bring this library about and to get it to today.
- Our little free library is out in the wild! You'll find it at the ball diamonds in Boyle at the moment. It will remain there for about 3 weeks until it is moved to a new temporary home.



EXECUTIVE COMMITTEE MEMBERS

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Vicky Lefebvre	Zone 2 - Chair	gillesvicky74@gmail.com	780-573-1926
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Leslie Cusack	Zone 4	div7@county24.com	780-787-0600
Josh Crick (ML)	Zone 2	jcrick@md.bonnyville.ab.ca	780-545-5961

ML = Member at Large

Zones

Zone 1	Zone 2	Zone 3	Zone 4
Athabasca County	City of Cold Lake	Beaver County	County of Minburn County of Vermilion River
S.V. of Bondiss	County of St. Paul	Lamont County	M.D. of Wainwright
S.V. of Sunset Beach	County of Two Hills	Sturgeon County	Town of Vegreville
S.V. of Island Lake	Fishing Lake	Town of Bon Accord	Town of Vermilion
S.V. of Island Lake South	Frog Lake	Town of Bruderheim	Town of Wainwright
S.V. of Mewatha Beach	Lac La Biche County	Town of Gibbons	Village of Chauvin
S.V. of West Baptist	M.D. of Bonnyville	Town of Lamont	

S.V. of Whispering Hills	S.V. of Pelican Narrows	Town of Morinville	Village of Edgerton
Smoky Lake County	Town of Bonnyville	Town of Mundare	Village of Innisfree
Thorhild County	Town of Elk Point	Town of Redwater	Village of Irma
Town of Athabasca	Town of St. Paul	Town of Tofield	Village of Kitscoty
Town of Smoky Lake	Town of Two Hills	Town of Viking	Village of Mannville
Village of Boyle	Village of Myrnam	Village of Andrew	Village of Marwayne
Village of Vilna		Village of Holden	Village of Paradise Valley
Village of Waskatenau		Village of Ryley	

If you have questions, concerns, compliments please direct them to the Executive Board representative for your zone.

James MacDonald MLIS, DAS

Executive Director | Northern Lights Library System

E jmacdonald@nlls.ab.ca | www.nlls.ab.ca

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From: [James MacDonald](#)
To: [NLLS Libraries](#); [NLLS Board](#); [Staff-NLLS](#); [Library Board Chairs](#)
Subject: Weekly Report 2022-06-17
Date: June 19, 2022 9:11:35 PM

Hello Board members, Library staff, and friends of Northern Lights Library System.

BOARD

- Read the [Board meeting highlights](#) from the May 28th annual general meeting.
- The next general board meeting will be Friday, August 26th, online (10:00am).
- The next Executive Committee meeting will be July 8th.

OPERATIONS

- One of the exciting benefits of our firewall migration this past Monday is when the power goes out in Elk Point our member libraries will no longer lose their internet connections. Just to prove the necessity of that the power went out on Sunday evening and led to a hardware malfunction which robbed our libraries of internet on Monday... we got the internet rolling again just in time to take it down for the migration. We apologize for the longer than expected downtime – you couldn't write this kind of thing and expect to be believed...
- I took several staff to the opening of the Marigold Library System in Strathmore this week. The building is beautiful and a testament to the hard work of everyone involved. We all walked away inspired by the dedication, vision, and cooperation of the Marigold staff and Board. They share their new building with the Western Irrigation District.

LIBRARIES

- Leslie Cusack (Executive Member – Vermilion River) and I had an enjoyable meeting with the Wainwright library board this week.
- We had a sneak peak of the Power BI statistical dashboards this week. It is exciting to see that taking shape. Eventually there will be a single space library staff can go to get any number of statistics and insights into the performance of, and engagement with, library services.

EXECUTIVE COMMITTEE MEMBERS

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ML = Member at Large

Zones

Zone 1	Zone 2	Zone 3	Zone 4
Athabasca County	City of Cold Lake	Beaver County	County of Minburn

S.V. of Bondiss	County of St. Paul	Lamont County	County of Vermilion River
S.V. of Sunset Beach	County of Two Hills	Sturgeon County	M.D. of Wainwright
S.V. of Island Lake	Fishing Lake	Town of Bon Accord	Town of Vegreville
S.V. of Island Lake South	Frog Lake	Town of Bruderheim	Town of Vermilion
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S.V. of West Baptiste	M.D. of Bonnyville	Town of Lamont	Village of Chauvin
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Thorhild County	Town of Elk Point	Town of Redwater	Village of Irma
Town of Athabasca	Town of St. Paul	Town of Tofield	Village of Kitscoty
Town of Smoky Lake	Town of Two Hills	Town of Viking	Village of Mannville
Village of Boyle	Village of Myrnam	Village of Andrew	Village of Marwayne
Village of Vilna		Village of Holden	Village of Paradise Valley
Village of Waskatenau		Village of Ryley	

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James MacDonald MLIS, DAS

Executive Director | Northern Lights Library System

E jmacdonald@nlls.ab.ca | www.nlls.ab.ca

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From: [James MacDonald](#)
To: [NLLS Libraries](#); [NLLS Board](#); [Staff-NLLS](#); [Library Board Chairs](#)
Subject: Weekly Report 2022-06-24
Date: June 24, 2022 4:41:46 PM

Hello Board members, Library staff, and friends of Northern Lights Library System.

BOARD

- Read the [Board meeting highlights](#) from the May 28th annual general meeting.
- The next general board meeting will be Friday, August 26th, online (10:00am).
- The next Executive Committee meeting will be July 8th.

OPERATIONS

- Kelly McGrath has tendered her resignation. Her last day will be July 20th. We thank Kelly for her many contributions to Northern Lights over these past 15 years. We are excited for her as she embarks on new adventures. Thank you Kelly!
- Donna Williams, library manager in Vegreville, worked her last day at the Vegreville library on Tuesday. We wish Donna all the best and welcome Kathy, long time Vegreville employee, as the interim director. NLLS is working closely with the Vegreville Board and Kathy to assist with their recruitment.
- I met with the new director of the Fort Saskatchewan public library, Tricia Wall. We talked about possible future collaborations. We are surrounded by great neighbours. A big welcome to Tricia at Fort Saskatchewan.
- At our TRAC directors meeting we discussed the findings of the focus group from our last TRAC advisory meeting. The future looks bright for TRAC. The report from that focus group will be sent to all our advisory members and we will use it to develop TRAC's coming strategic goals. Expect greater transparency and more collaboration.

LIBRARIES

- I met with the McPherson Public Library Board (Ryley) this week. It is always great to put faces to names and voices.
- Our Microsoft tenant migration project is well under way and on track. Most of our school housed libraries have been migrated. Your tenant migration is right around the corner. Keep an eye out for Tim's regular updates. Prepare for the migration – [this handy document](#) outlines how to prepare.
- Summer Reading program is ramping up! Read Alliah's [SRP 2022 update](#).
- [The Q3 social media content ideas calendar](#) is up and ready! Keep that social media content going and be sure your community knows what you offer.

EXECUTIVE COMMITTEE MEMBERS

NAME	ZONE	EMAIL	PHONE NUMBER
Vicky Lefebvre	Zone 2 - Chair	gillesvicky74@gmail.com	780-573-1926
Curtis Schoepp (ML)	Zone 1	curtisschoepp@gmail.com	780-220-4897
Larry Tiedemann	Zone 1	caspterti@telus.net	780-975-0508
Barb Smith (ML)	Zone 1	bsmith@boylealberta.com	780-213-0099
Maxine Fodness	Zone 2	mfodness@county.stpaul.ab.ca	780-645-4778
Matthew McLennan	Zone 3	mmclennan@sturgeoncounty.ca	780-974-4713
Dwayne Spicer	Zone 3	dspicer@redwater.ca	780-942-3519

Jennifer Anheliger (ML)	Zone 3	jennifer.aneliger@morinville.ca	780-340-7296
Leslie Cusack	Zone 4	div7@county24.com	780-787-0600
Josh Crick (ML)	Zone 2	jcrick@md.bonnyville.ab.ca	780-545-5961

ML = Member at Large

Zones

Zone 1

Athabasca County

S.V. of Bondiss
 S.V. of Sunset Beach
 S.V. of Island Lake
 S.V. of Island Lake South
 S.V. of Mewatha Beach
 S.V. of West Baptiste
 S.V. of Whispering Hills
 Smoky Lake County
 Thorhild County
 Town of Athabasca
 Town of Smoky Lake
 Village of Boyle
 Village of Vilna
 Village of Waskatenau

Zone 2

City of Cold Lake

County of St. Paul
 County of Two Hills
 Fishing Lake
 Frog Lake
 Lac La Biche County
 M.D. of Bonnyville
 S.V. of Pelican Narrows
 Town of Bonnyville
 Town of Elk Point
 Town of St. Paul
 Town of Two Hills
 Village of Myrnam

Zone 3

Beaver County

Lamont County
 Sturgeon County
 Town of Bon Accord
 Town of Bruderheim
 Town of Gibbons
 Town of Lamont
 Town of Morinville
 Town of Mundare
 Town of Redwater
 Town of Tofield
 Town of Viking
 Village of Andrew
 Village of Holden
 Village of Ryley

Zone 4

County of Minburn
 County of Vermilion
 River
 M.D. of Wainwright
 Town of Vegreville
 Town of Vermilion
 Town of Wainwright
 Village of Chauvin
 Village of Edgerton
 Village of Innisfree
 Village of Irma
 Village of Kitscoty
 Village of Mannville
 Village of Marwayne
 Village of Paradise Valley

If you have questions, concerns, compliments please direct them to the Executive Board representative for your zone.

James MacDonald MLIS, DAS

Executive Director | Northern Lights Library System
 E jmacdonald@nlls.ab.ca | www.nlls.ab.ca
 P 780.545.5072

Our workplace is situated on Treaty 6 territory, traditional lands of First Nations and Métis peoples.



East Central 911 Call Answer Society

Suite 1, 1235 -1st Ave. Wainwright AB, T9W 1G9 www.ec911.com

July 5, 2022

Local Governing Authorities:

The EC911 Board of Directors and Administration would like to communicate the progress we have made towards Next Generation 911 (NG911) readiness and next steps.

NG911 is a national initiative to upgrade the Canadian 911 network to meet the expectations of today's consumers and capabilities of today's technology. You may have participated in the many webinars providing information about NG911. The process began for EC911 a number of years ago with the installation of new technologies for handling your communities 911 calls.

As TELUS is the lead telecommunications provider in AB we are working with them to ensure the switch to NG911 will be a seamless process. We are currently working through all the technical and security specifications in preparation for "going live".

TELUS requires acknowledgement from each Local Governing Authority (LGA) for continuation of 911 services in your area. You should have received a new service agreement from TELUS titled "Next Generation 9-1-1 Local Government Service Agreement". This agreement replaces the previous one signed for the legacy 911 service that is currently in place. This new agreement confirms that 911 calls in your area will continue to be directed to EC911 for emergency services coordination. Once all agreements have been signed by LGA's in the EC911 service area, we will be scheduled to go live.

Please review and sign the new TELUS agreement. I would invite questions if you have them and invite you to forward a copy of the signed agreement for our records.

EC911 is proud to work with your community to provide quality rural emergency services and looks forward to continuing that relationship with the NG911 service of the future.

Regards,

Stephanie Spornitz

CAO

780-842-4215



East Central 911 Call Answer Society

General Meeting
Wednesday, June 22, 2022 - 7:00 pm.
Wainwright Provincial Building
810 – 14 Ave Wainwright

- ✓ 1. Call to order by Chairman George Glazier:
 - a. Introductions
- ✓ 2. Additions to the Agenda:
 - a. _____
 - b. _____
- ✓ 3. Approval of Agenda:
- ✓ 4. Approval of Minutes:
 - a. AGM Meeting – Dec 18, 2021 (emailed)
- ✓ 5. Presentation of the 2021 Auditor's report:
- ✓ 6. Open Forum:
 - a.
- ✓ 7. Chairman's report:
- ✓ 8. Business arising out of past meeting(s):
 - a. none
- ✓ 9. Administration report:
 - a. Presentation of 2022 Business Plan
 - b. Update on services
- ✓ 10. Financial:
 - a. Review of current 2022 Operational / Capital Budget.
- 11. New Business:
 - a.
- 12. Adjournment:

Broadband.

*Next formation
911*

*GIF's
Telus
911 Service
Agreements
Call Stacy
with questions*



East Central 911 Call Answer Society- Meeting Minutes

ANNUAL GENERAL MEETING Wednesday, December 8th, 2021 - 7PM Video Conference

MINUTES

BOD Present:

- Chair - George Glazier - County of Paintearth
- Director - Jim Jackson - Village of Mannville
- Director - Stacey Hryciuk - County of Vermilion River

Directors Absent

- Director - Bradley Adams - Village of Amisk

Members Attending:

North Zone:

- County of Minburn - Eric Anderson
- County of Vermilion River - Stacey Hryciuk
- County of Two Hills (Derwent) - Don Gulayec
- Town of Vermilion - Robert Snow
- Village of Innisfree - Deborah McMann
- Village of Kitscoty - Kevin Miciak
- Village of Mannville - Jim Jackson
- Village of Marwayne - Chris Neureuter
- Village of Paradise Valley - Mary Arnold

Central Zone:

- MD of Wainwright - Bruce Cummins
- Town of Wainwright - Bruce Pugh
- Village of Edgerton - Jennifer Beattie
- Village of Irma - Brandon Parsons

South Zone:

- County of Paintearth - George Glazier
- Town of Castor - Kevin McDougall
- Town of Coronation - Brett Alderdice
- Town of Provost - Alvin Schultz
- Village of Czar - Brant Eldering
- Village of Hughenden - Kathy Hall

Additional Attendees:

- Town of Castor - Christopher Robblee (CAO)

Administration:

- CAO - Stephanie Spornitz
- Admin Support - AJ Keller



East Central 911 Call Answer Society- Meeting Minutes

1. Call to order by the Chair, George Glazier

- a. At 7:04 pm the meeting was called to order.
- b. The chair reports that there were 19 of 22 Municipalities in attendance and a quorum was declared.
- c. Review of video conference meeting protocol – presented by Stephanie Spornitz.
- d. The Chair opened the floor for introductions.

2. Additions to the Agenda

- a. There were no additions to the agenda.

3. Approval of Agenda:

Motion GM2021-09: Alvin Schultz, town of Provost moved to approve the agenda as presented.
Carried

4. Approval of AGM meeting minutes

- a. General Meeting - June 9th (sent by email).

Motion GM2021-10: Alvin Schultz, town of Provost, moved to approve the meeting minutes. **Carried**

5. Chairman's report:

- a. George Glazier provided a brief overview of the activities over the last year. He advised that the board did not meet in person except for one occasion, due to COVID-19. George thanked the Staff and Administration for the hard work and flexibility over these trying times.
- b. Given the loss of Board members since the recent election, the Chair encouraged that interested members consider allowing their name stand for positions on the Societies BOD.

6. Business arising from past meeting(s):

- a. There was no outstanding business arising from the June 9th, 2021, meeting.

7. Administration Report

- a. Given the addition of newly elected municipal officials, the CAO provided a brief overview of the Organization, Operational responsibilities, and some of the services that EC911 provides.

Question from the floor: Alvin Schultz asked if the CAO could comment on the type of training required to be an emergency dispatcher.

Response: Stephanie provided a brief overview on the training that was required.

- b. The CAO went on to speak on the current staffing compliment including a recent hire. Stephanie went on to detail some of the additional services that are provide at cost to



East Central 911 Call Answer Society- Meeting Minutes

non-member communities and organizations. The membership was reminded that all services are provided to “members at no additional cost”.

- c. The CAO commented on some of the technologies used by EC911 to provide services to the communities we serve.

Question from the floor: Alvin Schultz inquired into burn permit procedures and that Provost FR may need to make some adjustment to their process’.

Response: Stephanie deferred the inquiry to a conversation at a later date with the parties involved.

- d. Stephanie went on to explain the roles of Administration and the division of responsibilities.
- e. The CAO further spoke on funding issues that we have been experiencing over recent years with TELUS in dealing with landline fees. She provided some background on the history of the problems and the resolution that is underway.
- f. The members were updated on recent meetings that EC911’s administration have held with various member communities or depts.

Motion GM2021-11: Brett Alderdice with the Town of Coronation, moved to receive the Admin Report. **Carried**

8. Financial

- a. Review of the 2021 Operational / Capital Budget (screen share)
 - i. Operational Budget: The 2021 operational budget as of November 30th, was reviewed with the membership. The CAO reported that all revenue lines are in keeping with expectations, with the exception of the TELUS landline revenue. The CAO went into detail as to why there was an overpayment by TELUS and then a subsequent and unexpected “claw-back” of the overpaid funds in 2021, causing revenue difficulties in the current budget cycle. This will be reconciled, and we will be back on course in 2022.
 - ii. On the expense side of the budget, the CAO reported that we are under budget by approximately 2%. All lines that were not in keeping with expected spending as of this point, were reviewed with the membership.

Question from the floor: There was a question about the Employees pay scales.

Response: CAO advised that the staff are paid between \$25 and \$30 per hour, plus benefits, and other pay incentives in keeping with the current HSAA collective agreement.

Motion GM2021-12: Alvin Schultz from the town of Provost, moved to receive the 2021 Operational Budget report as information. **Carried**

- iii. Capital Budget: The 2021 Capital budget was reviewed. The Society used \$30K from the Capital budget to off-set a shortage of Operational funding because of the TELUS land-line revenue issue, described in the previous paragraph(s). There



East Central 911 Call Answer Society- Meeting Minutes

had been \$30K budgeted to complete the build of the EVAC centre in 2021. That build will not be completed in this budget cycle given the constraints of COVID. Currently the Capital budget has a balance of \$71K.

Motion GM2021-13: Alvin Schultz from the town of Provost, moved to receive the 2021 Capital Budget report as information. **Carried**

b. 2022 Operational/Capital Budget. (screen share)

- i. Operational Budget: The proposed 2022 Budget was presented to the membership. The funding model and the rationale for the budget was reviewed. Of note, we will in 2022 receive a large increase to our cellular revenue stream and we will increase that budget line from \$220K to \$404K. As a result of the increase in funding, we can further reduce member requisitions from \$5.40 to \$5.00 / capita. A portion of the additional revenue will be used to address the previous year's shortfalls. Stephanie reports that all budgeted spending lines are stable except for an increase to staffing costs. This is in keeping with collective bargaining agreements.
- ii. Capital Budget: The proposed Capital Budget was reviewed with the Membership. With the increase in revenue streams, the Society anticipates that we should be able to bring the capital budget balance to \$95K, by 2022 years-end and still meet our requirements in repayment to TELUS.

Motion GM2021-14: Eric Anderson from the MD of Minburn moved to approve the proposed 2022 Operational Budget. **Carried**

Motion GM2021-15: Kathy Hall from the Village of Hughenden moved to approve the proposed 2022 Capital Budget. **Carried**

9. New Business

- a. Recognition of retired board Members. The CAO provided a brief history on Doug Coubrough (village of Irma) and Ted Wilkinson (MD of Wainwright) both who retired from public office in 2021. They were thanked and noted for their contributions to the Organization over the years.

10. Elections

Separate breakout rooms were established for each zone in order that they may identify their appropriate representatives.

a. North zone:

- i. *1 position for two-years (Jim Jackson incumbent).*
 1. The north zone advised that Jim Jackson of Mannville will fill the position.
- ii. *1 position for one-year (vacant).*
 1. The north zone advised that Rob Snow of Vermilion will fill the position.



East Central 911 Call Answer Society- Meeting Minutes

- b. Central zone:
 - i. 1 position for two-years (vacant).
 - 1. The Central zone advised that Bruce Cummins of the MD of Wainwright will fill the position.
 - ii. 1 position for one-year (vacant).
 - 1. The Central zone advised that Brandon Parsons of Irma will fill the position.
- c. South zone:
 - i. 1 position for two-years (Brad Adams incumbent).
 - 1. The South zone advised that Bradley Adams of Amisk will fill the position.

11. Adjournment

Motion GM2021-16: Eric Anderson of the MD of Minburn, moved to adjourn at 8:37p.m.

Carried

Minutes Approved:

George Glazier – Chairman

Jim Jackson – Sr. Director

ajk

**EAST CENTRAL 911 CALL ANSWER SOCIETY
FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2021**

Brian King Professional Corporation

Box 560, Hardisty, Alberta T0B 1V0

INDEPENDENT AUDITOR'S REPORT

To the Board of the East Central 911 Call Answer Society:

Report on the Consolidated Financial Statements

Opinion

I have audited the financial statements of the East Central 911 Call Answer Society (the Entity), which comprise the statement of financial position as at December 31, 2021, and the results of its operations, changes in its net financial assets (debt) and cash flows for the years then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the East Central 911 Call Answer Society as at December 31, 2021, the results of its operations, change in its net financial assets (debt) and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Entity in accordance with the ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

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

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibility for the Audit of the Consolidated Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

Brian King Professional Corporation

Box 560, Hardisty, Alberta T0B 1V0

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.



M.D. of Wainwright
June 22, 2022

Brian King Professional Corporation
Chartered Professional Accountant

EAST CENTRAL 911 CALL ANSWER SOCIETY

**STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2021**

	2021	2020
ASSETS		
CURRENT ASSETS		
Cash	73,352	125,325
Accounts receivable	650	4,014
Goods and Services Tax rebate	10,134	12,314
Prepaid expenses	3,644	3,141
	<u>87,780</u>	<u>144,794</u>
CAPITAL ASSETS (Note 3)	<u>109,976</u>	<u>164,711</u>
	<u><u>197,756</u></u>	<u><u>309,505</u></u>
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	31,455	42,487
Wages and benefits payable	24,222	17,876
	<u>55,677</u>	<u>60,363</u>
LONG TERM LIABILITIES		
Deferred contributions of tangible capital assets (Note 4)	73,834	96,194
	<u>129,511</u>	<u>156,557</u>
NET ASSETS		
INVESTMENT IN CAPITAL ASSETS	36,142	68,517
RESERVE FOR FUTURE EXPENDITURES	31,389	76,222
UNRESTRICTED FUNDS	714	8,209
	<u>68,245</u>	<u>152,948</u>
	<u><u>197,756</u></u>	<u><u>309,505</u></u>

EAST CENTRAL 911 CALL ANSWER SOCIETY**STATEMENT OF OPERATIONS
FOR THE YEAR ENDED DECEMBER 31, 2021**

	2021	2020
REVENUE		
911 cellular revenue	219,505	219,250
Alarm Monitoring	4,325	3,725
Amortization of contributed tangible capital assets	22,360	22,360
Eastlink revenue	1,092	1,261
Interest revenue	177	272
Miscellaneous revenue	4,667	2,000
Non-member dispatch revenue	5,208	6,307
Regional dispatch	204,503	242,374
Telus revenue	52,086	52,382
Tower rental	-	3,782
	513,923	553,713
OPERATING EXPENDITURES (Schedule)	598,626	629,679
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES BEFORE OTHER REVENUE	(84,703)	(75,966)
OTHER REVENUE		
Gain (Loss) on disposal of tangible capital assets	-	63,641
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	(84,703)	(12,325)

EAST CENTRAL 911 CALL ANSWER SOCIETY

**STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2021**

	2021			Total	2020 Total
	Investment in Capital Assets	Reserve For Future Expenditures	Unrestricted Operating Fund		
Balance, Beginning of year	68,517	76,222	8,209	152,948	165,273
Excess deficiency of revenue over expenditures	-	-	(84,703)	(84,703)	(12,325)
Amortization of tangible capital assets	(54,735)	-	54,735	-	-
Amortization of grant revenue used to fund tangible capital assets	22,360	-	(22,360)	-	-
Transferred between funds	-	(44,833)	44,833	-	-
Balance, End of year	<u>36,142</u>	<u>31,389</u>	<u>714</u>	<u>68,245</u>	<u>152,948</u>

EAST CENTRAL 911 CALL ANSWER SOCIETY

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2021**

	2021	2020
CASH PROVIDED BY (USED FOR) THE FOLLOWING ACTIVITIES:		
OPERATING ACTIVITIES		
Excess deficiency of revenue over expenditures	(84,703)	(12,325)
Amortization	54,735	72,644
Amortization of contributed tangible capital assets	(22,360)	(22,360)
	(52,328)	(25,682)
CHANGES IN WORKING CAPITAL ACCOUNTS		
Accounts receivable	3,364	2,931
Goods and Services Tax rebate	2,180	(2,151)
Prepaid expenses	(503)	(492)
Accounts payable and accrued liabilities	(11,032)	36,342
Wages and benefits payable	6,346	2,454
	<u>(51,973)</u>	<u>13,402</u>
INVESTING ACTIVITIES		
Purchase of capital assets	-	(49,184)
Proceeds on disposal of assets	-	75,000
	<u>-</u>	<u>25,816</u>
TOTAL INCREASE (DECREASE) IN CASH RESOURCES	(51,973)	39,218
CASH BALANCE, BEGINNING OF YEAR	125,325	86,107
CASH BALANCE, END OF YEAR	<u>73,352</u>	<u>125,325</u>
CASH IS COMPRISED OF		
Operating account	1,962	4,918
T-Bill account	71,389	120,406
CAD project account	1	1
	<u>73,352</u>	<u>125,325</u>

EAST CENTRAL 911 CALL ANSWER SOCIETY**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2021**

1. PURPOSE OF THE ORGANIZATION

The East Central 911 Call Answer Society is incorporated as a non-profit society under the Alberta Society's Act. The society provides dispatching services to the people living within the jurisdictions of the municipalities who are members. Dispatching services include fire, police and medical services. The society qualifies as a non-profit organization under Section 149 (1)(1) under the income tax act and is therefore exempt from tax.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**Basis of accounting**

The society prepares its financial statements in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Fund Accounting

In order to ensure observance of limitations and restrictions placed on the use of resources available to the society, the accounts are maintained on a restricted fund accounting basis. Accordingly, resources are classified for accounting and reporting purposes into funds. These funds are held in accordance with the objectives specified by contributors or in accordance with the directives issued by the Board of Directors. Three funds are maintained; the Operating Fund, Capital Fund and Internally Restricted Fund.

The Operating Fund is used to account for all revenue and expenditures related to general and ancillary operations of the Society.

The Capital Fund is used to account for capital asset of the organization and to present the flow of funds related to their acquisition and disposal, unexpended capital resources and debt.

The Internally Restricted Fund is established at the discretion of the board to set aside funds for future operating and capital expenditures. Transfers to and/or from unrestricted fund balance are reflected as an adjustment to the unrestricted fund balances while transfers to an/or from property and equipment are shown as an adjustment to investment in property and equipment.

Cash and cash equivalents

Cash equivalents are comprised of highly liquid term deposits that are readily convertible to cash with maturities that are less than three months from the date of acquisition.

EAST CENTRAL 911 CALL ANSWER SOCIETY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2021**

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Tangible Capital assets

Tangible capital assets are recorded at cost except for donated assets, which are recorded at estimated fair value when acquired.

Government contributions for the acquisition of tangible capital assets are amortized as capital revenue over the useful life of the asset.

Tangible capital assets are amortized at the following rates with one half year amortization in the year of acquisition:

Tower and equipment	20%	Declining balance method
Computer equipment	55%	Declining balance method
Computer software	5 years	Straight line method
ROIP and CAD systems	10 years	Straight line method
Office equipment	20%	Declining balance method
Leasehold improvements	4 years	Straight line method
Fence	10%	Declining balance method

Investment in Tangible Capital Assets

Investment in tangible capital assets represents the societies net investment in its total property and equipment, after deducting the portion financed by third parties through mortgage debts and the portion funded by third party grant revenue. Investment in property and equipment also includes and capital revenues received but unexpended at year-end, and is reduced by any capital expenditures incurred but not funded at year-end.

EAST CENTRAL 911 CALL ANSWER SOCIETY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2021**

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Use of Estimates

When preparing financial statements according to ASNPO, the society makes estimates and assumptions relating to:

- Reported amounts of revenue and expenses;
- Reported amounts of assets and liabilities; and
- Disclosure of contingent assets and liabilities.

Management's assumptions are based on a number of factors, including historical experience, current events and actions that the organization may undertake in the future, and other assumptions that we believe are reasonable under the circumstances. Actual results could differ from those estimates under different conditions and assumptions. Estimates were used when accounting for certain items, such as the useful lives of capital assets and impairment of long-lived assets.

Revenue Recognition

Restricted contributions related to general operations are recognized as revenue of the General Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund.

Unrestricted contributions are recognized as revenue of the General Fund in the year received or receivable if the amount to be recorded can be reasonably estimated and collection is reasonably assured.

EAST CENTRAL 911 CALL ANSWER SOCIETY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2021**

3. CAPITAL ASSETS

	2021		2020	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Radio and operating equipment	57,401	53,481	3,920	4,900
Computer equipment	98,923	78,301	20,622	45,826
Computer software	22,339	17,872	4,467	8,934
CAD system	238,838	158,901	79,937	103,820
ROIP system	183,908	183,908	-	-
Office equipment	9,201	8,579	622	778
Leasehold improvements	13,630	13,630	-	-
Fence	1,688	1,280	408	453
	<u>625,928</u>	<u>515,952</u>	<u>109,976</u>	<u>164,711</u>

4. DEFERRED CONTRIBUTIONS RELATED TO TANGIBLE CAPITAL ASSETS

Deferred contributions related to property and equipment represent contributed property and equipment and restricted contributions with which the society's property and equipment were originally purchased. The changes in the deferred contributions balance for the year are as follows:

	2021	2020
Balance, beginning of year	96,194	118,554
Add (deduct)		
Contributed equipment	-	-
Amortize to revenue	22,360	22,360
Balance, end of year	<u>73,834</u>	<u>96,194</u>

EAST CENTRAL 911 CALL ANSWER SOCIETY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2021**

5. COMMITMENTS

The society leases premises under a long term lease that expires on March 31, 2022. Under the lease, the society is required to pay a monthly rent of \$1,220, which includes their proportionate share of water and sewer, property taxes and insurance for the leased premises.

Future payments under the current lease agreement for rent is as follows:

2022	3,660
	<u>3,660</u>

6. RELATED PARTY TRANSACTIONS

The following is a summary of the society's related party transactions:

	<u>2021</u>	<u>2020</u>
A.J. Keller& Associates Ltd. - A company controlled by the CAO	-	58,800
S2 Solutions - A business controlled by the CAO	<u>70,000</u>	-
	<u>70,000</u>	<u>58,800</u>

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

EAST CENTRAL 911 CALL ANSWER SOCIETY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2021**

7. FINANCIAL INSTRUMENTS

The society uses risk management to monitor and manage its risk arising from financial instruments. These risks include credit risk, interest rate risk and liquidity risk.

The Society does not use any derivative financial instruments to mitigate these risks.

Credit risk

Credit risks arise from three sources: cash and cash equivalents, accounts receivable, and term deposits. Cash and cash equivalents are deposited with reputable, major financial institutions to limit the credit risk exposure. The credit risk from counter parties not paying accounts receivable is not considered to be significant. The investments include investments issued by high-credit quality financial institutions, and we consider the risk of non-performance of these instruments to be remote.

Interest rate risk

The Society is exposed to interest rate risk with respect to the following financial instruments: cash and cash equivalents, investments in interest bearing securities. Changes in interest rates can affect the fair value of investments and the cash flows related to interest income and expense.

Liquidity risk

Liquidity risk exposure is dependent on the receipt of funds from provincial government grants, municipal funding and other sources to enable the society to pay its liabilities as they become due.

EAST CENTRAL 911 CALL ANSWER SOCIETY**SCHEDULE OF OPERATING EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, 2021**

	2021	2020
Administration services	109,200	108,800
Advertising, promotion and meeting expenses	271	920
Amortization	54,735	72,644
Board member honorarium	3,364	4,615
Board travel and meals	378	1,608
Computer aided dispatch project	32,340	30,840
Equipment rental	1,272	1,953
Insurance	2,799	2,425
Interest and bank charges	610	705
Licenses, dues and subscriptions	9,598	7,033
Professional fees	4,700	5,973
Rental	14,640	14,640
Repairs and maintenance	8,520	10,085
ROIP Connectivity	2,592	4,841
Salaries and wages	335,956	331,467
Supplies	1,325	1,535
Telephone	5,022	5,877
Telus service charges	6,376	14,834
Training and development	-	399
Travel	181	391
Uniforms	-	498
Utilities	4,747	7,596
OPERATING EXPENDITURES	<u>598,626</u>	<u>629,679</u>

East Central 911 Call Answer Society

Business Plan for 2022

Contributors:

- The Board of Directors of
East Central 911 Call Answer Society
- Stephanie Spornitz - Chief Admin Officer
- AJ Keller - Consultant

Executive Summary

Overview.

East Central 911 Call Answer Society (*short name - East Central 911 or EC911*) is a registered not-for-profit Society that provides emergency 9-1-1 and fire dispatch services along with other unique and enhanced services that act as a safety net to the communities that it serves. EC911 was originally founded by 27 municipalities in order to provide these services. It now serves member, non-member communities and small groups in the private sector as well.

The governance model consists of 7 elected directors representative of three zones; north, central and south. Three directors are elected from the north zone, two from the central and two from the south zones. The directors are Reeves, Mayors or Councillors within their communities who serve on the EC911 Board of Directors for a two-year term. The Board is comprised of a Chair, a Vice-Chair, a Secretary-Treasurer, and 4-directors at large. The general membership meets twice annually and in the fall of each year, elects new representatives for the BOD.

The Strategic Action Plan was last reviewed by the past Board of Directors early in 2021. At the last General Membership meeting on Dec 8, 2021, the organization underwent significant change, given 2021 Municipal elections and the retirement of long-serving BODs. With a new BOD, (3 new members to the BOD) the consensus was that the existing Strategic Action Plan was sufficient to meet the developmental requirements for the 2022 "Business Plan". The current Action Plan is attached as [\(Appendix "A"\)](#).

EC911's operational dispatch centre and administrative office is located at Suite 1 - 1235 1st Avenue, Wainwright, Alberta. Operations are staffed 24/7/365.

Operational staff are currently comprised of four(4) full-time ECO's (Emergency Communication Officers) and three(3) casual ECO's. The employees at EC911 are collectively represented by the Health Sciences Association of Alberta (HSAA). Currently there is a collective agreement to December 31, 2024.

Administrative staff are comprised of a chief administrative officer and a consultant. This is a designed job-sharing structure to address a succession planning strategy. Both positions are contracted on an annual basis with current contracts in place. Additionally, administrative staff are cross-trained as ECO's should immediate resources be required operationally. All business, administrative, managerial, supervisory, clerical and bookkeeping tasks are performed in-house. Administration is capable of troubleshooting basic technical problems as there is no "IT" support staff. Year end, financial auditing services are performed by a contracted CPA firm.

The organization meets and/or exceeds all requirements of the Alberta Emergency 9-1-1 Act, its standards and regulations. The "Act's" standards received ministerial approval in June of 2018.



East Central 911 Call Answer Society
EC911 - Business Plan - 2022

Goals.

Fundamentally, we want to be the service of choice for all the communities we serve. The populations that we serve are not required to receive their services from us, so it is important that we understand the need to provide the service that best suits them. Our communities are many and varied in size, location, capacity and they all have unique needs. We want to work to maximize the effectiveness of these departments given their limited resources. We want to facilitate good relationships between our member municipalities and ourselves in order that together, we are able to support each other in these emergency efforts.

We need to be open-minded and receptive of new concepts, ideas and changing environments in these communities. Can we streamline our current processes? Can we continue to safely and efficiently give each department a protocol that works for their needs while embracing some standards that are clearly "good for all"? EC911 recognizes that customized protocols in our industry is unique and not feasible for larger organizations who must rely on rigidity and structure in order to deliver their service, but this, is what makes us who we are, this ability to be flexible.

We recognize that many of the communities we serve lack depth in resources which may inhibit their safety efforts. Specifically, we see that there is a need for work-alone services under Occupational Health & Safety guidelines and regulations. We have identified that we can help with this. We will offer a service to our membership which will help bring them in compliance with these regulations and safeguard their employees and workers.

EC911 will strive to become an organization of innovation and excellence.

We want to be a voice in Rural Alberta, articulating our concerns and needs to;

- Urban populations,
- the government,
- the general public
- and our peers in Rural Alberta.

We believe that integrated rural emergency agencies in Alberta are being threatened, given Urbanization and the attitudes of some that "bigger is better". With the new funding available in the industry from wireless telephone levy's, large dispatch agencies are reaching into the rural areas to acquire those revenues for their cities. We have seen a reduction in the numbers of Primary PSAP's over recent years.



East Central 911 Call Answer Society
EC911 - Business Plan - 2022

through our interactions with other agencies. We should visit and learn from what other centres have to offer.

- Contingency planning and emergency preparedness.
 - Are we prepared?
 - Are our plans integrated with our partners plans?

- Costing
 - How successful are we in our business efforts?
 - Are we cost-effective?
 - Is value to our members increasing?
 - Is the per capita cost to the membership decreasing?
 - Are we capitalizing on available grants?
 - Are we affordable to all those who would want our services?



East Central 911 Call Answer Society
EC911 - Business Plan - 2022

- Make Business Cold-calls to; County's of Beaver, Flagstaff, City of Cold Lake, and Onion Lake.
 - Very difficult to accomplish as physical visits are most effective
 - Not possible given constraints due to COVID-19.

- On going. Develop Evergreen plan for technology replacement.

2022 - Objectives

- Financial
 - Balance the budget in 2022.
 - Reduce the requisition rate of \$4.50 per capita in 2023.
 - Transfer any operational surplus to capital (2023).
 - Reconcile overpayments from TELUS on land-line services.
 - Start fiscal reserve for AFRRCS.

- Business
 - Explore any new business potential with the County of Two Hills.
 - Seek the support of Fort McKay FN in disseminating our services to other First Nations. Seek further business with other FN communities.
 - Make Business Cold-calls to; County's of Beaver, Flagstaff, City of Cold Lake, and Onion Lake.
 - Enhance relationships with the membership, develop structured visit/feedback schedule for membership.
 - Continue pushing out the RESN (work-alone, after-hours and alarm monitoring) to members.

- Technologies /Operations/HR
 - Become NG9-1-1 compliant.
 - Continue building user friendly systems to support ECO staff.
 - Replace the Admin server and protocol server.
 - Develop Evergreen plan for technology replacement.
 - Complete, test and develop operational protocols for the EVAC Centre.
 - Increase staffing levels to build depth and to accommodate demonstrated operational needs.

OPERATING BUDGET 2022

EAST CENTRAL 911 CALL ANSWER SOCIETY


May 31, 2022



Revised: June 17, 2022

	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2022 Actual	
	\$ 6.40	\$ 6.40	\$ 6.40	\$ 5.40	\$ 5.00	\$ 5.00	
2021 pop. 39367							
Per capita Rate (Fire services & RSN)	\$ 6.40	\$ 6.40	\$ 6.40	\$ 5.40	\$ 5.00	\$ 5.00	
Revenue							
1 Per Capita Dispatch Services (Members)	\$ 257,702.40	\$ 247,040.00	\$ 242,374.40	\$ 204,503.40	\$ 189,355.00	\$ 189,355.00	100.00%
2 Landline Call E911	\$ 78,156.93	\$ 75,812.22	\$ 75,476.49	\$ 95,317.42	\$ 54,720.18	\$ 14,027.56	25.64%
3 Non-Member Dispatching Fees	\$ 6,012.00	\$ 6,334.00	\$ 6,334.00	\$ 5,226.00	\$ 5,226.00	\$ 5,142.00	98.39%
4 Other Revenue	\$ 8,136.33	\$ 11,052.00	\$ 10,076.06	\$ 6,386.06	\$ 10,386.06	\$ 10,703.39	103.06%
5 Revenue from E911 Act - Cellular	\$ 219,134.01	\$ 219,134.01	\$ 221,974.29	\$ 220,351.47	\$ 404,000.03	\$ 209,308.08	51.81%
6 GST - Previous year	\$ 10,608.63	\$ 11,055.13	\$ 8,651.84	\$ 13,500.00	\$ 10,000.00		0.00%
7 GST Charged on Sales							
8 Prev Year Cash Balance Forward	\$ 22,709.76	\$ 4,540.24	\$ 12,172.34	\$ 32,102.65	\$ 34,055.43	\$ 32,532.77	
9 Total Revenue	\$ 602,460.06	\$ 574,967.60	\$ 577,059.42	\$ 577,387.00	\$ 639,631.84	\$ 396,003.26	61.9%

Stephanie Spornitz, CAO

 Capital Budget - 2022		Revised: June 17, 2022	
		2022 Budget	Actual
<i>Zero or Blank Cell indicates no value provided</i>			
Capital Balance Dec 31st, 2021	\$ 71,388.95	\$	71,388.95
2022 Capital Contribution	\$ 22,000.00		
Interest (fees)	\$ 150.00	\$	78.08
Reconcile 2021 Operating Loan	\$ 30,000.00	\$	30,000.00
Total	\$ 123,538.95	\$	101,467.03
Reconciling Items			
Reconcile TELUS Overpayment	\$ (28,000.00)		
NG911/Evac Centre (2020) - year 3 of 3	\$ (30,000.00)		
Total Capital Spending To date			
Capital Balance		\$	101,467.03

Stephanie Spornitz, CAO

**MINUTES OF THE MEETING OF THE VERMILION RIVER REGIONAL WASTE
MANAGEMENT SERVICES COMMISSION ON MAY 24, 2022, AT THE VERMILION
TRANSFER SITE**

PRESENT:

Chair: M. Baker
Vice-Chair: D. Bergquist
Directors: R. McDonald; S. Hyrciuk; J. Rayment; K. Miciak; G. Kuneff;
K. Whitlock
CAO: S. Schwartz
ABSENT: None

The meeting was called to order at 5:59 PM

AGENDA:

Additions to Agenda:

None.

MOVED by R. McDonald that the agenda be adopted as presented.
Carried.

MINUTES OF THE MEETING OF APRIL 26, 2022:

MOVED by J. Rayment that the minutes of the meeting of April 26, 2022, be adopted as presented.
Carried.

APRIL 2022 FINANCIAL REPORT:

S. Schwartz presented the April 2022 financial report and provided explanations as required. The April 2022 report showed a balance of **\$213,357.29** in the operating account. The capital reserve account increased to **\$640,349.17** due to an interest payment received. The balance in the operational reserve account increased to **\$232,138.13** due to interest payments received. The Closure/Post-Closure account increased to **\$110,673.63** due to an interest payment received.

MOVED by K. Whitlock that the April 2022 financial report be adopted as presented.
Carried.

APRIL 2022 MONTHLY REQUISITION REPORT:

S. Schwartz presented the April 2022 monthly requisition report for information.

APRIL 2022 ACCOUNTS FOR APPROVAL REPORT:

S. Schwartz presented the April 2022 cheques numbering 7129, and 7234 to 7254, and the debit memos and credit card charges for April 2022, and provided explanations as required.

Minutes of the Meeting of the VRRWMS on May 24, 2022

MOVED by K. Miciak that the cheques numbering 7129, and 7234 to 7254, and the debit memos and credit card charges for April 2022 be accepted as presented.

Carried.

APRIL 2022 VERMILION TRANSFER SITE OUTSTANDING ACCOUNTS:

S. Schwartz presented the April 2022 Vermilion transfer site outstanding accounts for information.

MAY 2022 CHIEF ADMINISTRATIVE OFFICER'S REPORT:

S. Schwartz presented the May 2022 Chief Administrative Officer's report, and provided explanations as required.

MOVED by S. Hryciuk that the May 2022 Chief Administrative Officer's report be accepted as presented.

Carried.

BUSINESS ARISING FROM THE CHIEF ADMINISTRATIVE OFFICER'S REPORT:

1. Community Spring Clean-up Bins:

There was some discussion regarding the photos that were taken of the clean-up bins that were received from Clandonald. Despite the fact that the two bins were labelled, everything was mixed up in both bins and there was a lot of non-acceptable material in both as well. It took the contractor staff approximately four (4) hours to separate the bins. When the sorting charges are received from the Contractor, the charges will be invoiced to the County of Vermilion River for payment. Two more bins arrived at Vermilion today, and they were not as badly mixed as the one from Clandonald. One bin is still outstanding, and that is the bin from Islay.

2. ARMA Signage:

S. Schwartz informed the Board that the ARMA representative visited all the sites in April, and was concerned because the ARMA signs were not anchored to a fence as they are supposed to be. My staff will be seeing to this in the coming days.

3. Contractor Staffing Concerns:

S. Schwartz informed the Board that she has met with each of the new scale house staff persons in order to explain what the Commission's expectations and requirements are for everyone entering the site. There have been concerning reports that some contractors are not being identified and charged at the scale. The staff often do not ask the required questions about load origins, and they do not go out to inspect mixed loads. These issues have also been discussed with the contractor and will continue to be monitored.

NEW BUSINESS:

1. Discussion re: the Vermilion Transfer Site Tender:

The current Vermilion transfer site contract will end on December 31, 2022.

Following is the approximate dates for proceeding with the Vermilion transfer site tender:

Minutes of the Meeting of the VRRWMS on May 24, 2022

- a) *August 23, 2022* – Draft tender documents will be submitted to the Board;
- b) *September 6, 2022* – Tender will be published in local newspapers and local websites;
- c) *September 26, 2022* – Tender will close;
- d) *September 27, 2022* – Tenders will be reviewed and the successful bid will be chosen;
- e) *January 1, 2023* – the assigned contractor will begin.

J. Rayment is to draw up a tender criteria scoring template and this will be discussed by the Board before the tender goes public.

The next meeting will be held on Monday, June 27, 2022, at 5:30 P.M, at the Vermilion transfer site.

Proposed Upcoming Meeting Dates:

- No meeting in July
- *Tuesday, August 23, 2022, at 6:00 P.M.* at the Vermilion transfer site
- *Tuesday, September 27, 2022, at 6:00 P.M.* at the Vermilion transfer site

The meeting adjourned at 7:03 P.M.

These minutes have been adopted in their entirety at the June 27, 2022, meeting.

Chair 

Date *July 6/2022*

HUB AGM JUN 27TH, 2022

1. Message from Chair: See attachment
2. Financial Report: See attachment
3. Executive Director Report: See Media Release attachment and 2022-2023 Northeast Alberta Information HUB Operations Plan attachment
4. Elections of the 2022-2023 Board of Directors

Villages - 1 Representative	Marwayne Cheryle
Towns under 3000 – 1 Representative	Two Hills Mike Tarkowski
Towns over 3000 – 2 Representatives	Vermilion Rob Pulyk
	Vegreville Tim MacPhee
Metis Settlements – 1 Representative	Buffalo Lake Harold Blyan
First Nations – 1 Representative	Open Position
Counties>M.D – 3 Representatives	St Paul County Darrell Younghans
	Lac La Biche County Lorin Tkachuk
	Two Hills County Sebastian Dutrisac
Cities – 2 Representatives	Cold Lake Bill Parker
	Lloydminster Gerald Aalbers
Colleges/Universities – 1 Representative	Lakeland College Alice Stewart
Business/Industry – 1 Representative	EMW Lindsay Haag
Chair:	Gerald Albers
Director:	Rob Pulyk
Secretary/Treasurer	Cheryle Eikeland

5. Invest Alberta Presentation by Lynette Tremblay, Chief Operating Officer

HUB BOARD OF DIRECTORS MEETING - JUNE 27, 2022

1. Elections for following positions
Chair: Gerald Aalbers
Director: Rob Pulyk
Secretary/Treasurer: Cheryle Eikeland

2. Board Meeting Schedule for 2022-2023 Operating Year
September 28, 2022, November 23, 2022, January 25, 2022, March 22, 2022 and June not determined. These dates are subject to change, but they will be morning meetings from 10:00-2:00 pm in St Paul. Note that date has changed from Thursdays to a Wednesdays.

3. Signing Authority: Petty Phillips will be removed and Bob Bezpalko, Cheryle Eikeland and Rob Pulyk will now have signing authority



Gerald Aalbers, Chair, Northeast Alberta Information HUB

It is my pleasure to present the Annual Report for the operational year completed March 31, 2022. I would like to recognize the Alberta HUB region is on Treaty 6 territory and the homeland of the Metis People. In the spirit of reconciliation, we recognize the traditional Indigenous territories within which our communities and the Alberta HUB region is located.

It's been a privilege to work with the membership and the board as we continue to champion Economic Development in Northeast Alberta. With the Alberta Municipal election occurring in October of 2021, the board of directors experienced a number of changes. As we were all dealing with COVID 19 challenges Alberta HUB continued to provide valuable information on our changing economy and support programs.

The economic picture for the Alberta HUB region changed dramatically over the past year, with record prices for grains to a dramatic price of oil and natural gas. These two economic drivers in the Alberta HUB region have helped lead a strong resurgence of our economy. Challenges continue today with weather having a huge impact on grain and cattle producers and labour shortages affecting the energy and retail sectors. Tragic events around the world have personally affected us.

Alberta HUB will focus on enabling investment as we continue to market the Alberta HUB region with opportunities in the Ag sector, a budding hemp industry, energy, tourism, AT&D and the UMS industries. Marketing support will be provided to Alberta HUB members thru a local and regional context.

This past year Alberta HUB along with other REDAs met with Minister's Horner and Schweitzer to discuss our value along with the long-term funding needs.

In conclusion, thank you to the past board of directors and members of Alberta HUB for their dedication to make our region the great place it is to do business and and raise families. We will continue to make regional economic development a priority. Thank you for the opportunity to serve as Interim Chair this past year.

Gerald Aalbers Chair Northeast Alberta Information HUB

www.albertahub.com

info@albertahub.com



Alberta HUB Members

Villages

- Andrew
- Glendon
- Innisfree
- Kitscoty
- Mannville
- Marwayne
- Myrnam
- Vilna
- Chipman
- Paradise Valley

Towns

- Bonnyville
- St. Paul
- Vegreville
- Vermilion
- Elk Point
- Lamont
- Smoky Lake
- Two Hills
- Mundare
- Bruderheim

First Nations

- Cold Lake First Nation
- Kehewin Cree Nation
- Whitefish First Nation

City

- Cold Lake
- Lloydminster

Metis Settlements

- Fishing Lake
- Elizabeth
- Kikino
- Buffalo Lake

Counties/M.D.

- Lac La Biche County
- M.D. of Bonnyville
- County of St. Paul
- Thorhild County
- County of Minburn
- Smoky Lake County
- County of Two Hills
- Lamont County
- County of Vermilion River

Colleges

- Portage College
- Lakeland College
- University at Blue Quills

Business/Industry

- EMW Group
- MCSnet

**NORTHEAST ALBERTA INFORMATION HUB LTD.
FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022**



Maurice R. Joly, CPA, CA, CFP*
Barbara K. McCarthy, CPA, CA*
Claude R. Dion, CPA, CA, CMA*
Richard R. Jean, CPA, CA*
Amie J. Anderson, CPA, CA*
Stephanie Ference, CPA, CA*
*Denotes Professional Corporation

INDEPENDENT AUDITOR'S REPORT

To the Members of Northeast Alberta Information Hub Ltd.

Opinion

We have audited the financial statements of Northeast Alberta Information Hub Ltd. (the Organization), which comprise the statement of financial position as at March 31, 2022, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2022, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

4925-50 Avenue
St. Paul, Alberta
Ph: (780) 645-4611
Fax: (780) 645-6644

Mailing Address:
Box 1452,
St. Paul, AB T0A 3A0
Email: jmdadmin@mcsnet.ca

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

St Paul, Alberta
June 27, 2022


Chartered Professional Accountants

**NORTHEAST ALBERTA INFORMATION HUB LTD.
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2022**

	2022	2021
ASSETS		
CURRENT		
Petty cash	\$ -	\$ 50
General chequing	2,735	7,541
High yield savings	340,688	271,412
Equity in Credit Union	999	973
3.25% term deposits maturing April 19, 2021	-	208,590
Accounts receivable	45,034	1,402
Interest receivable	-	6,426
Goods and services tax recoverable	5,054	3,347
Prepaid expenses	2,027	26,042
	396,537	525,783
EQUIPMENT <i>(Net of accumulated amortization)</i>	1,459	1,513
	\$ 397,996	\$ 527,296
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable and accrued liabilities	\$ 4,008	\$ 5,420
Deferred grants <i>(Note 4)</i>	-	68,750
	4,008	74,170
NET ASSETS		
Unrestricted net assets	392,529	451,613
Invested in capital assets	1,459	1,513
	393,988	453,126
	\$ 397,996	\$ 527,296

APPROVED ON BEHALF OF THE BOARD:

_____ *Chairman*
_____ *Treasurer*

**NORTHEAST ALBERTA INFORMATION HUB LTD.
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2022**

	2022	2021
REVENUES		
Memberships	\$ 69,038	\$ 71,434
ED&T operational funding	50,000	50,000
ED&T Cares grant	68,750	31,250
Interest	1,611	7,549
	<u>189,399</u>	<u>160,233</u>
EXPENSES		
Investment attraction diversification project	131,377	-
Executive director	79,571	92,433
Tri-REDA/Palliser Economic Partnership	8,750	20,000
Bookkeeping and audit	8,427	6,146
Meeting expenses	4,674	1,353
Computers and technology	4,330	3,070
Facility and office rental	2,971	4,686
Insurance	2,640	2,169
Telephone	2,428	2,800
Advertising, promotions and marketing	1,854	1,751
Amortization	715	303
Website development	464	178
Training and conferences	185	1,470
Office	151	1,188
Market research and consulting	-	591
	<u>248,537</u>	<u>138,138</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FROM OPERATIONS	(59,138)	22,095
Gain (loss) on disposal of assets	-	(1,025)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ (59,138)	\$ 21,070

**NORTHEAST ALBERTA INFORMATION HUB LTD.
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED MARCH 31, 2022**

	Unrestricted Net Assets	Invested in Capital Assets	2022	2021
NET ASSETS - BEGINNING OF YEAR	\$ 451,613	\$ 1,513	\$ 453,126	\$ 432,056
Excess (deficiency) of revenues over expenses	(58,423)	(715)	(59,138)	21,070
Purchase of equipment	(661)	661	-	-
NET ASSETS - END OF YEAR	<u>\$ 392,529</u>	<u>\$ 1,459</u>	<u>\$ 393,988</u>	<u>\$ 453,126</u>

**NORTHEAST ALBERTA INFORMATION HUB LTD.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2022**

	2022	2021
OPERATING ACTIVITIES		
Excess (deficiency) of revenues over expenses	\$ (59,138)	\$ 21,070
Items not affecting cash:		
Amortization of equipment	715	303
Loss on disposal of property, plant and equipment	-	1,025
	(58,423)	22,398
Changes in non-cash working capital:		
Accounts receivable	(43,631)	11,694
Interest receivable	6,426	(2,075)
Goods and services tax payable	(1,707)	3,356
Prepaid expenses	24,015	(24,471)
Accounts payable and accrued liabilities	(1,413)	(9,409)
Deferred grants	(68,750)	68,750
	(85,060)	47,845
Cash flow from operating activities	(143,483)	70,243
INVESTING ACTIVITIES		
Purchase of equipment	(661)	(1,815)
Equity in Credit Union	(26)	(28)
3.25% term deposits maturing April 19, 2021	208,590	(208,590)
Long term investments	-	204,000
	207,903	(6,433)
Cash flow from (used by) investing activities	207,903	(6,433)
INCREASE IN CASH FLOW	64,420	63,810
Cash - beginning of year	279,003	215,193
CASH - END OF YEAR	\$ 343,423	\$ 279,003
CASH CONSISTS OF:		
Petty cash	\$ -	\$ 50
General chequing	2,735	7,541
High yield savings	340,688	271,412
	\$ 343,423	\$ 279,003

**NORTHEAST ALBERTA INFORMATION HUB LTD.
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022**

PURPOSE OF THE ORGANIZATION

Alberta HUB is recognized as a partnership of Northeast Alberta communities, post-secondary educational institutions, businesses and industries committed to developing a strong competitive diversified economy throughout the entire region.

1. SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Revenue recognition

Northeast Alberta Information Hub Ltd. follows the deferral method of accounting for contributions.

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Cash

Cash is defined as petty cash, and cash in savings and chequing accounts adjusted for outstanding cheques and deposits.

Investments

Investments consist of guaranteed investment certificates initially recorded at fair value and subsequently measured at amortized cost.

Capital assets

Purchased capital assets is recorded at cost. Amortization is provided on a straight-line basis over the assets estimated useful lives, which for computer equipment is 5 years. No amortization is charged in the year of acquisition.

Contributed services

Volunteers contribute many hours per year to assist the organization in carrying out its activities. Because of the difficulty in determining their fair value, contributed services are not recognized in the financial statements.

(continues)

**NORTHEAST ALBERTA INFORMATION HUB LTD.
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022**

1. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Financial instruments

The organizations financial instruments consist of cash balances, receivables and accounts payable and accruals. All financial instruments are initially recognized at fair value and subsequently measured at amortized cost. Transaction costs and financial fees associated with financial instruments carried at amortized cost are recorded as adjustments to the initial fair value recognized and amortized over the life of the financial instrument.

Measurement uncertainty

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amount of revenues and expenses during the reporting period. Such estimates include the amortization of capital assets. Actual results could differ from these estimates. These estimates are reviewed periodically and as adjustments become necessary, they are reported as earnings in the period in which they become known.

2. GST

The refundable portion is recorded as a receivable and the non-refundable portion is included in the expenses.

3. CREDIT FACILITY

The organization has a Servus Credit Union MasterCard with a \$5,000 limit. Interest is calculated at the rate of 16.99% on principal owing beyond one month.

4. DEFERRED REVENUE

	Opening	Receipts / Repayments	Income	2022
<u>Grants</u>				
ED&T Cares	\$ 68,750	\$ -	\$ 68,750	\$ -
	<u>\$ 68,750</u>	<u>\$ -</u>	<u>\$ 68,750</u>	<u>\$ -</u>

**NORTHEAST ALBERTA INFORMATION HUB LTD.
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022**

5. FINANCIAL INSTRUMENTS

Transacting in financial instruments exposes the organization to certain financial risks and uncertainties. These risks include:

(a) Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The organization's financial instruments that are exposed to credit risk are primarily cash and accounts receivable. No allowance for doubtful accounts has been recorded. The organization has a number of small customers which minimizes the concentration of credit risk.

(b) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The organization's exposure to liquidity risk is dependent on the collection of accounts receivable and obligations or raising of funds to meet commitments and sustain operations. The organization controls liquidity risk by management of working capital, cash flows and the availability of borrowing facilities.

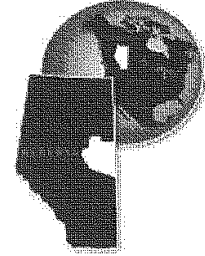
(c) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency rate risk, interest rate risk and other price risk. The organization is mainly exposed to interest rate risk.

(d) Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. The organization manages exposure through its normal operating and financing activities

It is management's opinion that the organization is not exposed to significant currency and other price risks arising from its financial instruments.



June 8, 2022

MEDIA RELEASE

St. Paul, AB – Alberta HUB is pleased to welcome Bob Bezpalko as its incoming Executive Director. Bezpalko assumes the position from Perry Phillips effective July 1, 2022.

Bezpalko returns to the Northeast Alberta Information HUB (Alberta HUB) the Regional Economic Development Alliance (REDA) of Northeast Alberta after leading the Town of Vegreville’s economic development team since early 2021. Bezpalko previously served as Alberta HUB’s executive director from 2011 to 2021.

“It’s a honour and privilege to return to Alberta HUB,” says Bezpalko. My time at the Town of Vegreville as the Economic Development Manager was a great experience. The Mayor, Council, administration, and the community were excellent to work with. Vegreville is a valued member of Alberta HUB.

The returning Alberta HUB executive director brings a wealth of experience in the oil/gas industry, agriculture, UAV, tourism as well as extensive marketing and communications expertise. He is a member community resident and looks forward to continuing the direction of Phillips while working collaboratively with the board of directors, and Alberta HUB members to continue to grow economic development opportunities throughout the region.

“I want to thank former Executive Director Perry Phillips for his service to Alberta HUB and its 43 members consisting of communities, post-secondary educational institutions and businesses,” says Gerald S. Aalbers, Interim Chair, Alberta HUB.

For further information please contact Bob Bezpalko executivedirector@albertahub.com

Cell: 780-614-3715

Please visit: [Alberta HUB – Northeast Alberta Information HUB website](#)



Alberta HUB
Where opportunity comes to life

**Northeast Alberta Information HUB
Operations Plan**

2022 - 2023

Northeast Alberta Information HUB Ltd.
5015 – 49 Avenue
St. Paul, Alberta T0A 3A4
Ph: (780) 645 - 1155
www.albertahub.com

Alberta HUB Members

Villages

Andrew
 Glendon
 Innisfree
 Kitscoty
 Mannville
 Marwayne
 Myrnam
 Vilna
 Chipman
 Paradise Valley

Towns (under 3000)

Elk Point
 Lamont
 Smoky Lake
 Two Hills
 Mundare
 Bruderheim
City
 Cold Lake
 Lloydminster

Towns (over 3000)

Bonnyville
 St. Paul
 Vegreville
 Vermilion

First Nations

Cold Lake First Nation
 Kehewin Cree Nation
 Whitefish First Nation

Metis Settlements

Buffalo Lake
 Elizabeth
 Fishing Lake
 Kikino

Post-Secondary Educational Institutions

Lakeland College
 Blue Quills College
 Portage College

County / M.D.'s

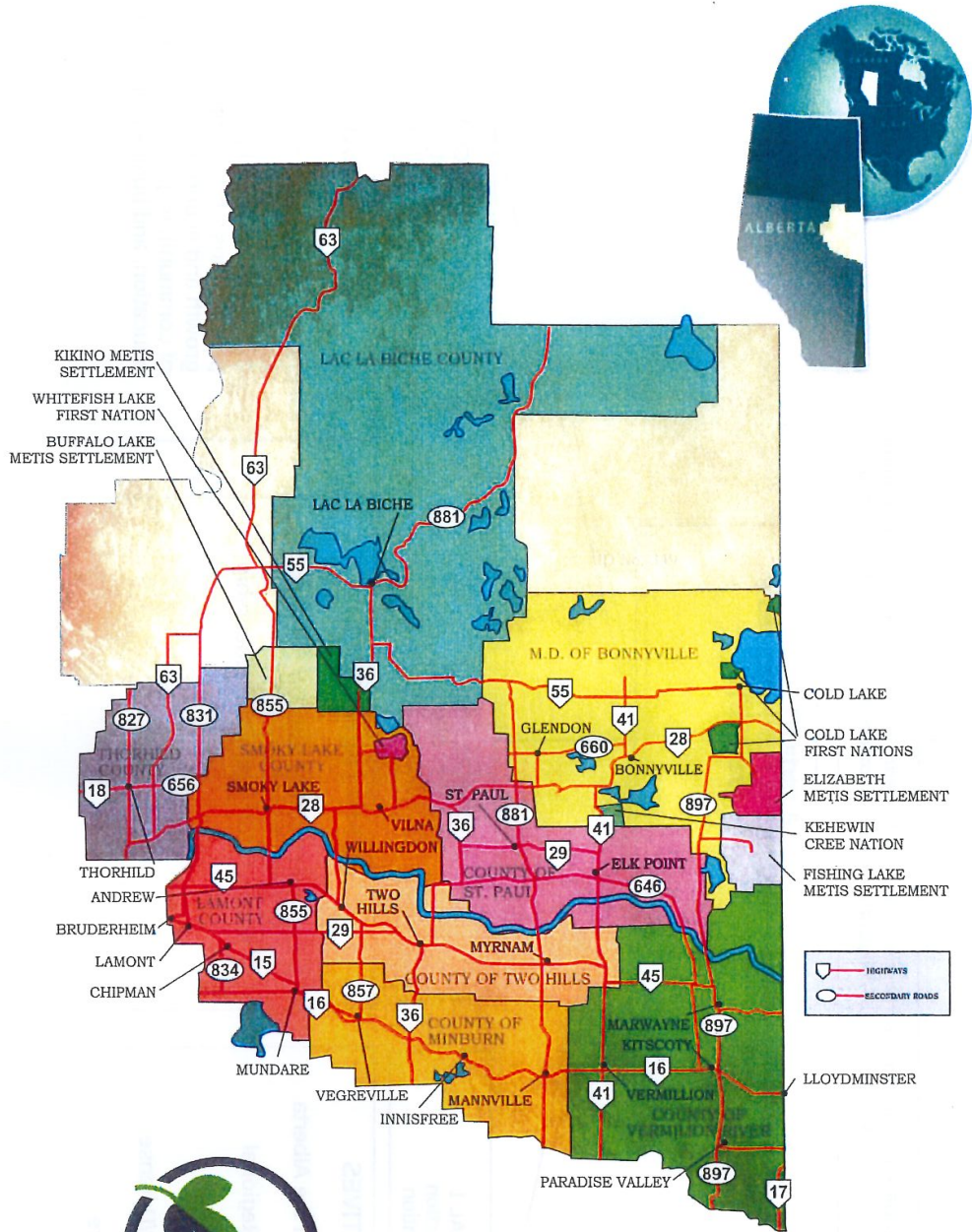
Lac La Biche County
 Lamont County
 County of St. Paul
 County of Two Hills
 M.D. of Bonnyville

County of Minburn
 County of Thorhild
 Smoky Lake County
 County of Vermillion River

Business/Industry

EMW Group
 MCSnet

Alberta HUB Region



Alberta HUB
Where opportunity comes to life



Mission Statement: "To Promote and facilitate economic development that supports business and enhances the quality of life and environment of it's member communities"

Vision Statement: "Alberta HUB is recognized as a partnership of Northeast Alberta communities, post-secondary educational institutions, business and industry committed to developing a strong competitive diversified economy throughout the entire region"

**Alberta HUB
BUSINESS PLAN STRATEGY
2022 - 2023**

STRATEGIC GOAL 1
Investment Attraction
Expansion/Retention

INTENT / INITIATIVES

1.0 Promote Investment in the Alberta HUB region
Diversification of the Regional Economy

Projects:
Aerospace Technology/Defense
Unmanned Systems
Value Added Agriculture
Crop Diversification
Tourism

Marketing

STRATEGIC GOAL 2
Business Support
Entrepreneurship

INTENT / INITIATIVES

2.0 Provide Business Support Services For Retention / Expansion
Support start-ups/entrepreneurship

Marketing

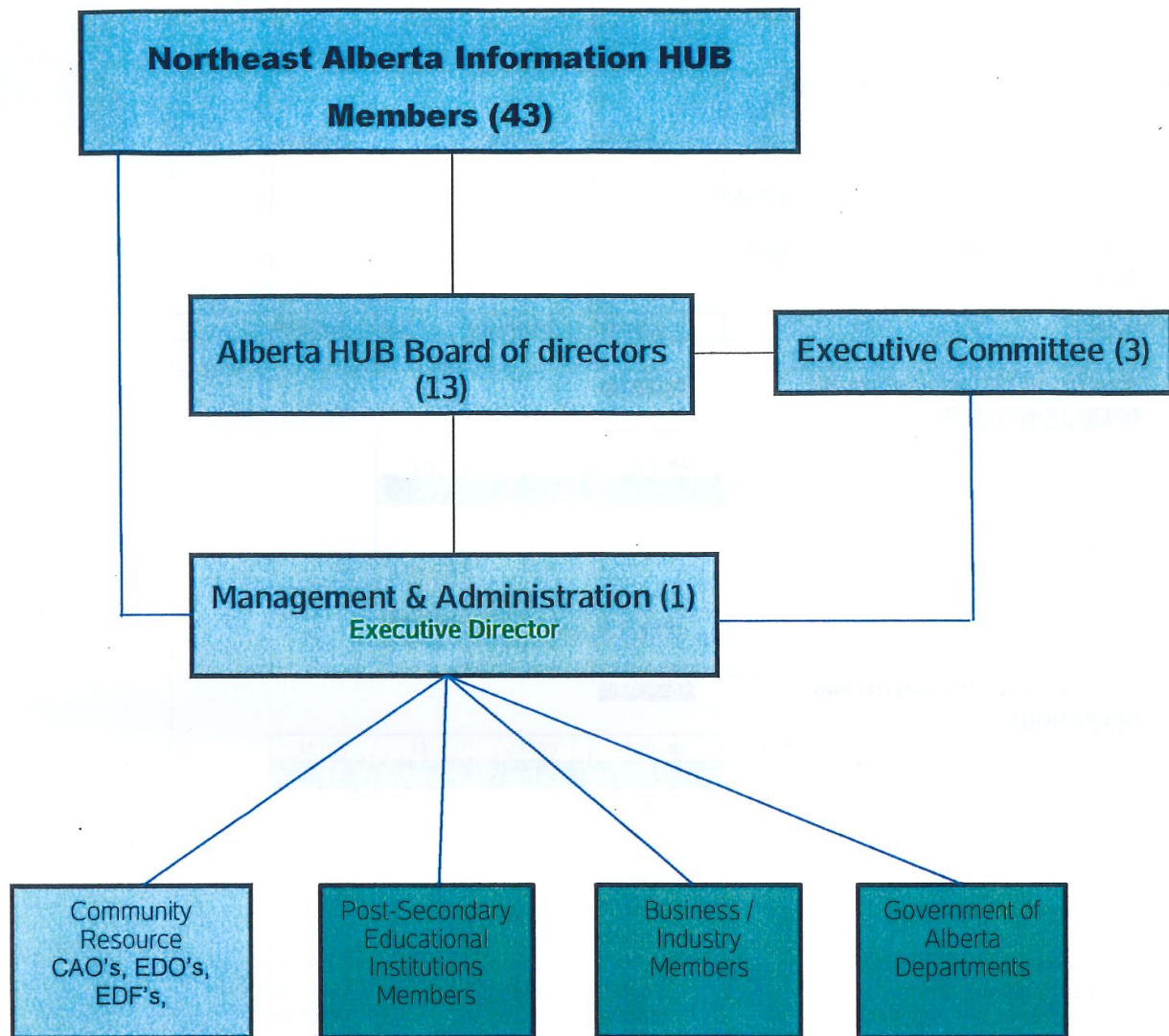
STRATEGIC GOAL 3
Regional Capacity Building
Enhance Community Readiness

INTENT / INITIATIVES

3.0 Enhance community/regional economic development capacity. Cultivate/ foster collaborative partnerships which support strategic growth and economic sustainability of communities, post-secondary education, and business/industry.

Marketing

Alberta HUB ORGANIZATION STRUCTURE:



Northeast Alberta Information HUB 2022-23 Budget

RESTRICTED PROJECT FUNDING

Alberta HUB 2022 - 23 Budget

<i>FUNDED BY:</i>	AB HUB	CECI	CARES	JEI	
PROJECT INITIATIVE					END DATE
<u>CORE ACTIVITY 1: INVESTMENT ATTRACTION</u>					
Eastern Alberta Trade Corridor Core Funding Competitiveness Investment Study Initiative	5,000.00	30,000.00		25,000.00	
<u>CORE ACTIVITY 2: SUPPORT BUSINESS DEVELOPMENT</u>					
<u>CORE ACTIVITY 3: REGIONAL CAPACITY BUILDING</u>					
<u>Competitiveness Study</u>					
TOTAL	5,000.00	30,000.00	0.00	25,000.00	

TOTAL RESTRICTED 2022-2023 FUNDING \$60,000.00

OPERATION FUNDING

<i>FUNDED BY:</i>	AB HUB		JEI
MEMBERSHIPS	70,000.00		
JOBS, ECONOMY & INNOVATION (JEI)			50,000.00
Alberta HUB Savings	28,800.00		
TOTAL	98,800.00		50,000.00

TOTAL OPERATING 2022-2023 FUNDING \$148,800.00

OPERATIONS

<i>FUNDED BY:</i>	AB HUB	CARES	JEI	TOTAL
BUDGET ITEM				
Executive Director Position	50,000.00		50,000.00	100,000.00
Accounting (Dianne's time/Auditor)	10,000.00			10,000.00
Insurance (Director Liability/office contents)	2,900.00			2,900.00
Office Rent	2,400.00			2,400.00
Telephone/Communications	3,000.00			3,000.00
Computer Tech Support	3,000.00			3,000.00
Website Development/Update	2,500.00			2,500.00
Office Supplies and Postage	1,000.00			1,000.00
Marketing/Graphic design/Printing	4,000.00			4,000.00
Professional Development and Membership Fees	1,000.00			1,000.00
Conferences and Workshops	3,000.00			3,000.00
Board Meetings (5 meetings/year) AGM	6,000.00			6,000.00
Inter/Intra Regional Meeting (Includes EATC expenses)	5,000.00			5,000.00
*Competitiveness Investment Study Project	5,000.00			5,000.00
TOTAL	98,800.00		50,000.00	148,800.00

* Restricted Funding Specific Project

2022-23 WORK PLAN

CORE ACTIVITY #1	Enabling Investment Regional Competitiveness Review
Objective/Purpose	Market/Promote Investment in the Alberta HUB region Focus on diversification of the regional economy
Measurements	# of Businesses requesting Alberta HUB information # of municipalities actively engaged in regional economic development # of organizations requesting Alberta HUB information
Tactics	<ul style="list-style-type: none"> • Activity participate/collaborate in the Eastern Alberta Trade Corridor (EATC) initiative • Collaborate with Innotech Alberta/Alberta Innovates • Collaborate with GOA depts. Invest Alberta Alberta Ag Sharing intel • Regional Competitiveness Study 2022-23 • Follow through with the recommendations from the Identification Opportunity/Lead Generation report completed in 2019-20 • Follow through with EATC Value- Added Ag Investment Attraction report recommendations • Identify global trends for investment opportunities • Identify “cluster”, “supply chain “development for strategic investment attraction • Provide Chambers/Businesses with Industry development intel • Update Website/marketing materials with business/industry info • Proactively provide Alberta HUB information to potential investors • Hold Planning session with Alberta HUB members • Develop industry/sector profiles with site selection intel • Attend Business/Industry Conferences
Strategic Outcomes/Impacts	<ul style="list-style-type: none"> • Investment action plans developed targeting specific industries/business: AT&D, Unmanned Systems, Oil/Gas, Valu-add Ag, Tourism • Development of strategies taking applied research to commercialization capitalizing on global trends • Community members “aware” of industry development • Form strategic partnerships at conferences/workshops/seminars • Global awareness of the Alberta HUB region for investment • Identify diversifications opportunities in the Aerospace Technology & Defense, Agriculture, Biomass (Waste), Renewable energy sectors • Identified research opportunities for commercialization

2022-23 WORK PLAN

CORE ACTIVITY #2	Support Business Development / Entrepreneurship
Objective/Purpose	Provide business support services / Provide business diversification opportunities with industry development intel
Measurements	<ul style="list-style-type: none"> • # of businesses accessing Alberta HUB information
Tactics	<ul style="list-style-type: none"> • Provide Business advisory services, resources to Chambers of Commerce, business advisory groups and communities • Market Alberta HUB to businesses / entrepreneurs • Enhance access for services, on-line platform Website development www.albertahub.com • Develop a business support ecosystem
Strategic Outcomes/Impacts	<ul style="list-style-type: none"> • Increased use/awareness of Alberta HUB information by business / entrepreneurs • Increased Awareness of GOA business resources • Increased market share / Business diversification • Identified barriers for start-ups/research and provide possible solutions. Communicate intel to GOA departments • Awareness of diversification/market share opportunities

2022-23 WORK PLAN

CORE ACTIVITY #3	Regional, Community Capacity Building Enhance Community Readiness
Objectives	Enhance community readiness for investment Advance community capacity for Economic Development Support strategic Ec/dev planning
Measurements	Degree and frequency of adoption of shared resources and information
Tactics	<ul style="list-style-type: none"> • Readiness engagement sessions • Conduct community and regional analysis for investment • Collaborate with GOA departments, Service Alberta (broadband), Alberta transportation addressing barriers to investment • Review of website properties / Research messaging content • Align website properties/ Branding • Development/Update of Marketing Materials • Develop/promote community economic development tools • Attend EDA, Industry & other Ec/Dev conferences • Member visitations • Supply industry development information • Provide funding information for community development • Increase Alberta HUB membership with a focus on Business and Industry members • Annual General Meeting / Minimum of 4 Board/membership meetings
Strategic Outcomes/Impacts	<ul style="list-style-type: none"> • Inter-regional platform for internal/external communications and promotion. • Increased understanding of regional/provincial industry growth • Increased knowledge of resources/strategies for community growth • Increased collaboration between Alberta HUB members • Alberta HUB communities aware of the resources at Lakeland College, Portage College, University at Blue Quills on sector specific programs. • An improved understanding how infrastructure needs are changing for investment, E.g. Broadband requirements, Transportation, Utilities • Enhanced ability/capacity to respond to investment opportunities

BOARD & ADMINISTRATION

(Alberta HUB) Board of Directors

Name	Position	Community/Organization Represented
Sebastian Dutrisac	Director	County of Two Hills
Tim MacPhee	Director	Town of Vegreville
Bev Lockett (Portage College)	Director	Post-Secondary Educational Institutions
Lorin Tkachuk	Director	Lac La Biche County
Jocelyn Lanovas	Director	Village of Mannville
Mike Tartkowski	Director	Town of Two Hills
Lindsay Haag (EMW)	Director	Business/Industry
Rob Pulyk	Director Vice-Chair	Town Of Vermilion
Harold Blyan	Director	Buffalo Lake Metis Settlement
Bill Parker	Director	City of Cold lake
Darrell Younghans	Director Chair	County of St. Paul
Gerald Aalbers	Director	City of Lloydminster
Tom Jackson	Director	Whitefish First Nation

Note: Board members represent 2021-22 operating year

Northeast Alberta Information HUB

Executive Director: Bob Bezpalko
 Financial Officer: Jennifer Leroux

Northeast Alberta Information HUB

5015 49 Avenue
 St. Paul, AB T0A 3A4
 Ph: (780) 645-1155
 bobbezpalko@albertahub.com
www.albertahub.com

7.0 Tale of Acronyms

JEI	Jobs Economy & Innovation
FDI	Foreign Direct Investment
CECI	Community Export Community Investment Federal Funding
PEP	Palliser Economic Partnership
EATC	Eastern Alberta Trade Corridor



Northeast Alberta Information HUB

2022- 23 Board of Directors

13 Board Positions

Villages – 1 Representative

Towns under 3000 – 1 representative

Towns over 3000 – 2 representatives

Metis Settlements – 1 representative

First Nations – 1 representative

Counties/M.D. – 3 representatives

City of Cold Lake – Automatic board seat

City of Lloydminster – Automatic board seat

✓ Colleges/University – 1 representative

✓ Business/Industry – 1 representative

Letting their name stand

✓ ~~Mannville Jocelyne Lanovaz~~ *Cheryl*

✓ Two Hills Mike Tarkowski

✓ Vermilion Rob Pulyk

✓ Vegreville Tim MacPhee

✓ Buffalo Lake Harold Blyan

✓ _____

✓ St Paul County – Darrell Younghans

✓ Lac La Biche County – Lorin Tkachuk

✓ Two Hills County – Sebastian Dutrisac

Bill Parker

Gerald Aalbers

Lakeland College Alice Stewart Wainwright

EMW – President Lindsay Haag

To be elected at the board meeting June 27.

Executive Committee

Chair *Gerald*
Vice- chair *Rob*
Sec/Treasurer *Cheryl*

www.albertahub.com

Email: info@albertahub.com



Villages

Andrew
Glendon
Innisfree
Kitscoty
Mannville
Marwayne
Myrnam
Vilna
Chipman
Paradise Valley

Towns (under 3000)

Elk Point
Lamont
Smoky Lake
Two Hills
Mundare
Bruderheim

Towns (over 3000)

Bonnyville
St. Paul
Vegreville
Vermilion

City

Cold Lake
Lloydminster

First Nations

Cold Lake First Nation
Kehewin Cree Nation
Whitefish First Nation

Metis Settlements

Buffalo Lake
Elizabeth
Fishing Lake
Kikino

Post-Secondary Educational Institutions

Lakeland College
Blue Quills College
Portage College

County / M.D.'s

Lac La Biche County	County of Minburn
Lamont County	County of Thorhild
County of St. Paul	Smoky Lake County
County of Two Hills	County of Vermilion River
M.D. of Bonnyville	

Business/Industry

EMW Group
MCSnet



CHIEF ADMINISTRATIVE OFFICER REPORT

MEETING DATE: JULY 18TH, 2022

- **FCM Grant**
 - Completed final reporting on our FCM asset management grant.
- **Stolen Truck**
 - Received our insurance payout in the amount of \$12,995.
 - Truck search is still underway.
- **Walking Trail Agreement and Splash Park Agreements**
 - Both have been executed and projects will break ground this fall.
- **Trees**
 - The spruce trees on the west side of the water plant (roughly 9) are estimated to cost \$2600.00 to remove, chip, and grind stumps.
 - Next to our shop, there are 2 spruce in poor health and a dead poplar tree. Pruning to improve clearances and access was also recommended for \$1500.00.
 - At the cemetery, there are 11 dead spruce. To take them down and grind the stumps, it would cost \$3000.00.
- **Auditors**
 - On site on July 13th to review the past year audit. Went over new procedures for 2022 to ensure a smooth transition. Great day of training and working on the Village's file.

VILLAGE OF MARWAYNE
Cheque Register-Summary-Bank



MARWAYNE

AP5090

Page : 1

Date : Jun 20, 2022

Time : 10:02 am

Supplier : 10 To ZARC
 Cheque Dt. 20-Jun-2022 To 20-Jun-2022
 Bank : 01 - ATB To 99 - Penny Clearing

Seq : Cheque No. Status : All
 Medium : M=Manual C=Computer E=EFT-PA

Cheque #	Cheque Date	Supplier	Supplier Name	Status	Batch	Medium	Amount
4151	20-Jun-2022	10	Tannas Bros. Hardware Ltd	Issued	57	C	298.10
4152	20-Jun-2022	10113	TELUS	Issued	57	C	179.86
4153	20-Jun-2022	HAMBR	Hames, Brittany	Issued	57	C	210.00
4154	20-Jun-2022	HHDLT	HHD LTD.	Issued	57	C	162.75
4155	20-Jun-2022	IFEL	Ireland Farm Equipment Ltd.	Issued	57	C	448.74
4156	20-Jun-2022	INFSO	Infrastructure Solutions (Software) Inc.	Issued	57	C	2,625.00
4157	20-Jun-2022	KADR	Ken's Auto & Diesel Repair	Issued	57	C	220.42
4158	20-Jun-2022	KENNS	Kennedy, Shannon	Issued	57	C	110.00
4159	20-Jun-2022	MCSNE	MCSNet-Lemalu Holdings Ltd.	Issued	57	C	73.40
4160	20-Jun-2022	MERS	Meridian Surveys	issued	57	C	945.00
4161	20-Jun-2022	METGR	Metrix Group LLP	Issued	57	C	28,350.00
4162	20-Jun-2022	VCOO	V3 Companies of Canada Ltd.	Issued	57	C	1,832.25

Total Computer Paid :	35,455.52	Total EFT PAP :	0.00	Total Paid :	35,455.52
Total Manually Paid :	0.00	Total EFT File :	0.00		

12 Total No. Of Cheque(s) ...

VILLAGE OF MARWAYNE
Cheque Register-Summary-Bank



AP5090 Page : 1
 Date : Jul 11, 2022 Time : 2:26 pm

Supplier : 10 To ZARC
 Cheque Dt. 11-Jul-2022 To 11-Jul-2022
 Bank : 01 - ATB To 99 - Penny Clearing

Seq : Cheque No. Status : All
 Medium : M=Manual C=Computer E=EFT-PA

Cheque #	Cheque Date	Supplier	Supplier Name	Status	Batch	Medium	Amount
4163	11-Jul-2022	10032	Receiver General For Canada	Issued	60	C	9,709.31
4164	11-Jul-2022	AISL	AMSC Insurance Services Ltd	Issued	60	C	2,167.36
4165	11-Jul-2022	10001	Gas Utility CVR	Issued	61	C	657.13
4166	11-Jul-2022	10012	Parkland Industries- Race Trac Gas	Issued	61	C	2,061.16
4167	11-Jul-2022	10113	TELUS	Issued	61	C	241.57
4168	11-Jul-2022	10124	Wheat Kenyon LLP Lawyers & Mediators	Issued	61	C	367.50
4169	11-Jul-2022	ACE	ACE	issued	61	C	10,538.10
4170	11-Jul-2022	AISL	AMSC Insurance Services Ltd	Issued	61	C	2,198.81
4171	11-Jul-2022	ASC	AMSC Insurance Services Ltd	Issued	61	C	83.00
4172	11-Jul-2022	ASC3	Alberta Municipalities Strength in Members	Issued	61	C	6,439.42
4173	11-Jul-2022	BECL	Bi-Systems Electric & Controls Ltd.	Issued	61	C	76,009.50
4174	11-Jul-2022	ENVIR	EnviroWay	Issued	61	C	1,186.50
4175	11-Jul-2022	GRACA	Grant, Carry	Issued	61	C	226.00
4176	11-Jul-2022	HMS2	Alberta 1171363 Ltd. Hendricks Microtech	Issued	61	C	789.82
4177	11-Jul-2022	KNEEK	Kneen, Kathleen 'Kay'	Issued	61	C	150.00
4178	11-Jul-2022	LUNPL	LUNKERS PLUMBING Inc.	Issued	61	C	115.50
4179	11-Jul-2022	PATLAW	Patriot Law	Issued	61	C	788.79
4180	11-Jul-2022	SHAHAR	Harrower, Shannon	Issued	61	C	334.55
4181	11-Jul-2022	SPC	Border Paws Animal Shelter	Issued	61	C	375.00
4182	11-Jul-2022	SRSL2	Saunders Repair Service Ltd.	Issued	61	C	895.65
4183	11-Jul-2022	TM	TELUS	issued	61	C	84.63
4184	11-Jul-2022	WAGL	Wainwright Assessment Group Ltd	Issued	61	C	729.75

Total Computer Paid :	116,149.05	Total EFT PAP :	0.00	Total Paid :	116,149.05
Total Manually Paid :	0.00	Total EFT File :	0.00		

22 Total No. Of Cheque(s) ...

VILLAGE OF MARWAYNE
Billing Register Report Detailed



UB4110 Page : 28
 Date : Jul 05, 2022 Time : 2:02 pm

Report Options

Customer Selection : All

Calculation Type : All

Batch Number

From : [2022070501]
 To : [2022070501]

Include Billing Transaction From Transaction Maintenance : No

Srv. End Date On/Before : 05-Jul-2022 Final Bills Only : No

Cat	Srv	Service Description	Count	Total Discount	Total Units	Total Amt	Total Cons.	Avg. Cons.
01	ONOFF	Water On/Off	3		3.00	105.00		
01	WBULK	Bulk Water	9		9.00	722.70	55.80	6.20
01	WCOM	Commercial Water	23		23.00	2,416.25	325.00	14.13
01	WIND	Industrial Water	1		1.00	872.50	190.00	190.00
01	WINS	Institutional Water	3		3.00	734.75	127.00	42.33
01	WLF	Water Line Fee	259		259.00			
01	WMUN	Municipal Properties	2		2.00		12.00	6.00
01	WPUB	Public Building Water	9		9.00	551.25	45.00	5.00
01	WRES	Residential Water	235		235.00	21,941.75	2,951.00	12.56
02	SCOM	Commercial Sewer	22		22.00	440.00		
02	SINS	Institutional Sewer	3		3.00	225.00		
02	SPUB	Public Building Sewer	9		9.00	180.00		
02	SRES	Residential Sewer	236		236.00	4,720.00		
03	GIN	Institutional Garbage	3		3.00	33.00		
03	GRES	Residential Garbage	235		235.00	6,227.50		
Book 000 Totals :			1052		1,052.00	39,169.70	3,705.80	
Totals			1052		1,052.00	39,169.70	3,705.80	

**NATIONAL
POLICE
FEDERATION**



**FÉDÉRATION
DE LA POLICE
NATIONALE**

**Keep Alberta RCMP Campaign Launches
List of Alberta Call-to-Action Supporters**

June 27, 2022

Edmonton, AB — The National Police Federation today launched a list of 71 municipalities and other organizations from across Alberta that have signed a Call to Action, which has been sent to the Government of Alberta, to voice concern over continued efforts to advance the creation of an expensive new provincial police service.

This growing group of stakeholders stands together in support of keeping the RCMP in Alberta and of investing in long-underfunded critical services within the province.

Specifically, the [Call to Action](#) recommends that taxpayer-funded resources be better allocated to 1) improve current policing services to reduce response times and address rural crime, 2) improve funding to much needed social services programs to address root causes of crime, and 3) increase supports to improve the efficacy and efficiency of the criminal justice system.

In this Call to Action, municipalities and engaged Albertans continue to call on the Government of Alberta to improve rural police response times and increase resources available to the justice system because the Province's \$2 million Transition Study did not highlight how a new APPS would address any of the above issues.

The Government of Alberta has yet to release a detailed funding model that spells out who would be paying the costs of this proposed transition. For example, their Transition Study also vaguely noted that initial transition costs would total \$366 million over six years, along with an additional \$139 million annually, plus inflation, which has since skyrocketed.

Despite promises to the contrary, municipalities know all too well that most of these costs will be downloaded directly to them, forcing them to find the funds elsewhere – likely, through increased taxes.

A copy of the Call to Action and complete list of signatory municipalities and organizations is available here: [Call to Action to the Government of Alberta](#)

**NATIONAL
POLICE
FEDERATION**



**FÉDÉRATION
DE LA POLICE
NATIONALE**

Quotes

“Through this Call to Action, we want to make sure that Albertans live in safe and healthy communities that provide reliable access to critical health, social, public safety, and educational services. We echo these concerns and goals, and strongly believe that the money and time invested into pursuing an expensive and unpopular police transition would be better served by investing in the existing RCMP, the Alberta justice system, and other social, mental health, and healthcare resources.”

- **Brian Sauvé, President, National Police Federation.**

“The RCMP play an important role in an integrated team in rural communities, through comprehensive upstream prevention strategies.”

- **Jean Bota, President, Alberta Community Crime Prevention Association**

“It is imperative that we keep the Alberta RCMP. A proposed shift to an ill-advised provincial police service will lead to devastating job losses and places the safety of Albertans on the line in the name of deficit reduction and the illusion of cost savings. Time and time again, contracting out and privatizing leads to a larger price tag for the taxpayer while at the same time they receive less.”

- **Marianne Hladun, Regional Executive Vice-President, Prairies, Public Service Alliance of Canada**

“There are many important questions that have yet to be answered. In addition, there is little mention of how to retain and equip non-uniformed employees who, in many respects, are the backbone of Alberta’s public safety network. Only one thing is certain: Albertans would lose the expertise of dedicated and experienced staff who have been serving their local communities for decades. Now is not the time to gamble with the safety and security of Albertans.”

- **Valda Behrens, Regional Vice President, Alberta, Northwest Territories & Nunavut (RCMP-Justice-PPSC), Union of Safety and Justice Employees**

The Town of Edson, like other communities across Alberta, has long received exceptional service, strong public safety performance, and extensive community engagement through the RCMP. Transitioning to a provincial police force would impose unnecessary costs and uncertainty on Albertans. These resources would be better directed towards addressing the true issues around rural crime in Alberta, by continuing to build and invest in the RCMP, social services, and the criminal justice system.

- **Kevin Zahara, Mayor Town of Edson**

**NATIONAL
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**FÉDÉRATION
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NATIONALE**

“The dialogue around having a Provincial Police force needs to be dialed back as the people have spoken! The Alberta government needs to listen to RMA and AUMA who represent all the municipalities in Alberta, when they state, “We want to keep the RCMP BUT improve the RCMP!” Service improvements are definitely necessary within the RCMP, but the municipality of High Level does not want a municipal police force...we want the RCMP to remain.”

- **Crystal McAteer, Mayor, Town of High Level**

“The Village of Waskatenau strongly opposes the establishment of a Provincial police force and supports the continuation of the Royal Canadian Mounted Police (RCMP) as Alberta’s primary law enforcement agency; the move to a Provincial police force will result in increased costs borne by Municipalities and requiring additional taxation to our residents.”

- **Bernice Macyk, Chief Administrative Officer, Village of Waskatenau**

“The Town of Westlock does not support a transition to a new police service. There are far too many unknowns in the plan and no detail for addressing the known issues. The move will undoubtedly increase our costs and potentially deliver significantly less benefit to our community. The provincial government should invest in improving the existing RCMP model. The province could focus and invest the necessary resources in our criminal justice system for meaningful change to Alberta’s prosecution and judicial systems. Our local RCMP detachment is an integral support for our community. The suggested transition to a new police service has the potential to waste Albertans’ hard-earned dollars and fails to address the real concerns and issues.”

- **Ralph Leriger, Mayor, Town of Westlock**

“Northern Sunrise County is in full support of retaining the RCMP in the Province of Alberta and in our region. The County has established a strong relationship with the local RCMP detachment and appreciates the support and services that they have provided to us over the years. The uncertainty that surrounds the proposed Alberta Provincial Police Service has caused a sense of concern for the Council, including apprehension regarding the level of service that we will receive and the funding allocation that the County may have to provide to sustain the service. We hope that the Premier and the Province listen to the municipalities that have spoken in opposition to the proposed Alberta Provincial Police Service. There are many more important areas that the Province should be focusing on in this time of rebuilding, considering what has all happened over the past few years.”

- **Carolyn Kolebaba, Reeve, Northern Sunrise County**

**NATIONAL
POLICE
FEDERATION**



**FÉDÉRATION
DE LA POLICE
NATIONALE**

About the National Police Federation:

The National Police Federation (NPF) was certified to represent ~20,000 RCMP Members serving across Canada and internationally in the summer of 2019. The NPF is the largest police labour relations organization in Canada; the second largest in North America and is the first independent national association to represent RCMP Members.

The NPF is focused on improving public safety in Canada by focusing on increasing resources, equipment, training, and other supports for our Members who have been under-funded for far too long. Better resourcing and supports for the RCMP will enhance community safety and livability in the communities we serve, large and small, across Canada.

For more information: <https://npf-fpn.com/> and KeepAlbertaRCMP.ca

Follow us:

NPF: [LinkedIn](#), [Facebook](#), [Twitter](#), and [Instagram](#)

KeepAlbertaRCMP: [Facebook](#), [Twitter](#)

Media contact:

Fabrice de Dongo
Manager, Media Relations
fdedongo@npf-fpn.com
(647) 274-7118

UNDER EMBARGO



RECEIVED

JUN 20 2022

June 15, 2022

Dear Administration and Council;

RE: Poundkeeper Agreements & Animal Intake Fees

As you may have heard, the Lloydminster and District SPCA, now known as Border Paws Animal Shelter, has recently obtained a new facility and is amidst the renovation process to better serve the communities around us.

This letter is to inform you of a change that we will be making to our fee structure and Poundkeeper Agreements for all the Rural Municipalities and Counties surrounding Lloydminster. Over the last several years, we have been accepting animal intakes based on rates established many years ago. Upon review of several agreements in place with surrounding municipalities, the agreement with the City of Lloydminster, animal intake numbers, and the costs associated with housing and caring for animals, it has been determined by the Board of Directors that the current fees per animal are no longer reasonable.

Moving forward, we are changing our fee structure from a per-animal basis to a subscription contract model. These changes are being made to ensure that there is clarity and continuity between our organization and all the different areas around Lloydminster. This streamlined billing process will reduce the amount of paperwork and accounting for all our partners and for the SPCA. The subscription amounts will be paid in advance for the year. We will invoice you January 1 annually, and invoices will need to be paid by January 31 for that year. Please note that these amounts will include animals received from all sources (i.e., bylaw officials, private citizens, etc.). Because the annual invoice is a best estimate based on historical activities, if the animal numbers exceed our initial estimate for a given year, we will issue an additional invoice at the end of the year at a rate starting at \$150 per additional animal. This rate will increase by 2% annually.

If we have received no response from you regarding the subscription contract, we will assume that you would prefer to pay on a per animal basis. Because this method incurs more cost on our end, we will be billing you at \$250 per animal. Should the fees charged not be paid, or be challenged on an ongoing basis, the shelter shall provide written notice that animals from your jurisdiction will no longer be accepted into our care. This is a difficult position for us to have to take but we cannot look after animals without financial support, or the entire shelter suffers.

Please accept this letter as written notice to you that this new fee structure will be implemented on July 1, 2022. Any and all contracts set to automatically renew will be void.



The Lloydminster and District SPCA is a non-profit organization that provides shelter and care to unwanted and neglected animals. In addition to sheltering these animals, we examine every animal that comes through our doors, treat any illnesses, and spay or neuter the animal if it is not claimed. The Spay and Neuter program instituted several years ago has been an important tool helping to reduce the numbers of unwanted animals. The fees we collect are critical to ensure we can continue this very important poundkeeper service we provide for Lloydminster and the surrounding areas. What we are invoicing for covers only the very basic costs to provide everything each animal needs. As you are probably aware we also rely heavily on the generosity of so many of the wonderful citizens of this area who want to help us provide a shelter to the animals who find their way to our facility and eventually to their new "forever home".

You can contact me directly at president@lloydminsterspca.com. We look forward to hearing from you.

Sincerely,

Chelsie Green

Chelsie Green
Board President
Border Paws Animal Shelter Society

Cc: Board of Directors

June 27, 2022

CALL TO ACTION TO THE GOVERNMENT OF ALBERTA

Dear Premier,

We are committed to ensuring Albertans live in safe communities that support their health and well-being. Communities where people have reliable access to critical health, social, public safety, and educational services. Ultimately, Albertans living in a safe and healthy community communicate those needs to the Government of Alberta, who listen and respond.

The Government of Alberta has lost the trust of its constituents in its pursuit of an Alberta Provincial Police Service (APPS) by not undertaking fulsome, open, and transparent consultations with all those affected. Albertans have stated loud and clear that they do not want a costly new police service, with an overwhelming 84% of Albertans wanting to keep and improve the Alberta RCMP.

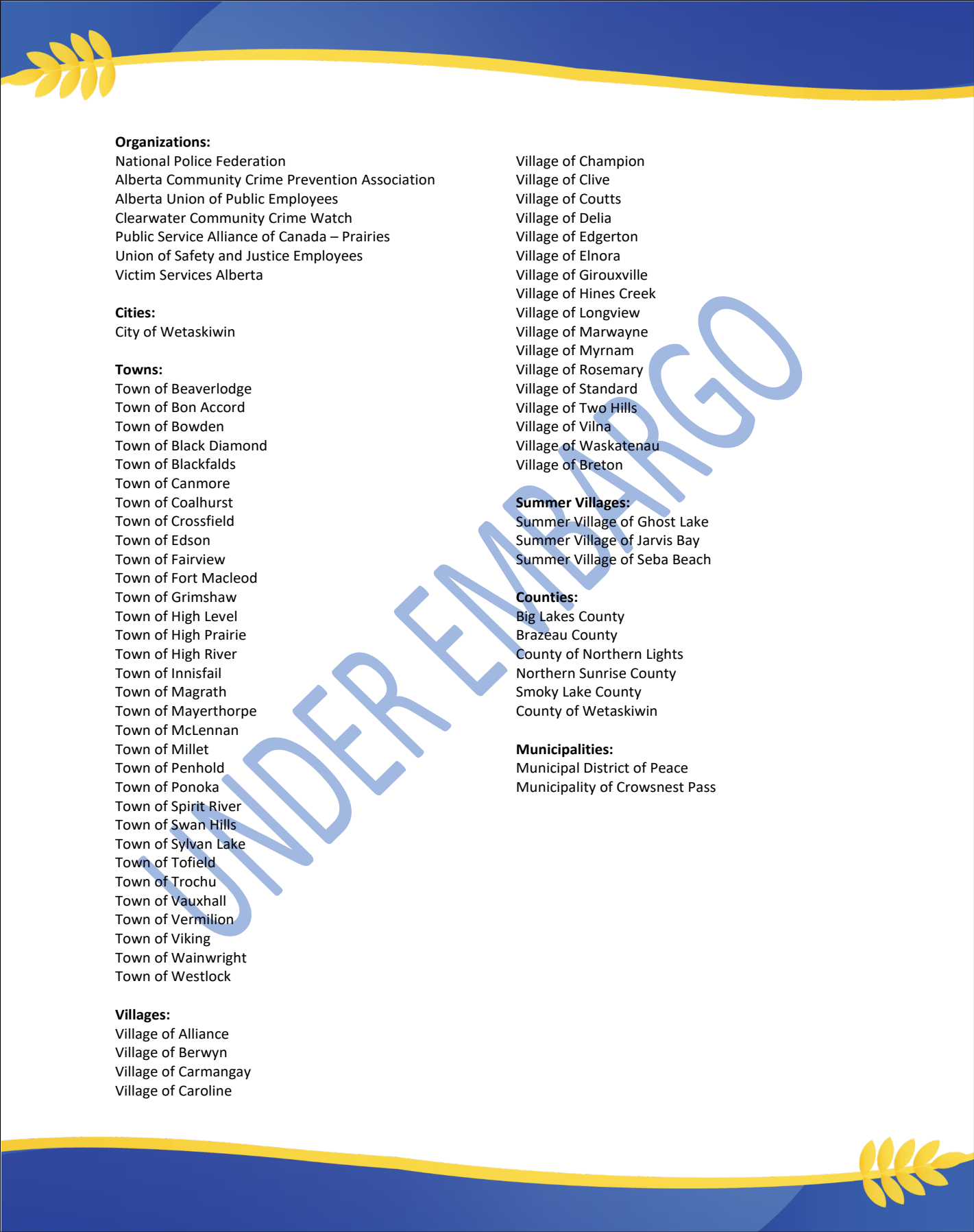
In addition, the Government of Alberta has not released a detailed funding model explaining who would be paying the costs of this proposed transition. The vague Transition Study noted initial transition costs of \$366 million over six years, and, at minimum, an additional \$139 million each year, increasing with inflation. Municipalities know that most of these costs will be downloaded directly to them, forcing them to significantly increase residents' and businesses' taxes.

Municipalities and engaged Albertans continue to call on the Government of Alberta to improve rural police response times and increase resources available to the justice system. The Province's \$2 million Transition Study did not highlight how a new APPS would address any of these issues.

We, the undersigned, call on the Government of Alberta to stop efforts and investment to advance the creation of an Alberta Provincial Police Service and instead invest in resources needed to:

- *Improve current policing services to reduce response times and address rural crime by increasing the number of RCMP officers within communities*
- *Improve social services to address the root causes of crime (health, mental health, social and economic supports)*
 - *Expand Police and Crisis Teams with police and Alberta Health Services*
 - *Work with communities to provide targeted social supports*
- *Increase resources within the justice system*
 - *Ensure timely trials by prioritizing violent over non-violent crimes*
 - *Hire more Crown prosecutors and appoint more Provincial Court Judges*





Organizations:

National Police Federation
Alberta Community Crime Prevention Association
Alberta Union of Public Employees
Clearwater Community Crime Watch
Public Service Alliance of Canada – Prairies
Union of Safety and Justice Employees
Victim Services Alberta

Cities:

City of Wetaskiwin

Towns:

Town of Beaverlodge
Town of Bon Accord
Town of Bowden
Town of Black Diamond
Town of Blackfalds
Town of Canmore
Town of Coalhurst
Town of Crossfield
Town of Edson
Town of Fairview
Town of Fort Macleod
Town of Grimshaw
Town of High Level
Town of High Prairie
Town of High River
Town of Innisfail
Town of Magrath
Town of Mayerthorpe
Town of McLennan
Town of Millet
Town of Penhold
Town of Ponoka
Town of Spirit River
Town of Swan Hills
Town of Sylvan Lake
Town of Tofield
Town of Trochu
Town of Vauxhall
Town of Vermilion
Town of Viking
Town of Wainwright
Town of Westlock

Villages:

Village of Alliance
Village of Berwyn
Village of Carmangay
Village of Caroline

Village of Champion
Village of Clive
Village of Coutts
Village of Delia
Village of Edgerton
Village of Elnora
Village of Girouxville
Village of Hines Creek
Village of Longview
Village of Marwayne
Village of Myrnam
Village of Rosemary
Village of Standard
Village of Two Hills
Village of Vilna
Village of Waskatenau
Village of Breton

Summer Villages:

Summer Village of Ghost Lake
Summer Village of Jarvis Bay
Summer Village of Seba Beach

Counties:

Big Lakes County
Brazeau County
County of Northern Lights
Northern Sunrise County
Smoky Lake County
County of Wetaskiwin

Municipalities:

Municipal District of Peace
Municipality of Crowsnest Pass



Construction and Maintenance Division

Central Region; Vermilion District
 2nd Flr. Provincial Building
 Box 28, 4701 – 52St.
 Vermilion, Alberta T9X 1J9
 (780)853.8178
www.alberta.ca

July 4, 2022

Permit Number: 2022-0003520

File Number: Util.Com.Hwy45

1810153 Alberta Ltd
 13 Willow Lane
 Stony Plain AB
 choicesolutions@telus.net

Subject: Alberta Transportation Permit for Utility Installation - County of Vermilion River - Hwy 45:12

Description	General Location
<p>Install Fiber – County of Vermilion River. Project # VR-MW-NR_VR-DS-RP. Buried Glass Inc. (a division of MCS-Net) Begins along Highway 45 near Marwayne at an existing Buried Glass Inc facility and ends just south of Dewberry - Hwy 893 Installation will be by both plowing and directional boring construction methods.</p>	<p>The map displays a topographic view of the County of Vermilion River. A blue line indicates the proposed fiber installation route. It starts at the southern end of Highway 45 near Marwayne, travels north, then west, then north again, and finally east towards Dewberry. Key locations labeled on the map include Dewberry, Hazeldine, and Marwayne. The route follows the corridor of Highway 45.</p>

Alberta Transportation Permit No. **2022-0003520** is issued to the above named Permittee under authority of Section 14 of the *Highways Development and Protection Act* (the Act) authorizing the utility installation(s) referenced listed herein.

Alberta Transportation has the following additional comments and/or requirements with respect to this proposal:

1. Alberta Transportation has reviewed the traffic accommodation strategy (TAS) and accepts the plan. The Permittee and the Minister acknowledge that as a result of the Permittee working in the right-of-way, the right-of-way will be in disrepair. Pursuant to section 108 of the Traffic Safety Act (the "TSA"), the Permittee, while performing the work, is authorized to prescribe a lower maximum speed limit than is prescribed in section 106 or 107 of the TSA by erecting signs along Highway(s) listed above in the interest of promoting safety. The Permittee, or their onsite representative, must have a copy of this entire permit and TAS on the work site with them at all times when signs have been erected along the highway. They may be required to provide it to a peace officer if it's requested.
2. This permit is subject to the provisions of Section 11-19 inclusive of the Highways Development and Protection Act (Chapter H-8.5 2004), amendments thereto, and Highways Development and Protection Regulation (Alberta Regulation 326/2009) and amendments thereto.
3. Notwithstanding the above, this permit shall be constituted as Alberta Transportation's approval with respect to Section 43(3) of the Telecommunications Act (Canada).
4. Wherever herein the "Permittee" is referred to, the same shall extend to include his heirs, executors, administrators, or assigns, and the successors and assigns of the Permittee, if the Permittee is an incorporated company.
5. The presence of the utility within the highway right-of-way shall, under no circumstances, increase the Minister's costs for highway operation, construction or maintenance, and if so, the added cost shall be borne by the Permittee.
6. The utility shall be placed in such a fashion so as not to interfere with the operation or maintenance of the highway facility, and where practical, future upgrading of the highway facility. The Permittee agrees to relocate the utility to a location approved by the Minister, if and when required by highway or highway related work approved by the Minister. The Permittee shall be solely responsible for all such Line modification, protection, and/or relocation costs, whether undertaken by the Minister or the Minister's authorized representative.
7. The permittee will be responsible for any settlement or deficiency with the highway surface or right of way caused by installation of the utility for a period of two years following notification of completion of the utility construction.
8. The Permittee shall indemnify and hold harmless the Minister, his employees and agents from any and all claims, demands, actions and costs whatsoever that may arise, directly or indirectly, from anything done or omitted to be done in the construction, maintenance, alteration, or operation of the Work authorized.

9. The Permittee places the utility in the right-of-way entirely at its own risk, and the Minister, his representative or agent, shall not be responsible or liable in any way to the Permittee, its contractors, agents or its customers for any damage or loss to the utility.
10. The Permittee shall be responsible for all costs of any damages to the highway resulting from utility placement, maintenance and operation. In the event highway-related work authorized by Alberta Transportation involves a ground disturbance within proximity of a utility location, except in an emergency, the department or authorized representative or agent shall give forty-eight hours' notice (weekends & statutory holidays excluded) to the Permittee, through Alberta One Call. The Permittee shall, within forty-eight hours' notice, mark or expose the utility and the utility shall then be exposed by the Permittee before excavation machinery is used. Costs to maintain membership in Alberta One Call, or to locate, mark and expose a utility, shall be borne by the Permittee.
11. All damages to any highways or roads which may occur resulting from operations under this permit shall be immediately rectified by the Permittee. No equipment or materials shall be stored on the shoulder, sideslope, or backslope of the highway.
12. All Work inside the highway right-of-way shall conform to current standards and regulations, and be carried out in such a manner so as not to endanger public safety. The Permittee shall undertake all reasonable precautions to protect and safeguard the lives and property of the travelling public and property owners. This includes barricading, signing and flagmen as required. No work shall be done during darkness or reduced visibility.
13. Open cut method of installing the utility is not permitted. Installation shall be by push/bore method only. There shall be no disturbance of the road grade. Adequate precautions, including borehole testing of soils under a highway prior to conducting a bore under the highway, should be undertaken prior to construction, at the permittee's expense. Drilling fluid pressure must be continuously monitored during drilling operations to identify any sudden change in drilling fluid pressure, and must immediately cease if drilling fluid is released. Alberta Transportation is to be notified immediately if this occurs.
14. A valid permit is to be on-site at all times. No work may commence without a valid permit, and only work specified in the permit may be performed. Any deviations or changes shall require a new permit.
15. Reclamation of the disturbed areas within the highway right-of way shall be done in a timely manner, to the satisfaction of Alberta Transportation. All waste material shall be removed and all disturbed areas shall be levelled, trimmed, and re-seeded to restore the right-of-way to at least an acceptable condition. The highway grass seed used is outlined in Design Bulletin #25. <https://www.transportation.alberta.ca/Content/docType233/Production/DesignBulletin25.pdf>
16. The permittee shall comply with all other applicable federal, provincial, and/or local acts, regulations, or bylaws that may affect the installation of the utility.
17. The permittee shall notify Alberta Transportation through the RPATH Portal and/or through the undersigned at least five (5) full working days prior to commencing work on Alberta Transportation rights-of-way to review signing and safety; and at least five (5) full working days prior to completion of construction to inspect site clean-up and restoration of disturbed areas.
18. Failure to comply with the terms and/or conditions of this permit will result in construction shut-down by Alberta Transportation and subject to administrative penalties as outlined in the Highways Development and Protection Act / Regulation.

Failure to comply with the terms and conditions of this permit is an offense pursuant to Section 35 of the Highways Development and Protection Regulation (the Regulation), and may result in enforcement or penalties as described in Section 55 of the Act and Section 35-36 of the Regulation.

In consideration of the permit issued in respect to this utility, the Permittee shall indemnify and hold harmless Alberta Transportation, its employees and agents from any and all claims, demands, actions and costs whatsoever that may arise, directly or indirectly from anything done or omitted to be done in the construction, maintenance, alteration or operation of the works authorized.

All works authorized by this permit shall be constructed, altered, maintained or operated at the sole expense of the Permittee. The Permittee consents to a person designated by Alberta Transportation to enter upon land for the purpose of inspection during the processing of this application.

This permit is valid for a period of two years from the date of issuance. If the work authorized by this permit has not commenced within this timeframe, the permit expires and the Permittee must submit a request for an extension, or reapply for a new permit, if they wish to proceed.

Issuance of this permit does not excuse violation of any regulation, bylaw, or act that may affect the proposed project.

If you have any questions about the permit or any of the conditions, please contact the undersigned.

Signed,

Cindy Skjaveland,
Development & Planning Technologist
Cindy.Skjaveland@gov.ab.ca
(780)679.1770

Cc: Vermilion Maintenance Office
County of Vermilion River
Village of Marwayne



Choice Solutions File :
VR-MW-NR VR-DS-RP
June 25, 2022

Vermilion District
Prov Bldg
Box 28, 4701 - 52 St
Vermilion T9X 1J9

Re: Buried Glass Inc.
Provide Transport Fiber – County of Vermilion River
Project # VR-MW-NR_VR-DS-RP

TRAFFIC ACCOMMODATION

PROJECT DESCRIPTION.

Buried Glass Inc. (a division of MCS-Net) is proposing the project referenced above. Choice Solutions is acting on behalf of Buried Glass Inc. for the design of this fiber communications network. This is a large project where the overall scope is to provide a Transport Fiber network to communities within the County of Vermilion River. This buried installation will be performed using both plowing and directional boring construction methods. All utilities will be hydrovaced to expose them if crossing is required.

The proposed construction begins along Highway 45 near Marwayne at an existing Buried Glass Inc facility that was placed in 2018. It travels north along the east side of Highway 45 until Highway 45 turns west. It will travel along the north side of Highway 45 to dewberry where it will turn south along Highway 893 to service and existing communication tower within NW9 53-4-4.

Construction will consist of 1-32mm HDPE conduits being placed within the Highway Right of Way. Once the conduit has been placed the Fibre Cable will be pulled through the conduit and spliced in the service vaults as required.

Please refer to the 1000 series of plans that show the placement of buried facilities.

GENERAL CONSIDERATIONS

In addition to providing safe passage for traffic through the Work Zone, effective traffic accommodation involves minimizing inconvenience to traffic. To ensure traffic moves effectively through the Work Zone, it is critical that the Traffic Control Devices (TCD's) used to advise, warn and direct traffic are appropriate for the site conditions. In all cases, any required TCD's, and flag persons must be in place prior to the commencement of the work.

Proposed construction will remain off the driving surface of Highway 45 and 893. Much of the work along both Highways will be along the ditch of the Highway Right of Way. It is anticipated that no construction vehicles will be on the driving surface during construction. If the need arises to have vehicles on the shoulder for short term work appropriate signage will be placed prior to construction.

TRAFFIC CONTROL DEVICES

————— Choice Solutions. 13 Willow Lane. Stony Plain, Alberta. T7Z 0A4 —————
780-963-7099 choicesolutions@telus.net



The use of TCD's in Work Zones must achieve the following for this project:

- Advise road users of the type of activity they will encounter
- Protect road users and workers from collisions by providing adequate warning

TEMPORARY SIGNING

Temporary signing will be used to accommodate traffic through the Work Zone. The various types of temporary signing that will be used includes temporary warning signs, temporary regulatory signs and information signs. Temporary signs must conform to the specifications for shape, color, reflectivity and size. The type, configuration and number of temporary signs required for the Work Zone may vary depending on the nature of the activity and site conditions.

The following factors have been considered when establishing temporary signing for this project:

- Provisioning of a sequential messaging board on signalling pilot vehicles will be used for the purposes of allowing construction vehicles onto and off of the traffic surface
- Changes to the Work Zone which temporarily or permanently affect signing requirements (covering or removing unnecessary signs, adding additional signs or moving signs).
- Positioning of the signs relative to the travel lane (distance from and height above the travel lane).
- Visibility of the signs (sight distance, vegetation, parked equipment etc.).
- Positioning of signs relative to the Work Area.
- Sign spacing. Higher speeds require longer spacing between signs.

Once all necessary temporary signs are in place and traffic is passing through the Work Zone, it is extremely important to monitor the Work Zone on a regular basis to ensure that the signing is performing as intended.

FLAGPERSONS

No lane closures will be required for construction so flag persons will be used only if work is on the shoulder of the driving surface. See drawing 5001 for the proposed signage. In situations where the sole use of TCD's does not provide sufficient warning or direction to traffic, the use of flag persons would be required. The proper use of flag persons to control and direct the flow of traffic can mitigate problems. All flag persons will be certified in accordance with the requirements outlined in the contract, agreement, permit or authorization.

DETOURS

Detours are not required for this project.

TEMPORARY SPEED REDUCTIONS

The work performed will be of short duration and mobile in nature. The project is not expecting to reduce the speed of Highway 45 and 893 during construction. The posted speed along Highway 45 and 893 is 100 kms per hour.

No work is to be performed off the shoulder of the highway. If work is to be performed off the shoulder of the highway, signage and speed TCD's will be placed as per drawing 5001.

COORDINATION OF ACTIVITIES

Choice Solutions. 13 Willow Lane. Stony Plain, Alberta. T7Z 0A4
780-963-7099 choicesolutions@telus.net



Traffic Control Devices required for any construction activity will be established prior to commencement of the work.

DURATION OF WORK.

Project is scheduled to begin August 1st, 2022 and be complete within 15 days depending on weather. Work will begin as early as possible and proceed late into the day and will be complete prior to sunset. Work will take place on weekends and holidays if necessary. If necessary, work will not commence until after morning rush hour has completed and will complete prior to evening rush hour.

TRAFFIC VOLUMES.

Specific traffic volumes have not been captured. This highway is relatively busy with traffic being mixed. Traffic along the service roads is relatively light mixed local traffic.

CLASS OF ROADWAY

Highway 45 and 893 are both paved undivided Highways.

AVAILABLE SIGHT DISTANCE.

There are no obstructions for the overall line of sight along Highways 45 and 893. This area has good visibility.

GRADELINE

No are no grade issues along Highways 45 and 893. It is relatively flat.

TYPE OF ROADWAY SURFACE.

Highways 45 and 893 are paved Highways.

STABILIZING TRAFFIC CONTROL DEVICES

Weights will be used to stabilise the TCD's.

LANE CLOSURES

No lanes will be closed during construction.

WEATHER CONDITIONS.

Construction can only take place in conditions so damage is eliminated in the Highway ROW.

SITE SPECIFIC SAFETY ISSUES.

No site specific safety issues are present with this project. Work will be performed by construction personnel who will make suitable provisions to safely accommodate the travelling public.

INSTALLING, RELOCATING AND REMOVING TRAFFIC CONTROL DEVICES.

TCD's will be removed after construction or will be properly covered overnight for use the next day. Sequential Installation of the TCD's will require a pilot vehicle and an advance sequential message board.

ACCOMMODATING EMERGENCY VEHICLES.

No lane closure will be required so we foresee no impact on emergency vehicles during construction.

Choice Solutions. 13 Willow Lane. Stony Plain, Alberta. T7Z 0A4
780-963-7099 choicesolutions@telus.net



THE ON-SITE DESIGNATE RESPONSIBLE FOR TRAFFIC ACCOMMODATION.

The on-site construction foreman will be the designate responsible for traffic accommodation.

MONITORING TRAFFIC ACCOMMODATION

The on-site construction foreman will monitor the TCD's on a regular basis and ensure any issues arising are addressed in a consistent and timely manner. The on-site construction foreman is knowledgeable in the processes and procedures for accommodating traffic including the use of all types of TCD's. The form *Daily Record of temporary Construction Signs* will be used to record any specific information on a daily basis. The date and time of the inspections of the TCD's will be documented. As a minimum, the signing should be inspected and the information recorded for each Work Area, at the commencement of work each day and any other times throughout the day when the signs are moved or changed. It is the on-site construction foreman's responsibility to ensure that the traffic accommodation activities comply with Traffic Accommodation Strategy at all times during the project.

TEMPORARY WARNING SIGNS

Temporary warning signs are used to notify road users of specific hazards that may be encountered in the Work Area. If road users are properly alerted to the changing conditions, they can react in sufficient time to pass safely through the Work Zone. Temporary warning signs that will be used on this project are:

- Utility Construction
- Speed Reduction Ahead
- Construction Ahead

INSTALLATION OF TEMPORARY SIGNS

Temporary signs must be erected such that the face of the sign is clearly visible to oncoming traffic. On 2-lane undivided highways, the signs will be located on the right hand side of the road. On multilane divided highways, signs will be located on both sides of the road. The "Construction Ahead" sign shall be mounted on a portable stand and shall be positioned at the start of the Work Zone.

TYPICAL DRAWINGS

Typical drawings for this project will be compiled from Alberta Transportation's Drawings. Specifically the following drawings will be used as the guideline for temporary sign placement for this project.

- Plan 5001. Utilities Construction. Signing Work Off Road Surface. Two Lane Undivided Highway.
- Plan 5001. Utilities Construction. Signing Work On Shoulder. Two Lane Undivided Highway.

If you have any questions please contact me.

A handwritten signature in black ink, appearing to read "Brent Gannon".

Brent Gannon
Director
Choice Solutions

Choice Solutions. 13 Willow Lane. Stony Plain, Alberta. T7Z 0A4
780-963-7099 choicesolutions@telus.net



780-919-7186
choicesolutions@telus.net

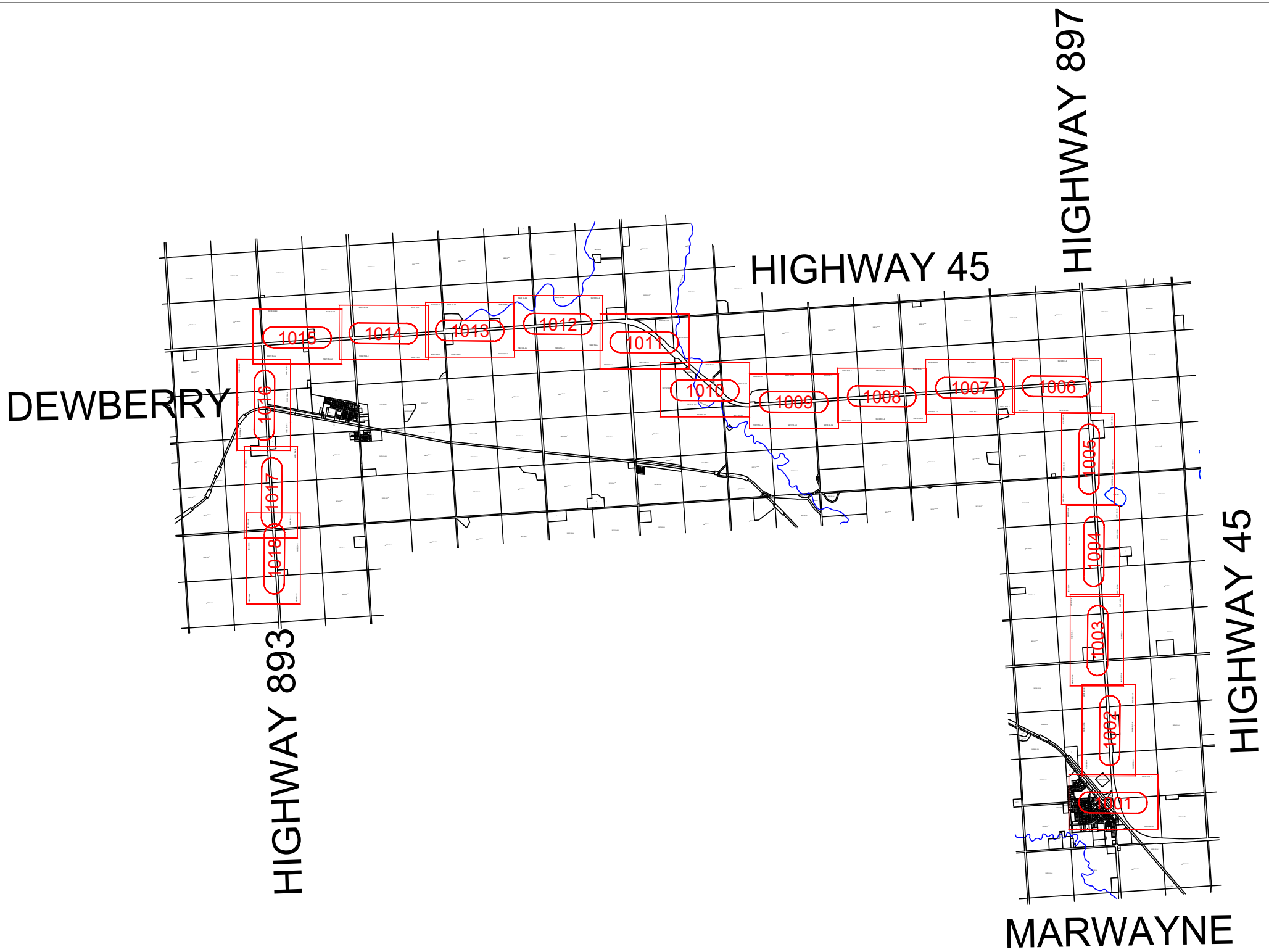
————— Choice Solutions. 13 Willow Lane. Stony Plain, Alberta. T7Z 0A4 —————
780-963-7099 choicesolutions@telus.net

FIBER PLACEMENT - CIVIL & CABLE DESIGN
CWO # VR-MW-NR / VR-DS-RP
MARWAYNE TO DEWBERRY
ISSUED FOR APPROVAL 2022/06/25

FIBER NETWORK
COUNTY OF VERMILION RIVER

DRAWING LIST

<u>DRAWING NO.</u>	<u>DESCRIPTION</u>
COVER	COVER PAGE
201	KEY LOCATION PLAN
TYPICAL NOTES	CONSTRUCTION NOTES
TYP 01 TO 03	TYPICAL DETAILS AND LEGEND
NOTES-2	SPECIFIC PROJECT NOTES
801	SPLICING DIAGRAM
1001 TO 1018	CIVIL DESIGN - CONDUIT AND CABLE PLACEMENT
5001	ALBERTA TRANSPORTATION DRAWINGS
5002	VERMILION RIVER CROSSING PROFILE DRAWING



REV	YYYY/MM/DD	DESCRIPTION	BY	DESIGNED BY:	BWG	2022/06/25
3	**	AS BUILT	BWG	DRAWN BY:	BWG	2022/06/25
2	*	ISSUE FOR CONSTRUCTION	BWG	APPROVED BY:	TBD	TBD
1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

ISSUED FOR APPROVAL
DATE: 2022/06/25 10:11

Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	SCALE: NTS	VERT. SCALE: N/A
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TITLE: VR-MW-NR/VR-DS-RP CIVIL DESIGN	SHEET No. 201
LOCATION: COUNTY OF VERMILION RIVER	

GENERAL NOTES

GENERAL NOTES

- CONTRACTOR SHALL CONTACT APPROPRIATE AUTHORITIES TO ARRANGE MARKING OF THE LOCATION OF ALL EXISTING UNDERGROUND STRUCTURES AND UTILITIES 72 HOURS IN ADVANCE OF BEGINNING ANY CONSTRUCTION ACTIVITIES. UTILITIES SHALL BE TEMPORARILY MARKED USING SUITABLE PAINT OR FLAGGING TO FACILITATE CONFLICT IDENTIFICATION PRIOR TO ALIGNMENT CONFIRMATION. LOCAL UTILITY CONSORTIUMS SHALL BE CONTACTED TO ARRANGE LOCATE INSPECTIONS AS REQUIRED. ONE CALL UTILITY IDENTIFICATION COMPANIES HAVE BEEN ESTABLISHED THROUGHOUT CANADIAN MUNICIPALITIES TO ASSIST CONTRACTORS WITH THEIR IDENTIFICATION OF UTILITIES.

- CONTRACTOR SHALL BE RESPONSIBLE FOR CONTACTING ALL RESIDENTS, BUSINESS, AND MUNICIPAL DEPARTMENTS PRIOR TO CONSTRUCTION. CONTACT INFORMATION, SCHEDULE, AND IMPACT ISSUES SHOULD BE ADDRESSED IN WRITING ONE WEEK IN ADVANCE OF CONSTRUCTION START.

- CORRESPONDENCE WITH BURIED GLASS INC SHALL BE DIRECTED TO THE MANAGER/INSPECTOR RESPONSIBLE FOR THIS PROJECT. FIELD INSPECTORS ARE RETAINED BY BURIED GLASS INC TO MAINTAIN CONSTRUCTION STANDARDS, ENSURING CONSISTENCY WITH MUNICIPAL CODES AND PROPRIETARY DESIGN STANDARDS. THE CONSTRUCTION MANAGER/INSPECTOR, IN ADVANCE OF COMMENCEMENT OF CONSTRUCTION ACTIVITIES, SHALL APPROVE ALIGNMENT DECISIONS AND DEVIATIONS TO THE ORIGINAL DESIGN IN WRITING.

- CONTRACTOR ASSUMES RESPONSIBILITY FOR ANY AND ALL DAMAGES INCURRED DURING CONSTRUCTION TO PUBLIC AND PRIVATE PROPERTY. THIS INCLUDES, BUT IS NOT LIMITED TO, UNDERGROUND UTILITIES, ROAD SURFACES, ABOVE AND BELOW GROUND STRUCTURES, AND ANY OTHER PROPERTY IN THE VICINITY OF THE PROJECT. BURIED GLASS INC SHALL BE RELEASED FROM ANY RESPONSIBILITY OF DAMAGE TO UNDERGROUND FACILITIES INFLICTED BY THE CONTRACTOR AND/OR THEIR SUB-CONTRACTORS. THE CONTRACTOR UNDERSTANDS THE RESPONSIBILITY TO REPAIR AND REPORT ALL DAMAGE AT THE TIME OF THE INCIDENT AND AN INITIAL AND ONGOING RESPONSIBILITY TO COMPENSATE BURIED GLASS INC REPAIR OF ANY SUCH DAMAGE AS SET FORTH IN WARRANTY CLAUSES.

- ALL DIMENSIONS (DEFAULT OFFSET OF .75m FROM P/L) AND DESCRIPTIONS HAVE BEEN COMPILED TO THE BEST OF THE ABILITIES OF THE DESIGNER(S). ALL DIMENSIONS ARE TO BE CONFIRMED IN THE FIELD. DISCREPANCIES SHALL BE IDENTIFIED IN THE FIELD AND RECORDED ON THE AS-BUILT DRAWINGS. CONFLICTS REQUIRING REVISIONS SHALL BE IDENTIFIED BY THE CONTRACTOR 48 HOURS IN ADVANCE OF UNDERTAKING THE WORK.

- CONTRACTOR TO PLACE TRACER WIRE PER BURIED GLASS INC SPECIFICATIONS IN ALL NEW TRENCH LOCATIONS WHEN NONMETALLIC SHEATHED FIBER CABLE IS BEING PLACED.

- CONTRACTOR SHALL BE RESPONSIBLE FOR TRAFFIC CONTROL REQUIREMENTS, VEHICULAR AND PEDESTRIAN SAFETY. THIS MAY REQUIRE COORDINATION WITH MUNICIPAL TRAFFIC CONTROL, RAILWAY AUTHORITIES, DEPARTMENT OF HIGHWAYS, FEDERAL RAILWAY AUTHORITIES, AND PRIVATE LANDOWNERS AS APPLICABLE.

- WORKING SCHEDULE SHALL BE RESEARCHED BY THE CONTRACTOR TO IDENTIFY LOCAL CONSIDERATION FOR SPECIAL EVENTS, SPORTING FUNCTIONS, PARADES, FESTIVALS, OR OTHER CONSIDERATIONS WHICH MAY IMPACT ON PROGRESS, IN ADVANCE OF FINALIZING THE SCHEDULE.

- CONSTRUCTION, MAINTENANCE AND OPERATION, SHALL BE IN ACCORDANCE WITH MUNICIPAL REGULATION, TRANSPORT CANADA, CANADIAN ELECTRICAL CODE, CSA C22.2, CSA 22.3, OSA, WCB AND ANY OTHER ADOPTED STANDARDS REQUIRED FOR THE SAFE OPERATION AND CONSTRUCTION OF AN ELECTRICAL OR TELECOMMUNICATION SYSTEM AS APPLICABLE.

- TRENCH AND MANHOLE MATERIAL AND CLEARANCE DETAILS SHOW MINIMUM VALUES ONLY. SPECIFICALLY, CLEARANCE OF 300mm VERTICAL SEPARATION AND 1000mm HORIZONTAL SEPARATION FROM INSTALLED CONDUIT TO EXISTING UTILITIES IS TO BE MAINTAINED AT ALL TIMES.

- PLACEMENT OF DUCT PLUGS, PULL ROPE, MARKER TAPE AND SEALANT IS TO BE INCLUDED IN ALL INSTALLATIONS IN ACCORDANCE WITH MOST RECENT EDITION OF BURIED GLASS INC NETWORK STANDARDS.

- ALL WORK COMPLETED IN ACCORDANCE WITH MOST RECENT EDITION OF BURIED GLASS INC NETWORK STANDARDS AND PCI CLEARFIELD INSTALLATION FIELD MANUAL.

- THE CONTRACTOR IS RESPONSIBLE FOR HAVING PROPERTY, PINS, LINES, DETAILS, AND CONSTRUCTION STAKING IN ACCORDANCE WITH THE ALBERTA SURVEY ACT.

- ALL CABLES TO BE TAGGED AND IDENTIFIED AT TIME OF PLACING AND SPLICING.

- AERIAL STRAND TO BE GROUNDED AT ALL POWER GROUND LOCATIONS.

STANDARDS

- CONSTRUCTION, MAINTENANCE, OPERATION, AND GROUNDING SHALL BE IN ACCORDANCE WITH BURIED GLASS INC STANDARDS, MUNICIPAL, AND PROVINCIAL REGULATIONS, TRANSPORT CANADA, CANADIAN ELECTRICAL CODE, CSA, C22.2, CSA 22.3, CSA C22.3 No.1 - OVERHEAD SYSTEMS, CSA No.3 - ELECTRICAL COORDINATION, CSA C22.3 No.5.1 - RECOMMENDED PRACTICES FOR ELECTRICAL PROTECTION - ELECTRIC CONTACT BETWEEN OVERHEAD SUPPLY AND COMMUNICATIONS LINES, CSA C22.3 No.7 - UNDERGROUND SYSTEMS, OSA, WCB AND OTHER ADOPTED STANDARDS REQUIRED FOR THE SAFE OPERATION AND CONSTRUCTION OF AN ELECTRICAL OR TELECOMMUNICATION SYSTEM AS APPLICABLE. THE MOST STRINGENT STANDARD SHALL BE ADHERED TO.

PERMIT NOTES

- LOCATION OF ALL EXISTING UTILITIES ARE APPROXIMATE AND DO NOT REFLECT ANY RECENT CHANGES. PRIOR TO THE COMMENCEMENT OF ANY WORK, THE CONTRACTOR IS RESPONSIBLE FOR ALL LOCATES OF ALL EXISTING UTILITIES. CONTRACTOR TO CALL ALBERTA ONE CALL @ 1-800-242-3447 PRIOR TO ANY WORK.

- THE CONTRACTOR IS RESPONSIBLE FOR LOCATING & MARKING ALL AXIA SUPERNET CABLES.

- THE CONTRACTOR IS TO ENSURE THAT A COPY OF ALL PERMITS ARE KEPT ON SITE FOR VIEWING AT ALL TIMES.

- THESE DRAWINGS REQUIRE PERMIT APPROVAL FROM VARIOUS AGENCIES PRIOR TO COMMENCEMENT OF WORK. THE CONTRACTOR IS RESPONSIBLE FOR ARRANGING A PRE CONSTRUCTION MEETING WITH THE LEAD AGENCY PRIOR TO COMMENCING WORK.

CONTACTS

OSP DESIGNER
CHOICE SOLUTIONS, 780-919-7186

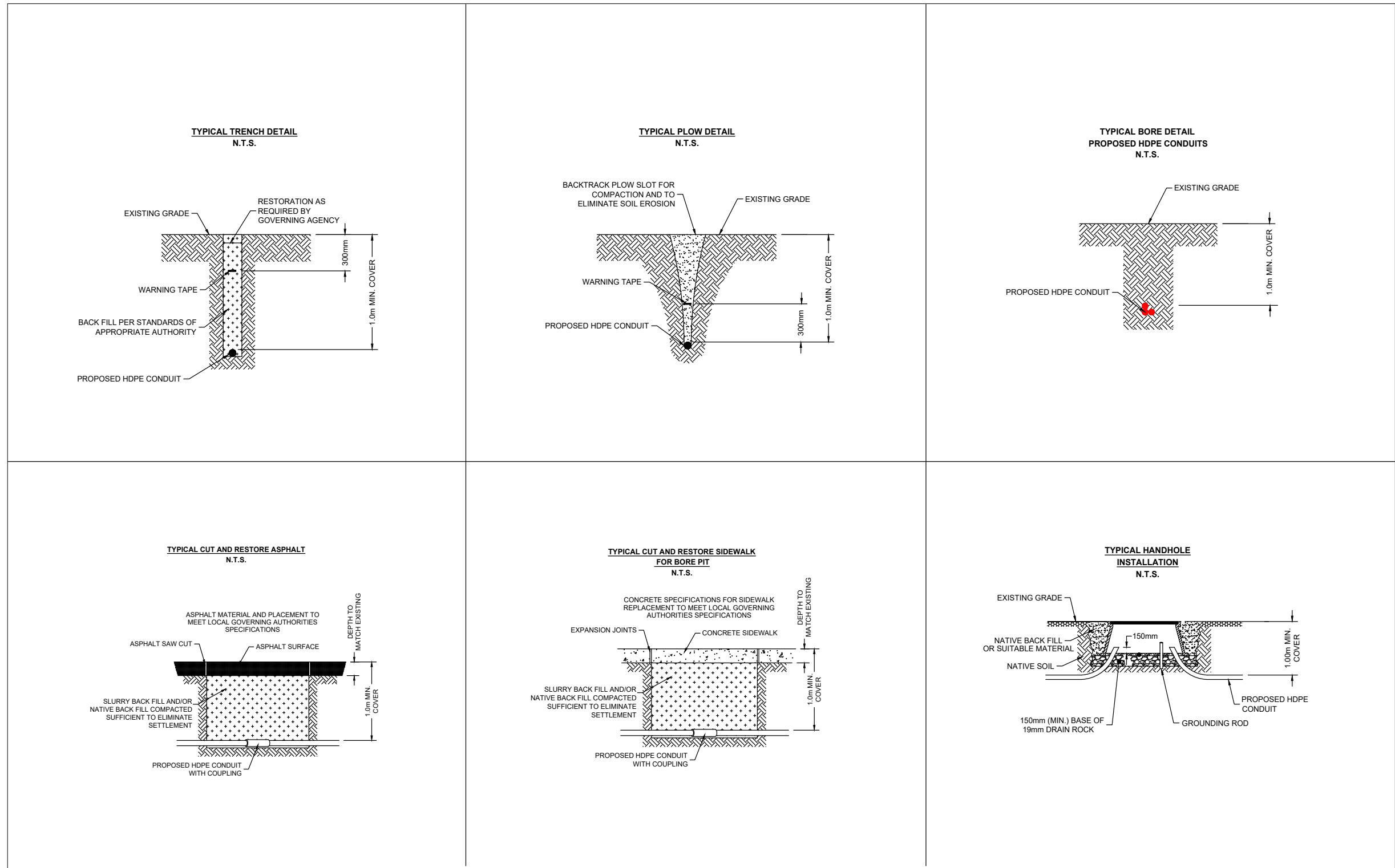
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ISSUED FOR APPROVAL
DATE: 2022/06/25 REV: 1

Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	TITLE: VR-MW-NR/VR-DS-RP CIVIL DESIGN	SHEET No.
SCALE: VERT SCALE: N/A	LOCATION: COUNTY OF VERMILION RIVER	NOTES

TYPICAL DETAILS-1



ISSUED FOR APPROVAL
DATE: 2022/06/25 REV: 1

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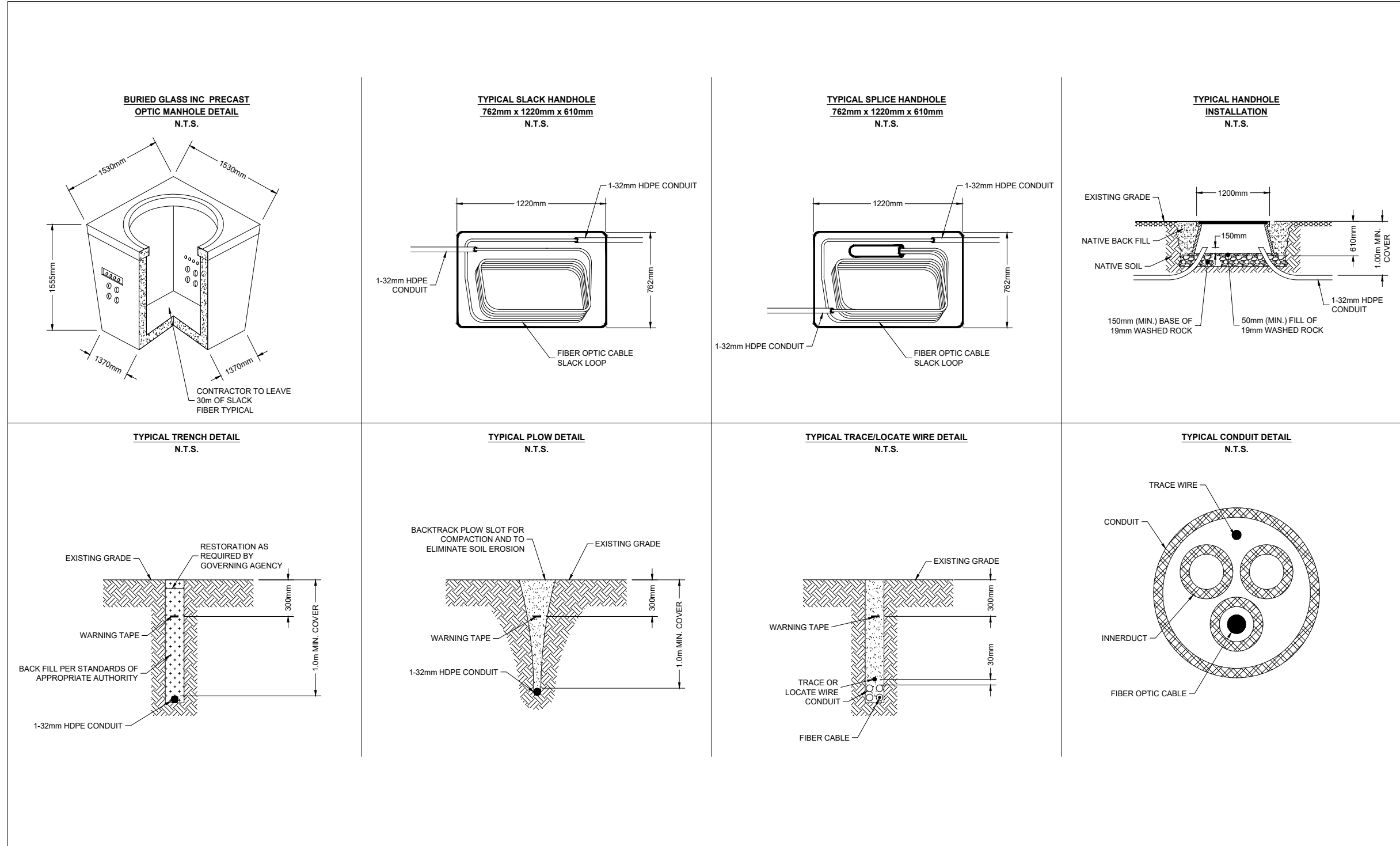
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choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP
SCALE: NTS VERT. SCALE: N/A

TITLE: VR-MW-NR/VR-DS-RP
CIVIL DESIGN
LOCATION: COUNTY OF VERMILION RIVER

SHEET No.
TYP 01

TYPICAL DETAILS-2



ISSUED FOR APPROVAL
DATE: 2022/06/25 REV: 1

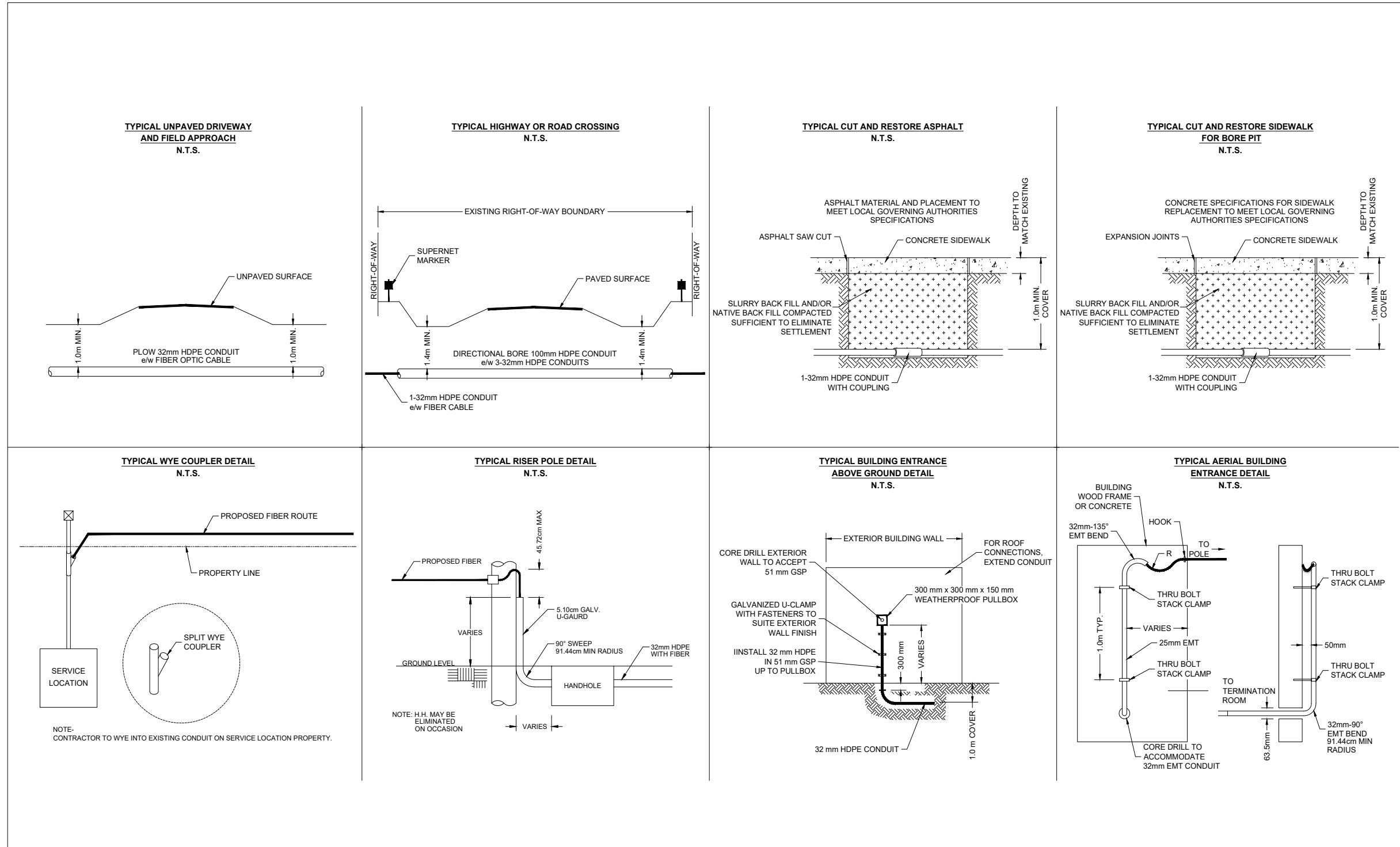
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1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

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By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER:	VR-MW-NR/VR-DS-RP
SCALE: NTS	VERT. SCALE: N/A

TITLE:	VR-MW-NR/VR-DS-RP CIVIL DESIGN	SHEET No.	
LOCATION:	COUNTY OF VERMILION RIVER	TYP	02

TYPICAL DETAILS-3



ISSUED FOR APPROVAL
DATE: 2022/06/25 REV: 1

REV	YYYY/MM/DD	DESCRIPTION	BY	DESIGNED BY:	BWG	2022/06/25
3	**	AS BUILT	BWG	DRAWN BY:	BWG	2022/06/25
2	*	ISSUE FOR CONSTRUCTION	BWG	APPROVED BY:	TBD	TBD
1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

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choicesolutions@telus.net

PROJECT NUMBER:	VR-MW-NR/VR-DS-RP
SCALE:	NTS
VERT. SCALE:	N/A

TITLE:	VR-MW-NR/VR-DS-RP CIVIL DESIGN	SHEET No.	
LOCATION:	COUNTY OF VERMILION RIVER	TYP	03

LEGEND

<p style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; font-size: 2em; margin: 0;">EXISTING PLANT</p> <ul style="list-style-type: none"> BOTTOM OF SLOPE BUSH LINE CENTER LINE COMMUNICATIONS LINE CROP LINE EDGE OF GRAVEL EDGE OF PAVEMENT EDGE OF WATER FACE OF CURB FENCE LINE GAS LINE GUARDRAIL PIPELINE POWER LINE PROPERTY LINE 	<ul style="list-style-type: none"> RAILROAD RIGHT OF WAY SANITARY SEWER LINE STORM SEWER LINE TOP OF SLOPE TREE LINE WATER LINE <ul style="list-style-type: none"> ANCHOR CATCH BASIN CAUTION SYMBOL CLEANOUT- SANITARY SEWER CLEANOUT- STORM SEWER CONTROL BOX- TRAFFIC CULVERT FENCE POST FIRE HYDRANT FLAGPOLE HANDHOLE- COMMUNICATIONS HANDHOLE- POWER HANDHOLE- TRAFFIC HIGHWAY SIGN 	<ul style="list-style-type: none"> LIGHT- STREET LIGHT- TRAFFIC MANHOLE- COMMUNICATIONS MANHOLE- MISCELLANEOUS MANHOLE- POWER MANHOLE- SANITARY SEWER MANHOLE- STORM SEWER MANHOLE- WATER MARKER- COMMUNICATIONS MARKER- GAS MARKER- MISCELLANEOUS MARKER- POWER MARKER- SURVEY METER- GAS METER- POWER METER- WATER MISCELLANEOUS OBJECT PEDESTAL- COMMUNICATIONS PEDESTAL- POWER POLE- POWER POLE- TELCO PROPERTY PIN RAILROAD MILE POST RAILROAD SIGNAL REPEATER- COMMUNICATIONS SHRUB / BUSH TOWER TRANSFORMER- POWER 	<ul style="list-style-type: none"> TREE VALVE- GAS VALVE- WATER VAULT- POWER VENT- GAS X-CONNECT- COMMUNICATIONS <div style="border: 1px solid black; padding: 5px; text-align: center;"> <p>PROPOSED COMMUNICATIONS PLANT</p> <ul style="list-style-type: none"> RUNNING LINE DUCT CABLE AERIAL STRAND DROP DUCT BOND TO VERTICAL GROUND CHANGE IN CONSTRUCTION METHOD A = AERIAL B = BURIED GROUND PLACE SGLB-XXXX HANDHOLE AT STA+XXXX OVERHEAD GUY WITH FOOTAGE FLOWER POT WORK LOCATION SPLICE LOCATION, MID-STRIP OR STRAIGHT SPLICE ANCHOR, SCREW OR EXPANDING WITH DOWNGUY FORTIS POLE MAKE READY AT POLE </div>
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REV	YYYY/MM/DD	DESCRIPTION	BY	DESIGNED BY:	BWG	2022/06/25
3	**	AS BUILT	BWG	DRAWN BY:	BWG	2022/06/25
2	*	ISSUE FOR CONSTRUCTION	BWG	APPROVED BY:	TBD	
1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

ISSUED FOR APPROVAL
DATE: 2022/06/25 REV: 1

Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	
SCALE: NTS	VERT. SCALE: N/A

TITLE: CLEARWATER BROADBAND CIVIL DESIGN	SHEET No. LEGEND
LOCATION: COUNTY OF VERMILION RIVER	

PROJECT DESCRIPTION.

THIS PROJECT IS TO INSTALL A NEW FIBER BACKBONE WITHIN THE COUNTY OF VERMILION RIVER IN ORDER TO FURTHER ENHANCE RURAL BROADBAND CONNECTIVITY IN THE AREA. CONSTRUCTION BEGINS ALONG HIGHWAY 45 NEAR MARWAYNE AT AN EXISTING BURIED GLASS INC. FACILITY THAT WAS PLACED IN 2018. IT TRAVELS NORTH ALONG ALONG THE EAST SIDE OF HIGHWAY 45 UNTIL HIGHWAY 45 TURNS WEST. IT WILL TRAVEL ALONG THE NORTH SIDE OF HIGHWAY 45 TO DEWBERRY WHERE IT WILL TURN SOUTH TO ALONG HIGHWAY 893 TO SERVICE AN EXISTING COMMUNICATION TOWER WITHIN NW9 53-4-4.

PROJECT NOTES: - ALL PLANS

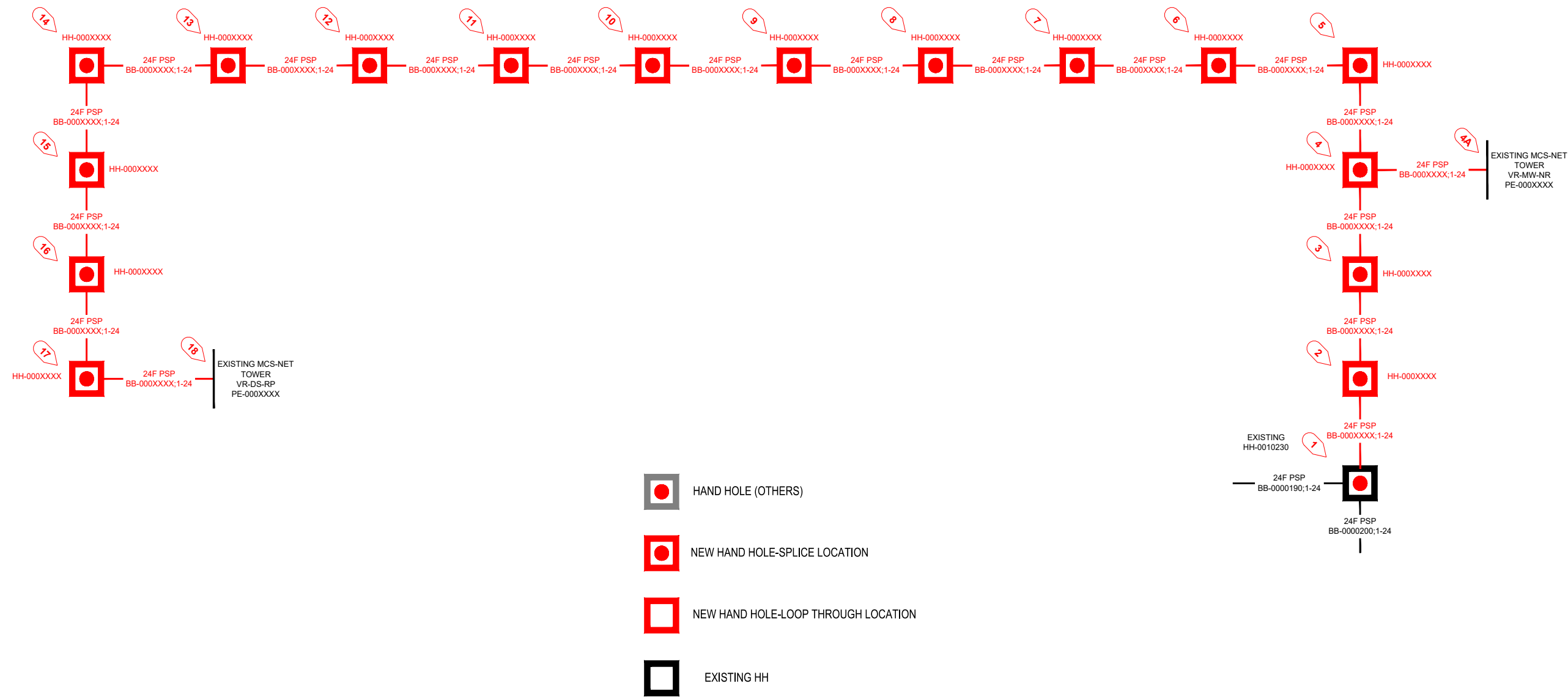
1. OTHER SHALLOW UTILITIES MAY BE WITHIN THE PROPOSED GROUND DISTURBANCE AREA
2. HAND HOLE AND DUCT LOCATIONS HAVE BEEN EXAGGERATED FOR CLARITY .
3. CABLE & TERMINAL LOCATION REPRESENTATION HAVE BEEN EXAGGERATED FOR CLARITY.
4. AT ALL HAND HOLE SPLICES, COIL 20m OF SLACK PER CABLE END/SIDE.
5. CONSTRUCTION TO CAPTURE LAT/LONG INFORMATION FOR ALL HAND HOLES.
6. ALL DUCTS TO HAVE DIRECTIONAL TAGS IDENTIFYING TO/FROM LOCATIONS.
7. ALL DUCTS TO BE CAPPED.
8. ALL HAND HOLES TO HAVE GROUND RODS, CLAMPS, AND 5m OF #6 GROUND WIRE INSTALLED.
9. HAND HOLES TO BE PLACED AT FINAL GRADE LEVEL.

CONTACTS:

VR-MW-NR - LAND OWNER CONTACT INFO
SW-23-53-03-W4
TED QUIST - 780-205-4927
ISABELLE QUIST - 780-808-0188

VR-DS-RP - LAND OWNER CONTACT INFO
NW-09-53-04-W4
RILEY & MIRANDA JAMES - 780-205-6152

SPLICING DIAGRAM

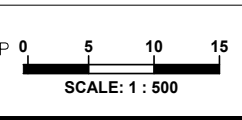


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DATE: 2022/06/25 BY: 1

REV	YYYY/MM/DD	DESCRIPTION	BY	DESIGNED BY:	BWG	2022/06/25
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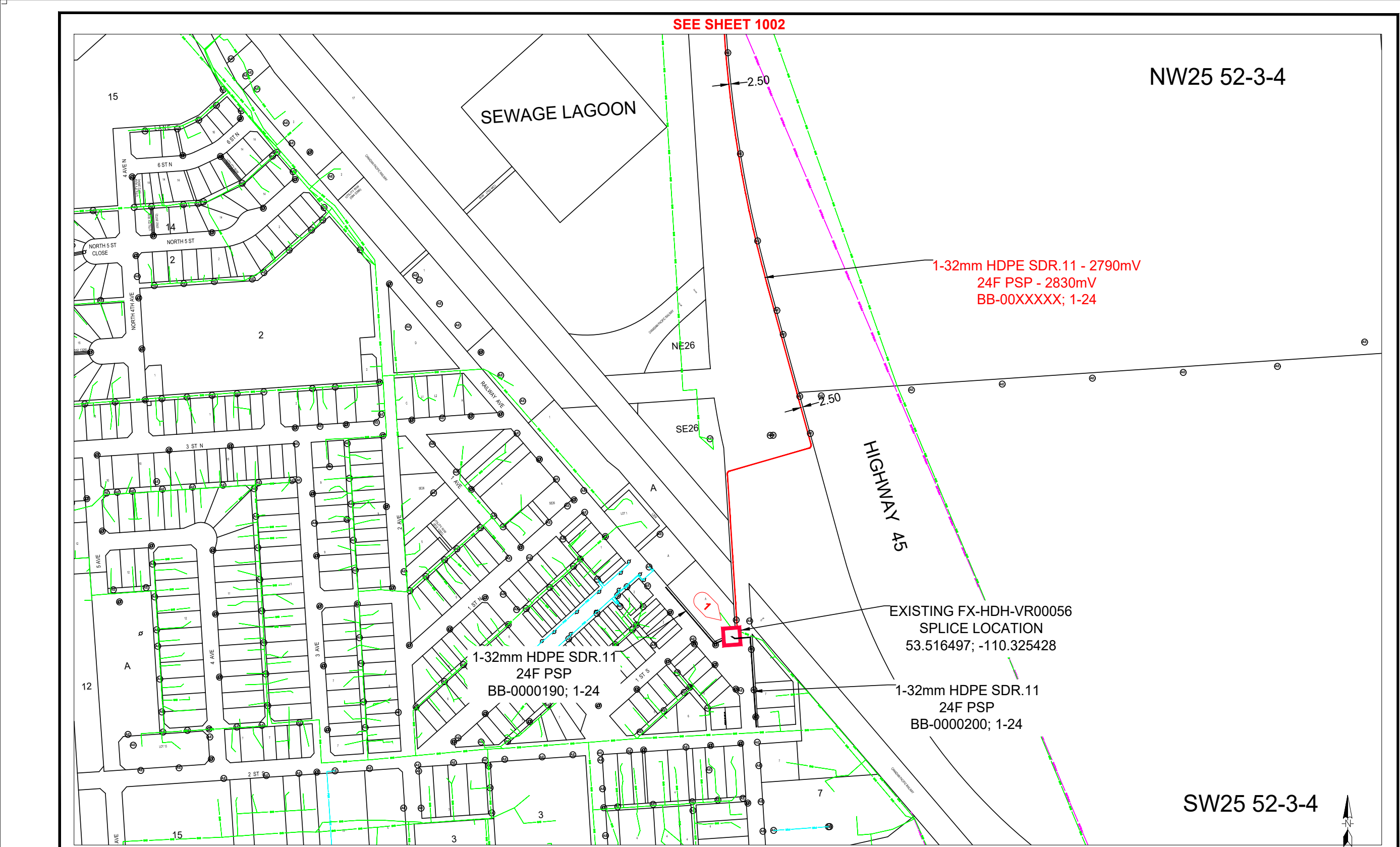
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choicesolutions@telus.net

PROJECT NUMBER:	VR-MW-NR/VR-DS-RP
SCALE: NTS	VERT SCALE: N/A



TITLE:	VR-MW-NR/VR-DS-RP SPLICING DETAIL
LOCATION:	COUNTY OF VERMILION RIVER

SHEET No.
801



SEE SHEET 1002

NW25 52-3-4

SW25 52-3-4

ISSUED FOR APPROVAL
2022/06/25

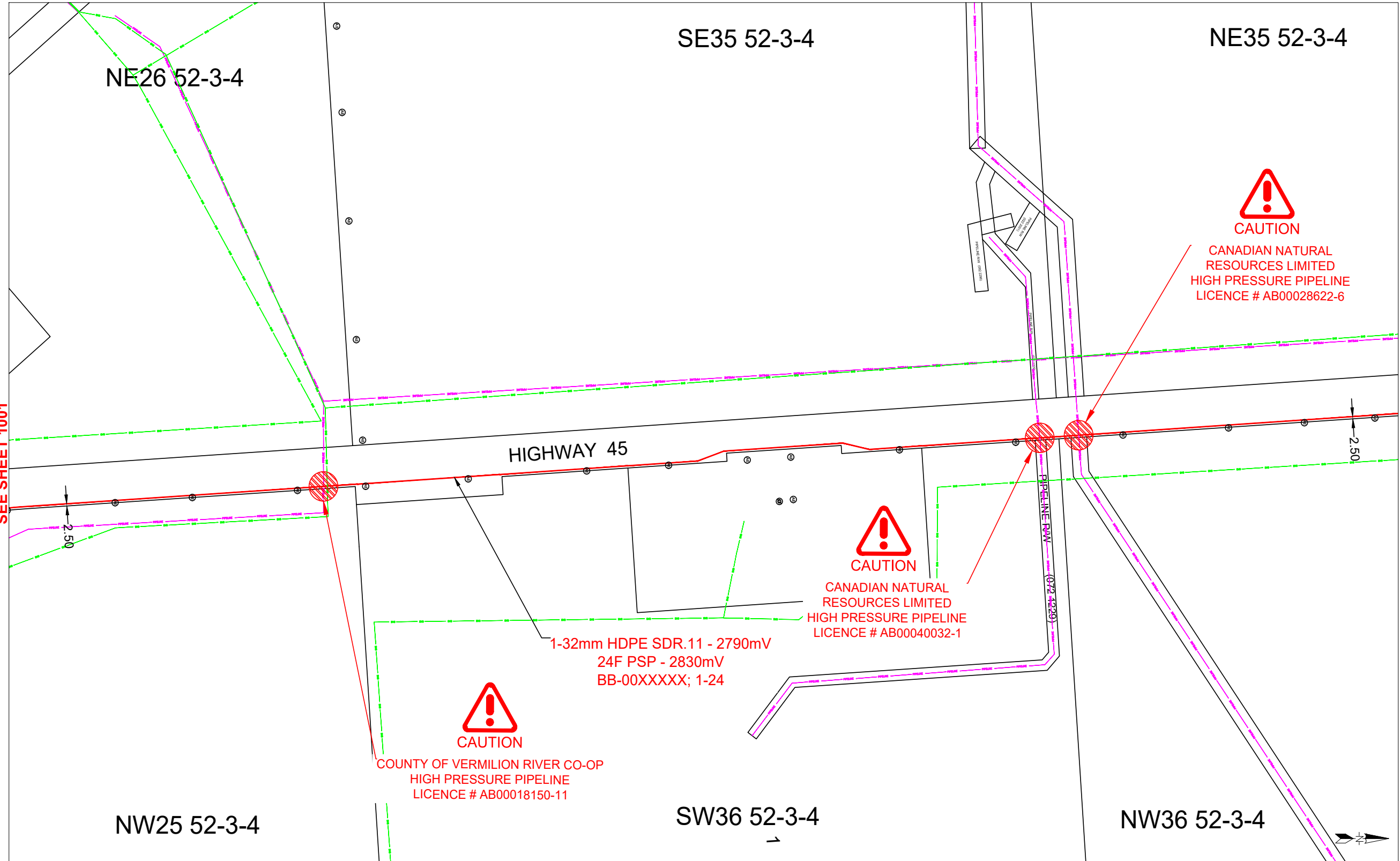
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1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

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choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	0 5 10 15
SCALE: 1:4000	SCALE: 1:500
VERT SCALE: N/A	

TITLE: VR-MW-NR/VR-DS-RP
CIVIL DESIGN
LOCATION: COUNTY OF VERMILION RIVER

SHEET No.
1001

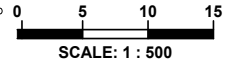


ISSUED FOR APPROVAL
2022/06/25

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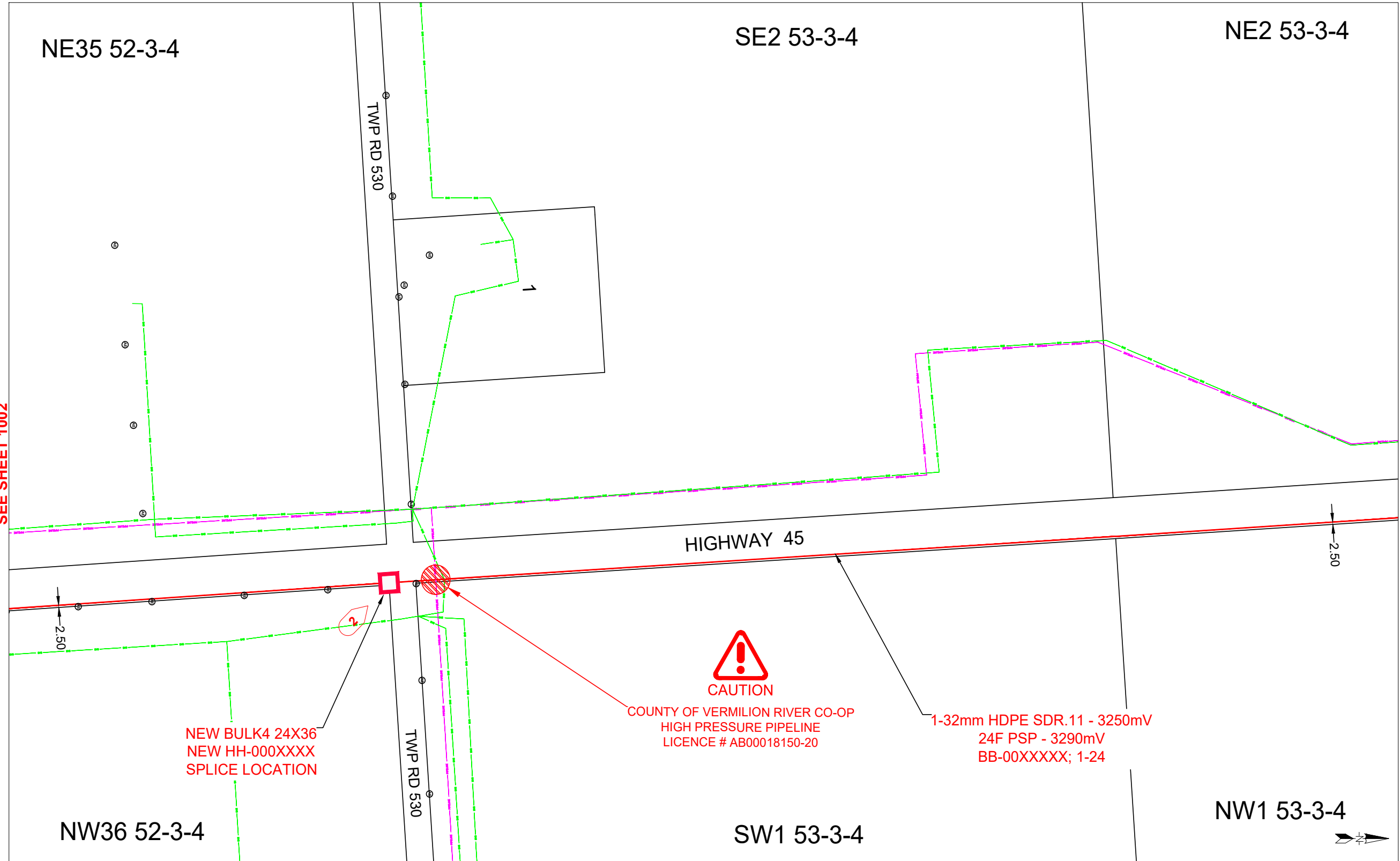
Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	SCALE: 1:4000	VERT SCALE: N/A
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TITLE: VR-MW-NR/VR-DS-RP
CIVIL DESIGN
LOCATION: COUNTY OF VERMILION RIVER

SHEET No.
1002



SEE SHEET 1002

SEE SHEET 1004

NEW BULK4 24X36
NEW HH-000XXXX
SPLICE LOCATION

CAUTION
COUNTY OF VERMILION RIVER CO-OP
HIGH PRESSURE PIPELINE
LICENCE # AB00018150-20

1-32mm HDPE SDR.11 - 3250mV
24F PSP - 3290mV
BB-00XXXXX; 1-24

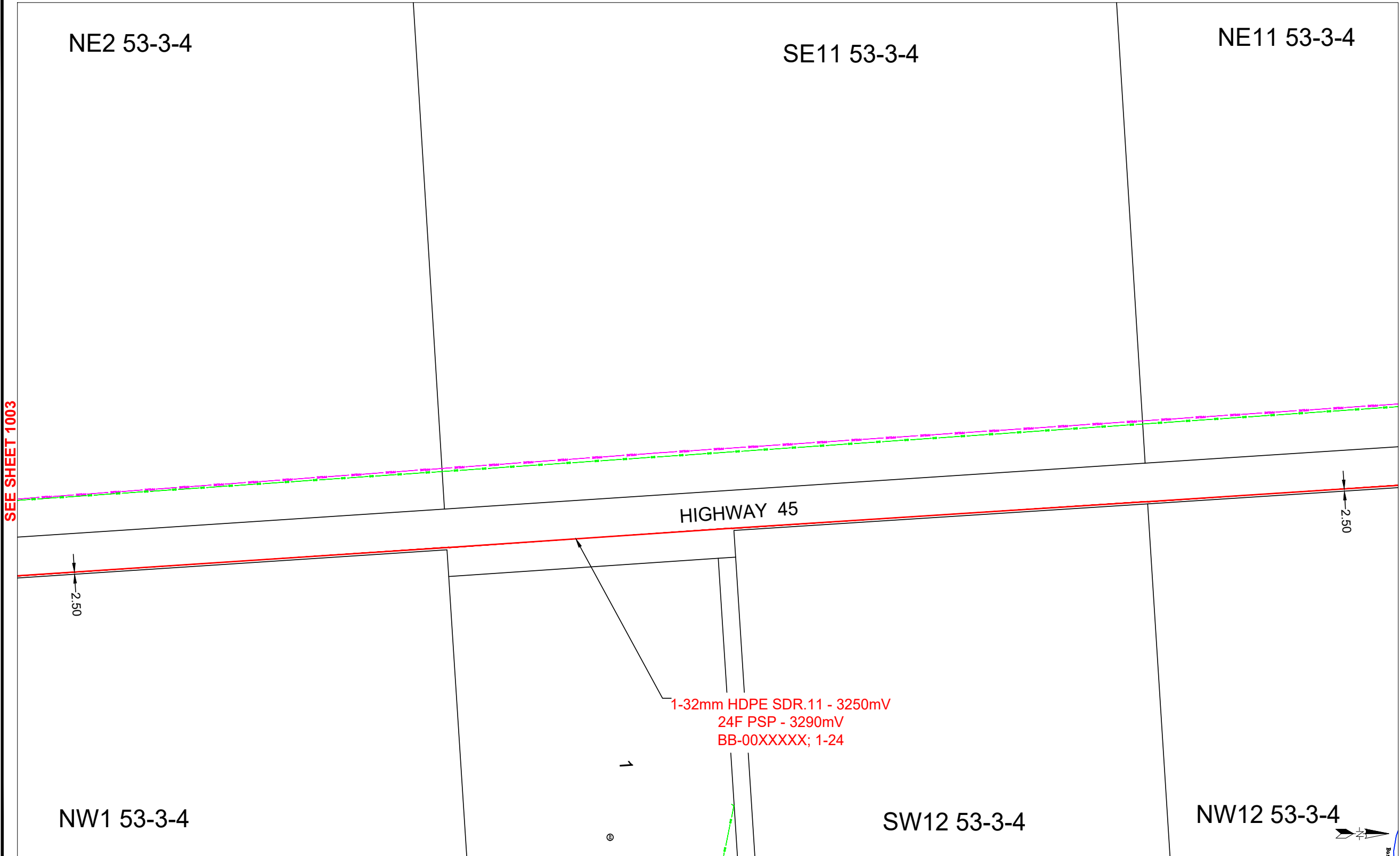
ISSUED FOR APPROVAL
DATE: 2022/06/25

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Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	0 5 10 15
SCALE: 1:4000	VERT SCALE: N/A
SCALE: 1 : 500	

TITLE: VR-MW-NR/VR-DS-RP CIVIL DESIGN	SHEET No. 1003
LOCATION: COUNTY OF VERMILION RIVER	



SEE SHEET 1003

SEE SHEET 1005

ISSUED FOR APPROVAL			
2022/06/25			
1			
REV	YYYY/MM/DD	DESCRIPTION	BY
3	**	AS BUILT	BWG
2	*	ISSUE FOR CONSTRUCTION	BWG
1	2022/06/25	ISSUED FOR APPROVAL	BWG
DESIGNED BY:		BWG	2022/06/25
DRAWN BY:		BWG	2022/06/25
APPROVED BY:		TBD	TBD
DWG.:		VR-MW-NR/VR-DS-RP	

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choicesolutions@telus.net

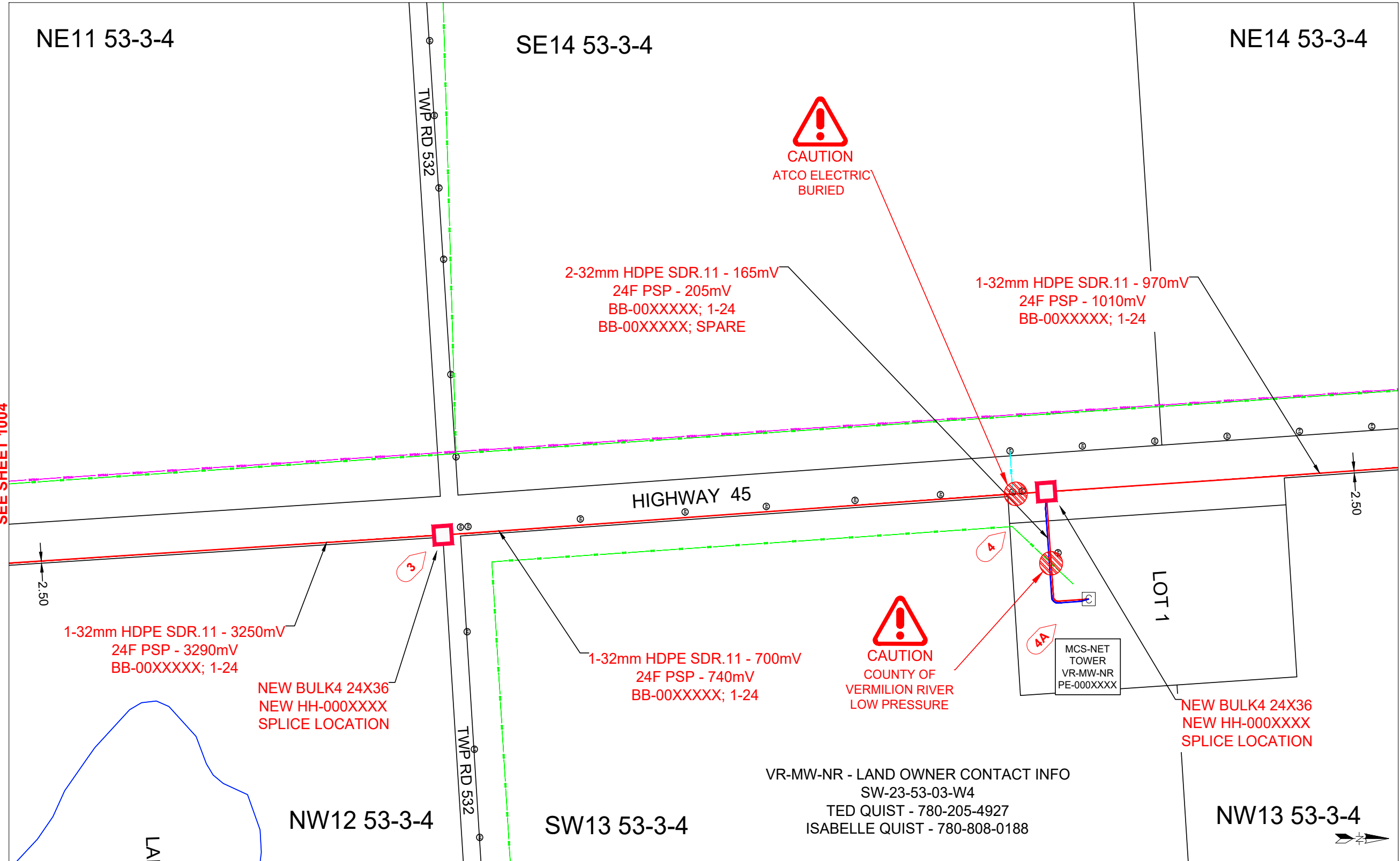
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SCALE: 1:4000
VERT SCALE: N/A



TITLE: VR-MW-NR/VR-DS-RP
CIVIL DESIGN

LOCATION: COUNTY OF VERMILION RIVER

SHEET No.
1004



SEE SHEET 1004

SEE SHEET 1006

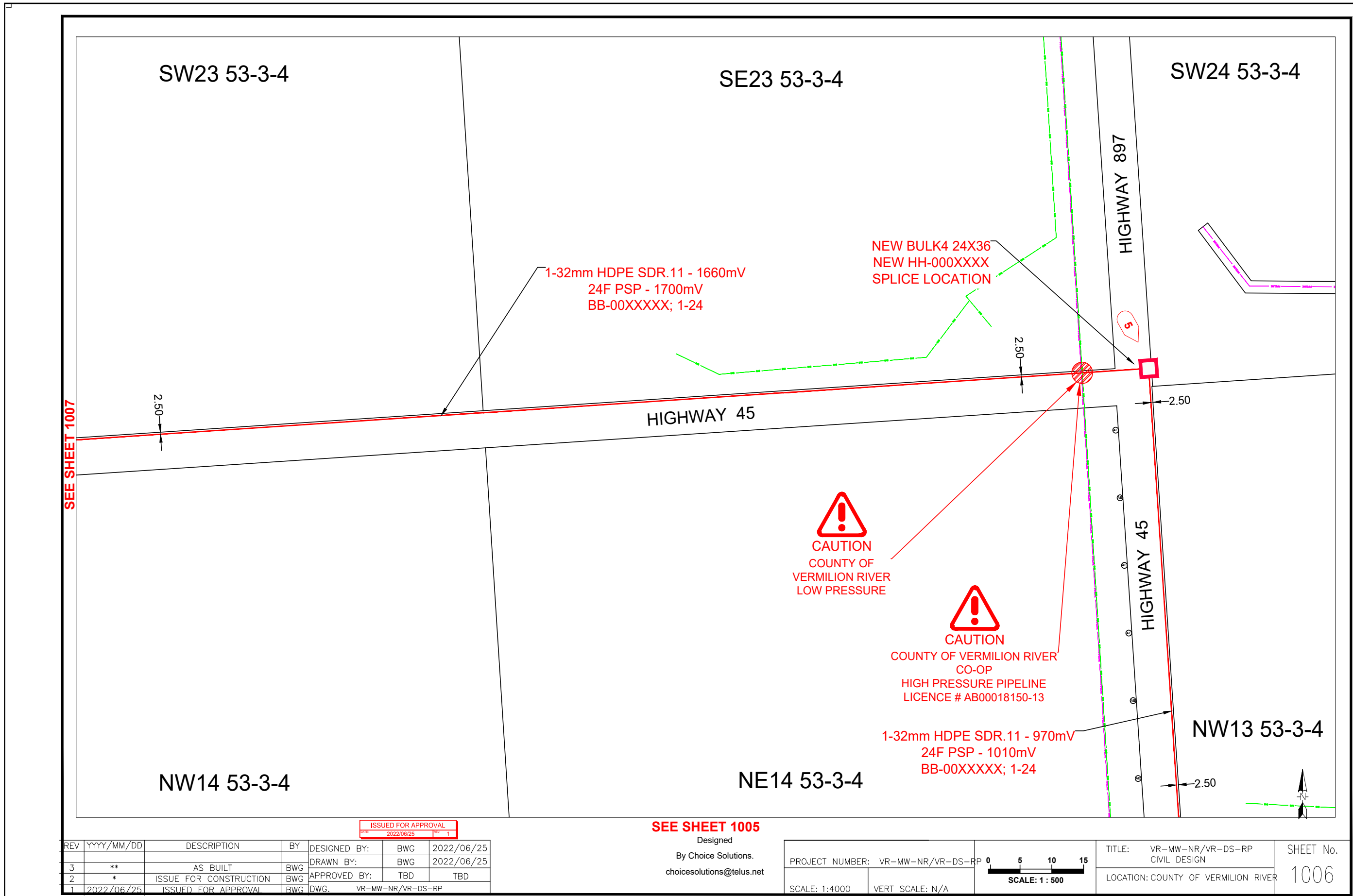
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choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	0 5 10 15
SCALE: 1:4000	VERT SCALE: N/A
SCALE: 1 : 500	

TITLE: VR-MW-NR/VR-DS-RP CIVIL DESIGN	SHEET No. 1005
LOCATION: COUNTY OF VERMILION RIVER	



SEE SHEET 1007

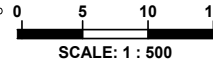
SEE SHEET 1005

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2	*	ISSUE FOR CONSTRUCTION	BWG	APPROVED BY:	TBD	TBD
1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

ISSUED FOR APPROVAL
2022/06/25

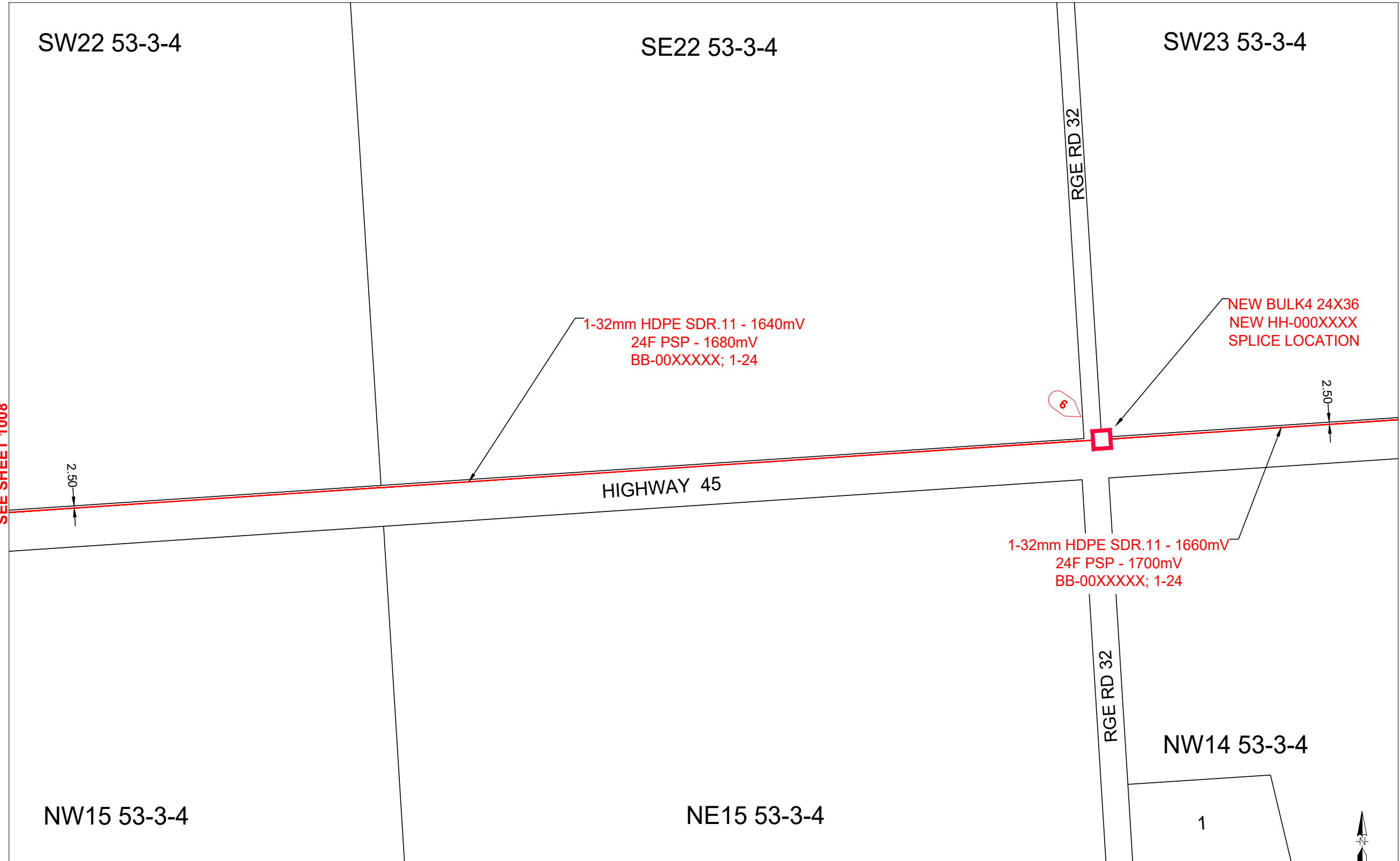
Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER:	VR-MW-NR/VR-DS-RP
SCALE:	1:4000
VERT SCALE:	N/A



TITLE:	VR-MW-NR/VR-DS-RP CIVIL DESIGN
LOCATION:	COUNTY OF VERMILION RIVER

SHEET No.
1006



SEE SHEET 1008

SEE SHEET 1006

ISSUED FOR APPROVAL
DATE: 2022/06/25 BY: 1

REV	YYYY/MM/DD	DESCRIPTION	BY	DESIGNED BY:	BWG	2022/06/25
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2	*	ISSUE FOR CONSTRUCTION	BWG	APPROVED BY:	TBD	TBD
1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

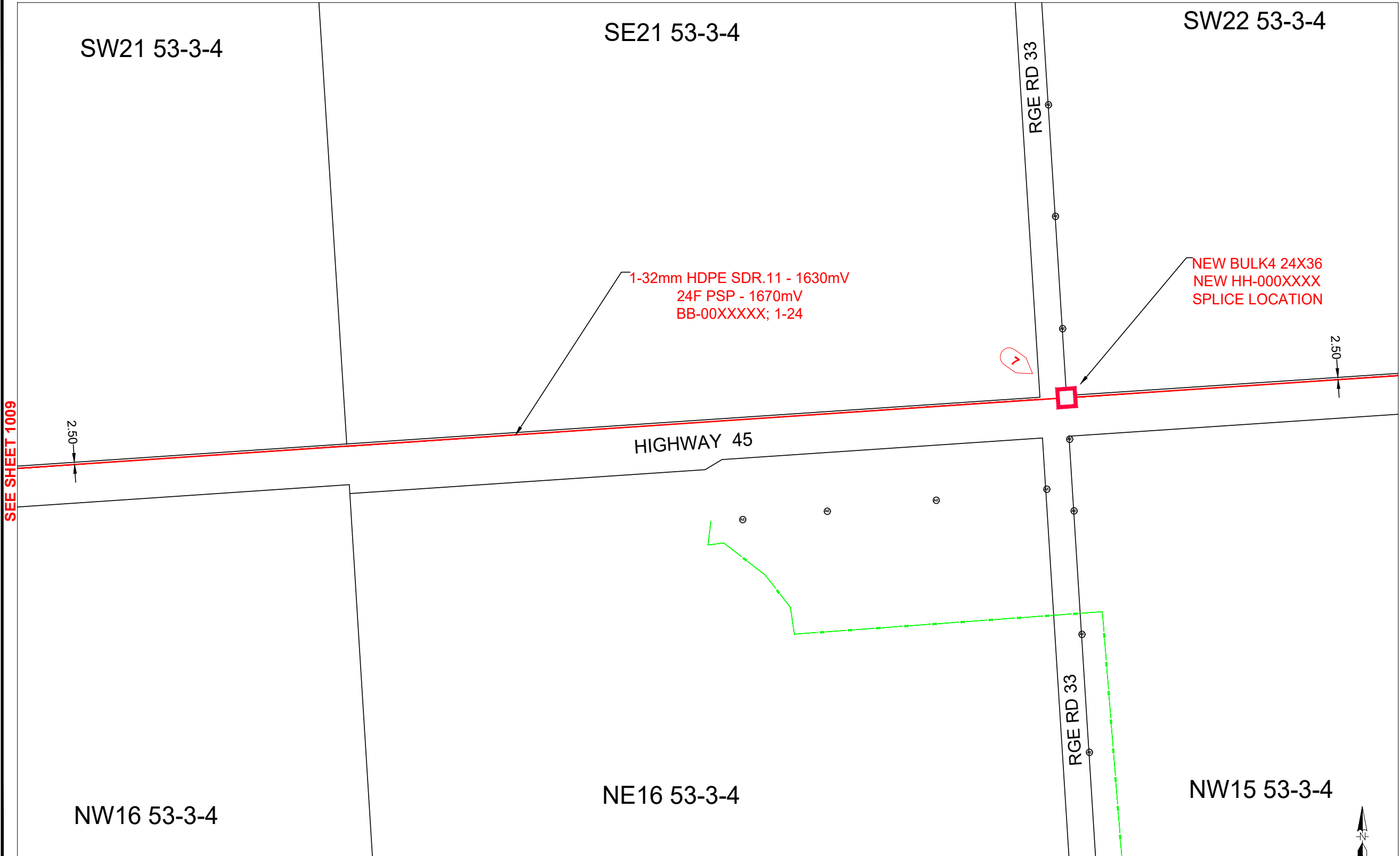
Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP
SCALE: 1:4000
VERT SCALE: N/A



TITLE: VR-MW-NR/VR-DS-RP
CIVIL DESIGN
LOCATION: COUNTY OF VERMILION RIVER

SHEET No.
1007

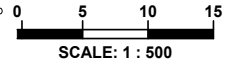


ISSUED FOR APPROVAL
DATE: 2022/06/25 BY: 1

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2	*	ISSUE FOR CONSTRUCTION	BWG	APPROVED BY:	TBD	TBD
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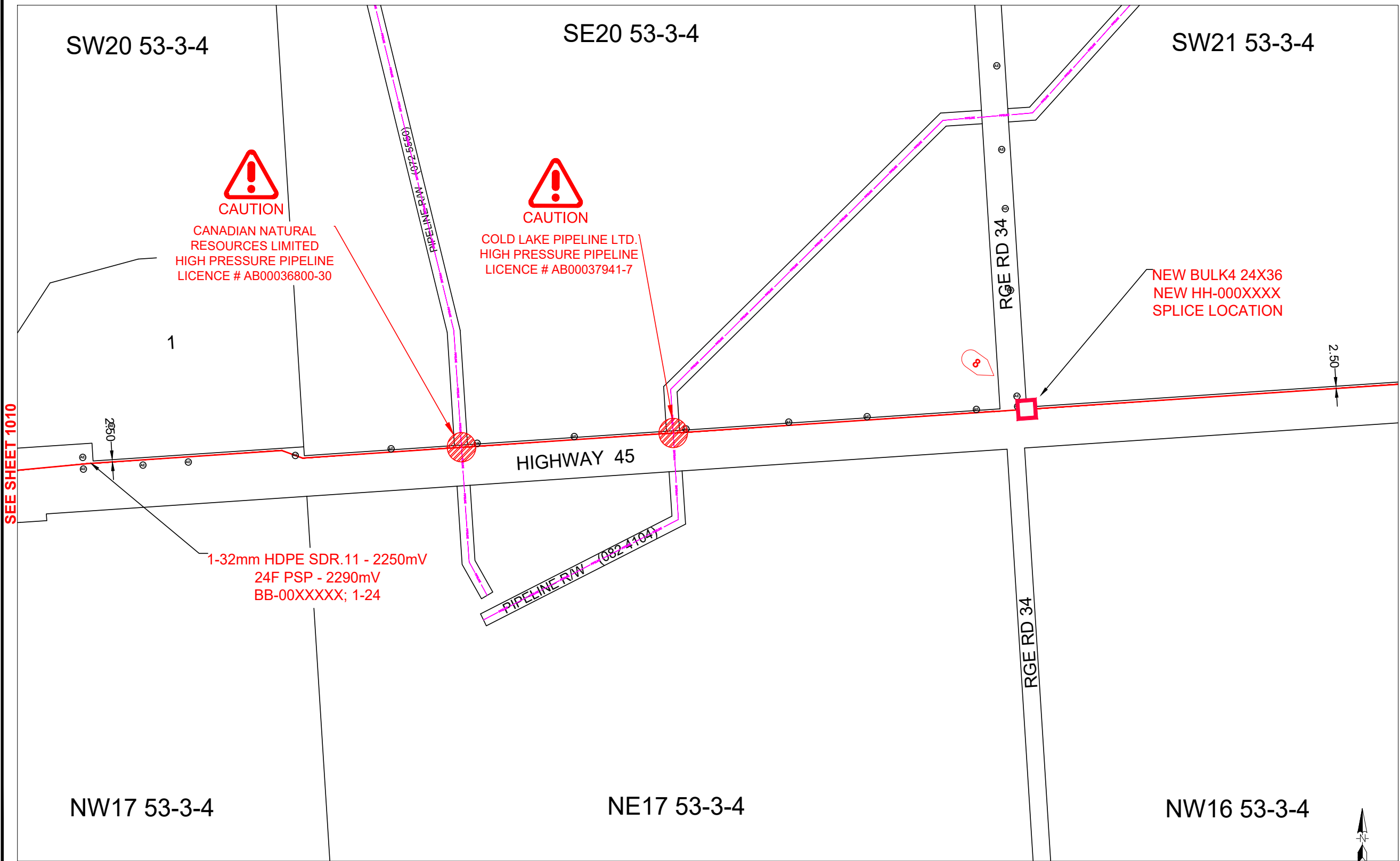
Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP
SCALE: 1:4000
VERT SCALE: N/A



TITLE: VR-MW-NR/VR-DS-RP CIVIL DESIGN
LOCATION: COUNTY OF VERMILION RIVER

SHEET No.
1008



SEE SHEET 1010

SEE SHEET 1008

ISSUED FOR APPROVAL
2022/06/25

REV	YYYY/MM/DD	DESCRIPTION	BY	DESIGNED BY:	BWG	2022/06/25
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2	*	ISSUE FOR CONSTRUCTION	BWG	APPROVED BY:	TBD	TBD
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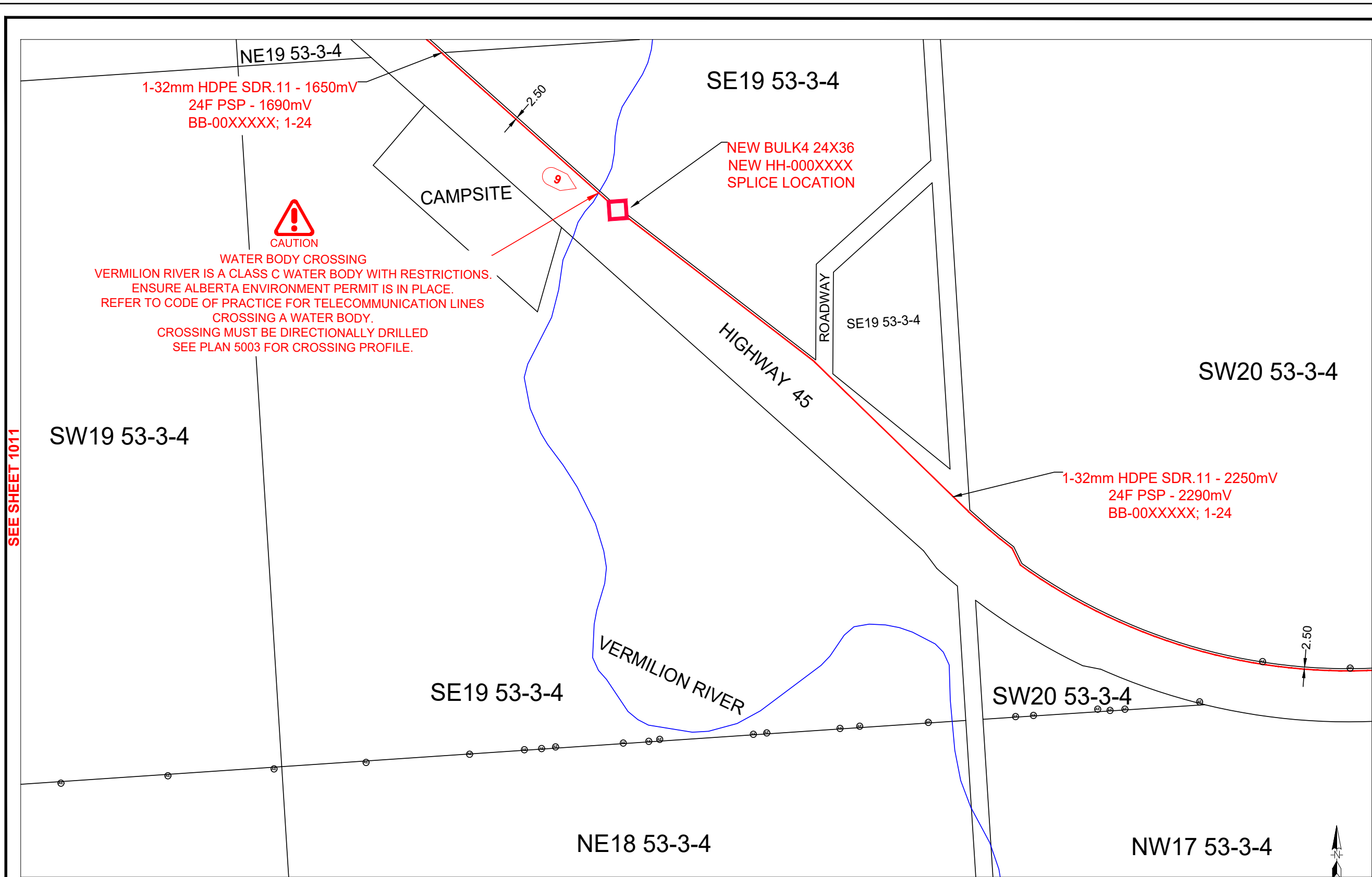
Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP
SCALE: 1:4000
VERT SCALE: N/A



TITLE: VR-MW-NR/VR-DS-RP
CIVIL DESIGN
LOCATION: COUNTY OF VERMILION RIVER

SHEET No.
1009



SEE SHEET 1011

SEE SHEET 1009

ISSUED FOR APPROVAL				
2022/06/25				
1				
REV	YYYY/MM/DD	DESCRIPTION	BY	DATE
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2	*	ISSUE FOR CONSTRUCTION	BWG	TBD
1	2022/06/25	ISSUED FOR APPROVAL	BWG	TBD

DESIGNED BY:	BWG	2022/06/25
DRAWN BY:	BWG	2022/06/25
APPROVED BY:	TBD	TBD
DWG.	VR-MW-NR/VR-DS-RP	

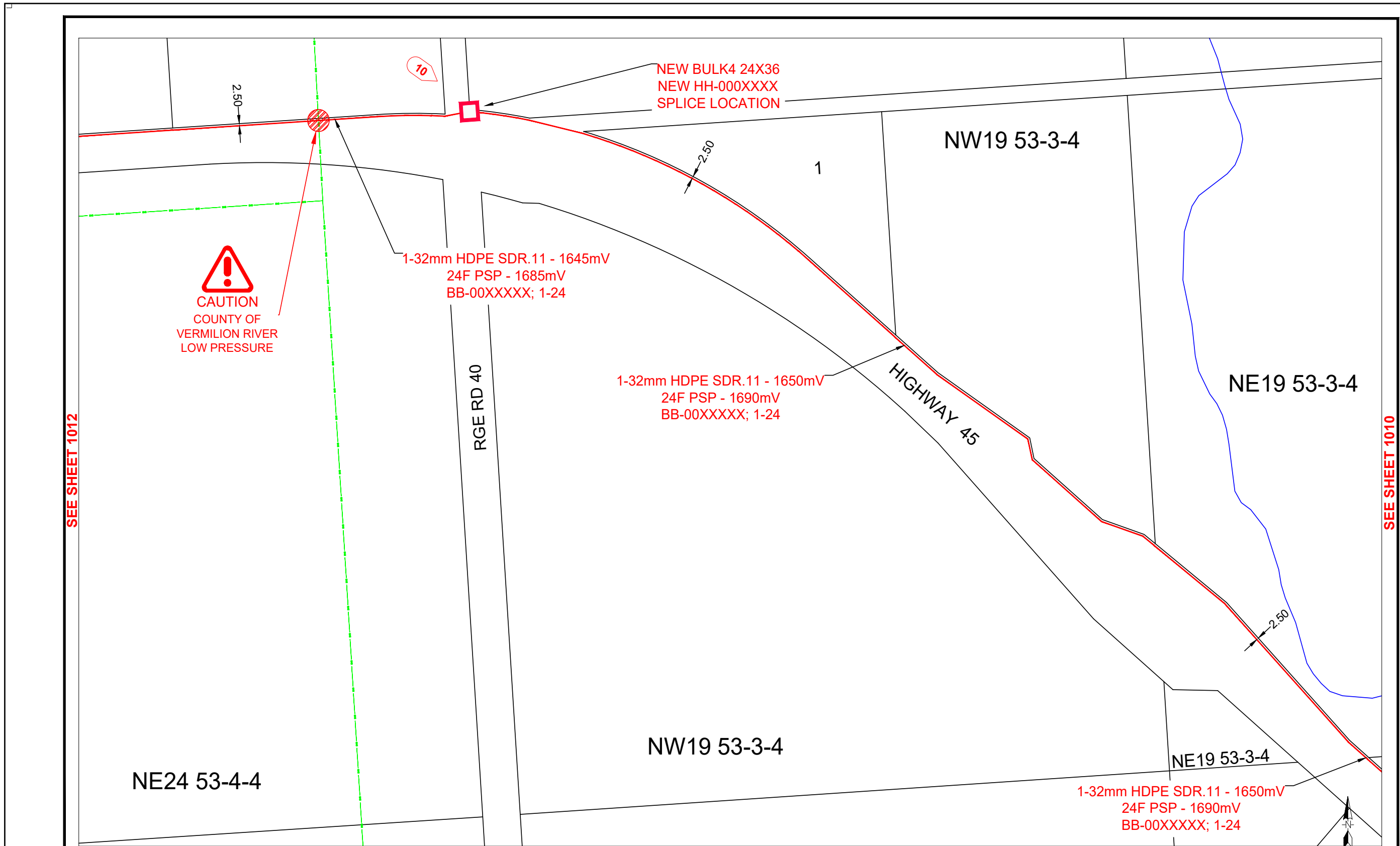
Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER:	VR-MW-NR/VR-DS-RP
SCALE: 1:4000	VERT SCALE: N/A



TITLE: VR-MW-NR/VR-DS-RP
CIVIL DESIGN
LOCATION: COUNTY OF VERMILION RIVER

SHEET No.
1010



SEE SHEET 1012

SEE SHEET 1010

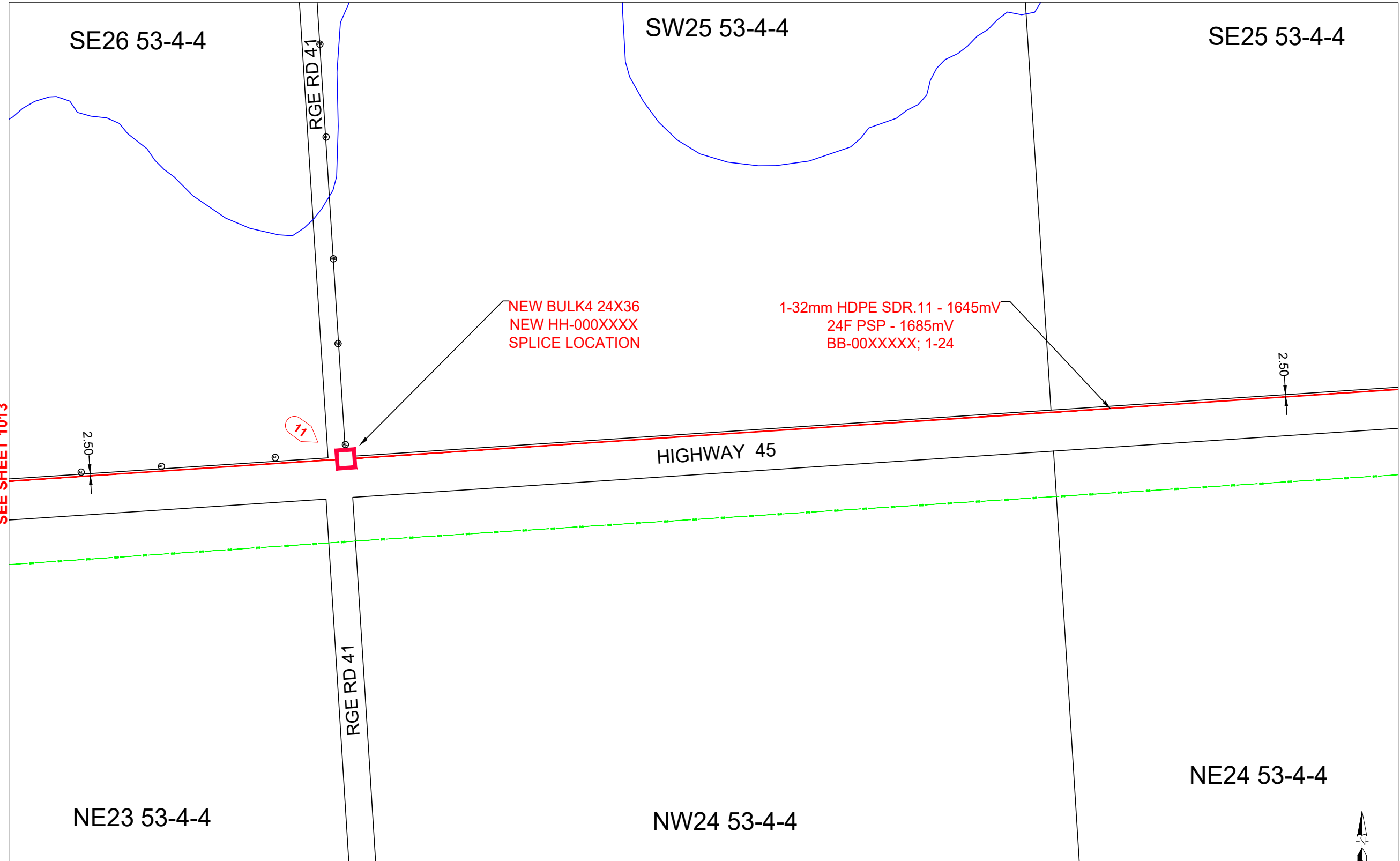
ISSUED FOR APPROVAL
2022/06/25

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2	*	ISSUE FOR CONSTRUCTION	BWG	APPROVED BY:	TBD	TBD
1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	0 5 10 15
SCALE: 1:4000	VERT SCALE: N/A
SCALE: 1 : 500	

TITLE: VR-MW-NR/VR-DS-RP CIVIL DESIGN	SHEET No. 1011
LOCATION: COUNTY OF VERMILION RIVER	



SEE SHEET 1013

SEE SHEET 1011

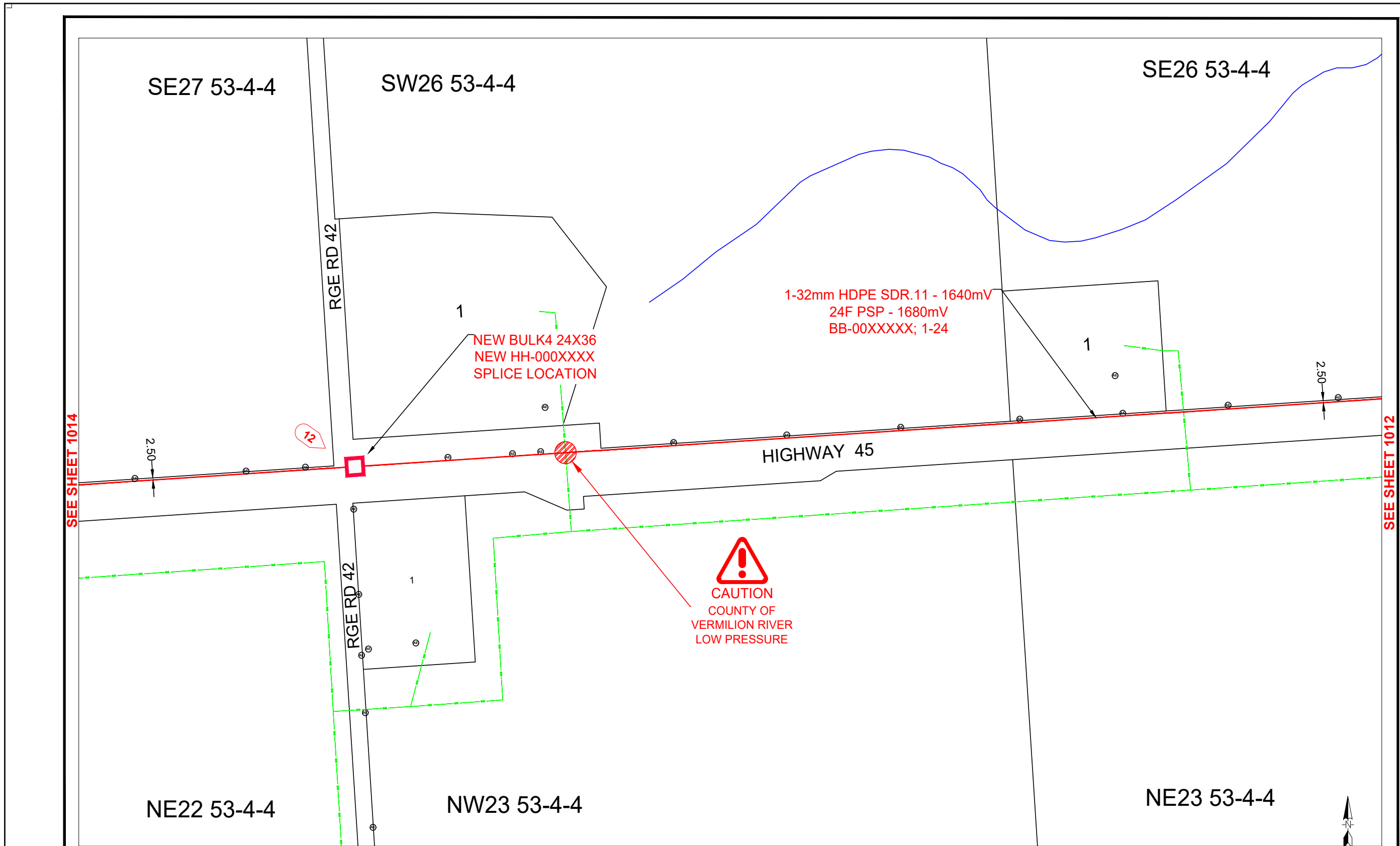
ISSUED FOR APPROVAL
2022/06/25

REV	YYYY/MM/DD	DESCRIPTION	BY	DESIGNED BY:	BWG	2022/06/25
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2	*	ISSUE FOR CONSTRUCTION	BWG	APPROVED BY:	TBD	TBD
1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	0 5 10 15
SCALE: 1:4000	VERT SCALE: N/A
SCALE: 1 : 500	

TITLE: VR-MW-NR/VR-DS-RP CIVIL DESIGN	SHEET No. 1012
LOCATION: COUNTY OF VERMILION RIVER	



SEE SHEET 1014

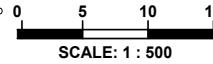
SEE SHEET 1012

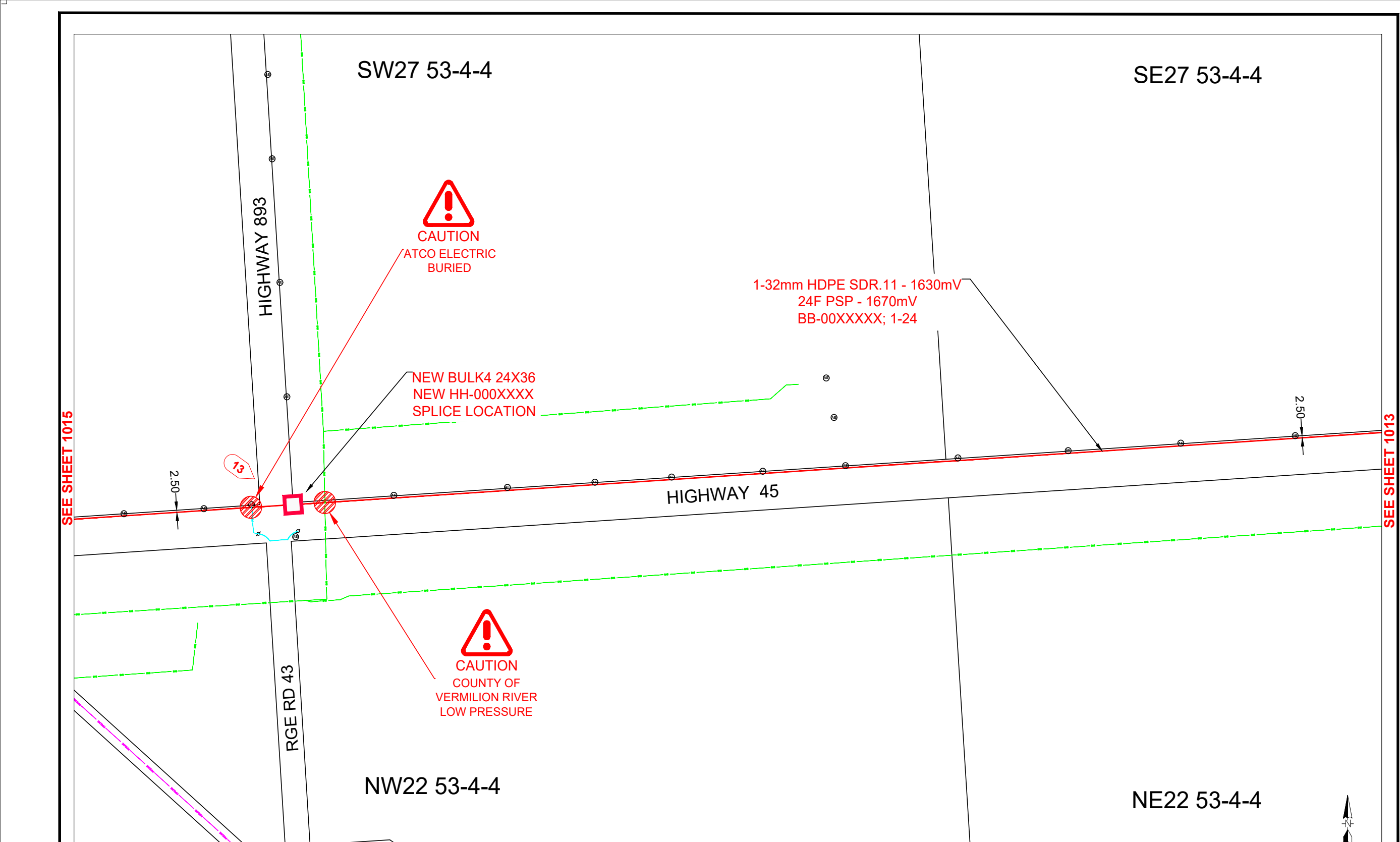
ISSUED FOR APPROVAL
2022/06/25

REV	YYYY/MM/DD	DESCRIPTION	BY	DESIGNED BY:	BWG	2022/06/25
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1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	0 5 10 15	TITLE: VR-MW-NR/VR-DS-RP CIVIL DESIGN	SHEET No. 1013
SCALE: 1:4000	VERT SCALE: N/A	LOCATION: COUNTY OF VERMILION RIVER	





SEE SHEET 1015

SEE SHEET 1013

SW27 53-4-4

SE27 53-4-4

NW22 53-4-4

NE22 53-4-4

HIGHWAY 893

HIGHWAY 45

RGE RD 43


CAUTION
 ATCO ELECTRIC
 BURIED


CAUTION
 COUNTY OF
 VERMILION RIVER
 LOW PRESSURE

1-32mm HDPE SDR.11 - 1630mV
 24F PSP - 1670mV
 BB-00XXXXX; 1-24

NEW BULK4 24X36
 NEW HH-000XXXX
 SPLICE LOCATION

2.50

2.50

13

ISSUED FOR APPROVAL
 2022/06/25 1

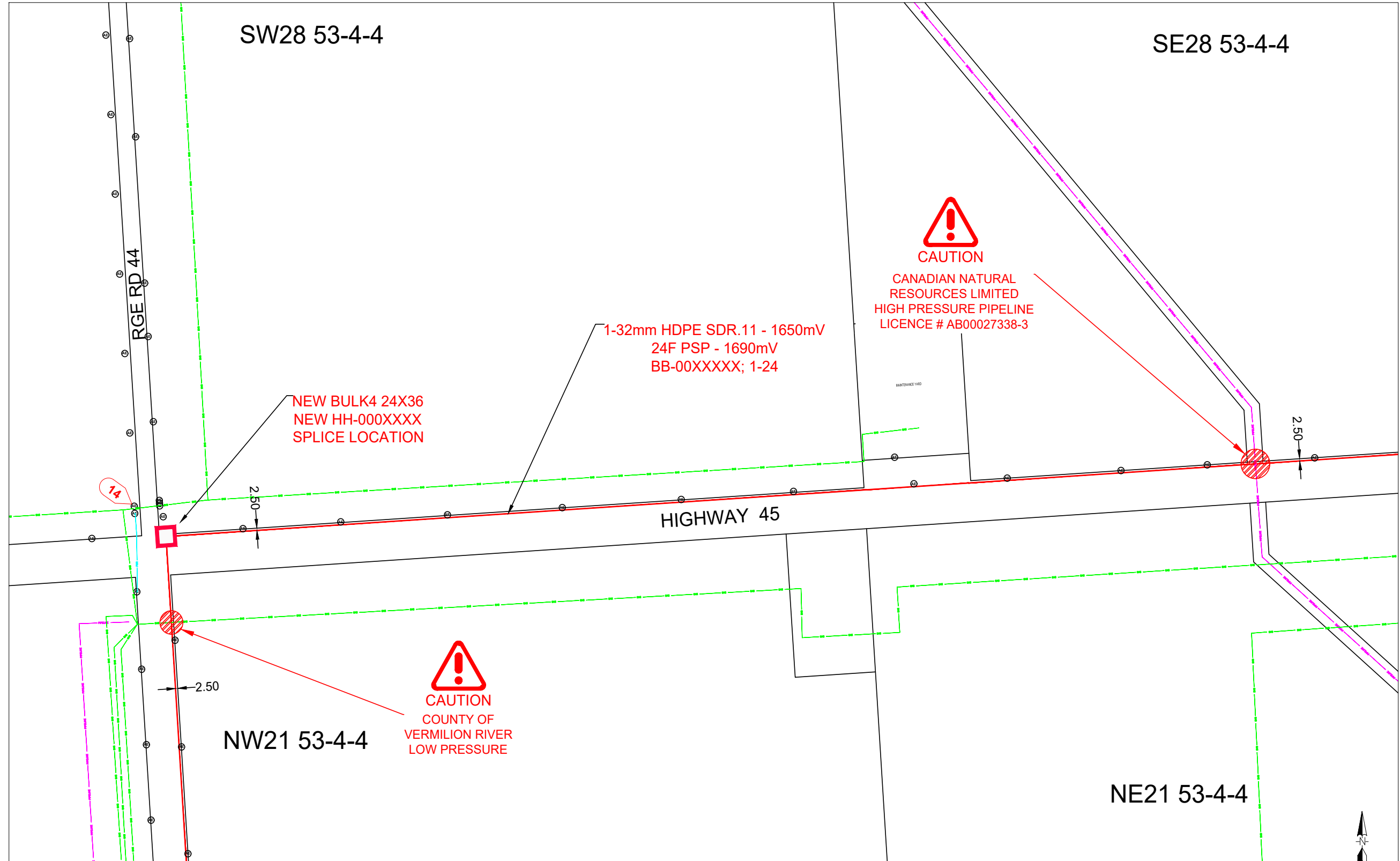
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1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

Designed
 By Choice Solutions.
 choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	0 5 10 15
SCALE: 1:4000	VERT SCALE: N/A
SCALE: 1 : 500	

TITLE: VR-MW-NR/VR-DS-RP
 CIVIL DESIGN
 LOCATION: COUNTY OF VERMILION RIVER

SHEET No.
 1014



SEE SHEET 1014

ISSUED FOR APPROVAL
DATE: 2022/06/25

SEE SHEET 1016

REV	YYYY/MM/DD	DESCRIPTION	BY	DESIGNED BY:	BWG	2022/06/25
3	**	AS BUILT	BWG	DRAWN BY:	BWG	2022/06/25
2	*	ISSUE FOR CONSTRUCTION	BWG	APPROVED BY:	TBD	TBD
1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

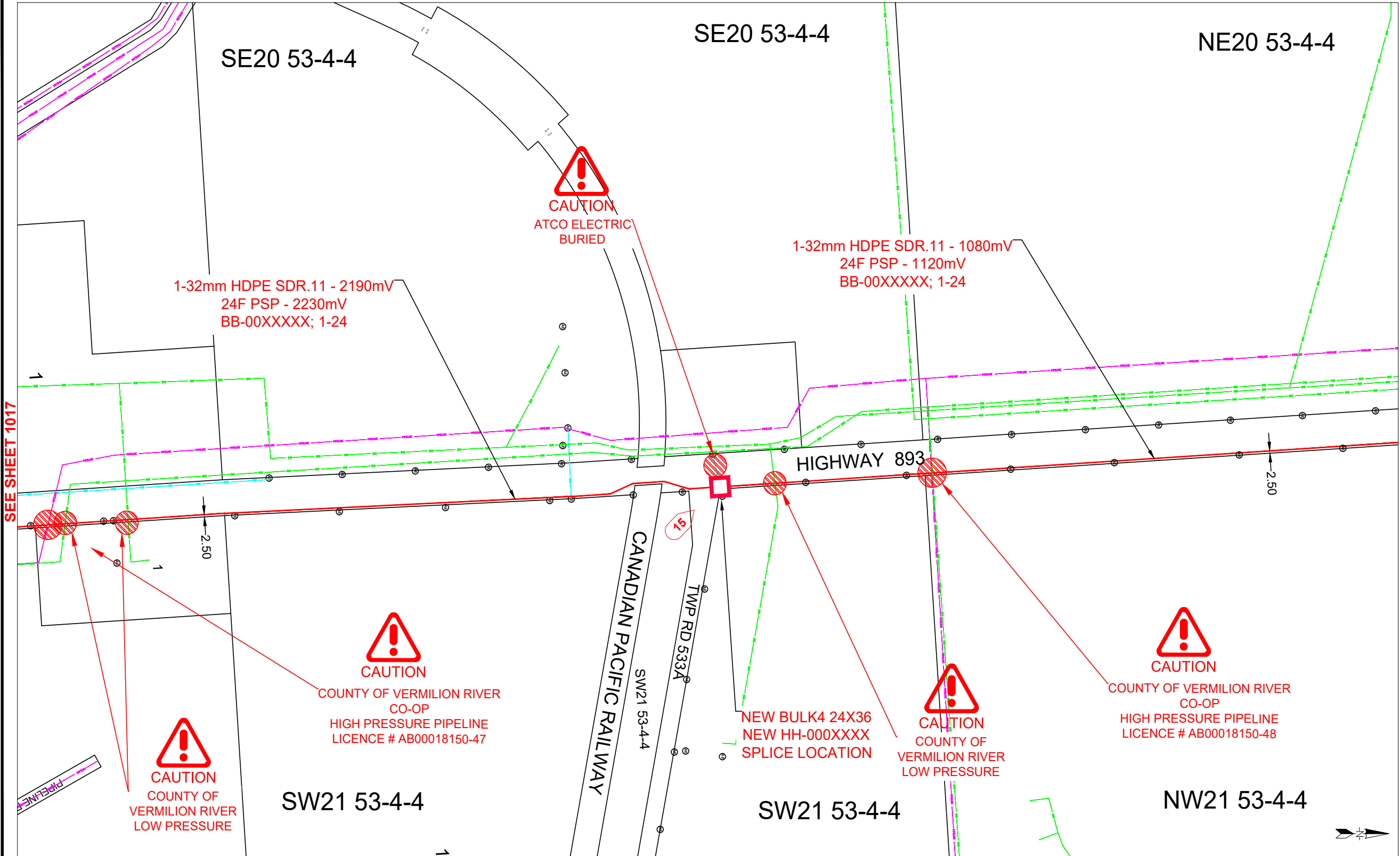
Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	SCALE: 1:4000	VERT SCALE: N/A
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TITLE: VR-MW-NR/VR-DS-RP CIVIL DESIGN	LOCATION: COUNTY OF VERMILION RIVER
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SHEET No.
1015



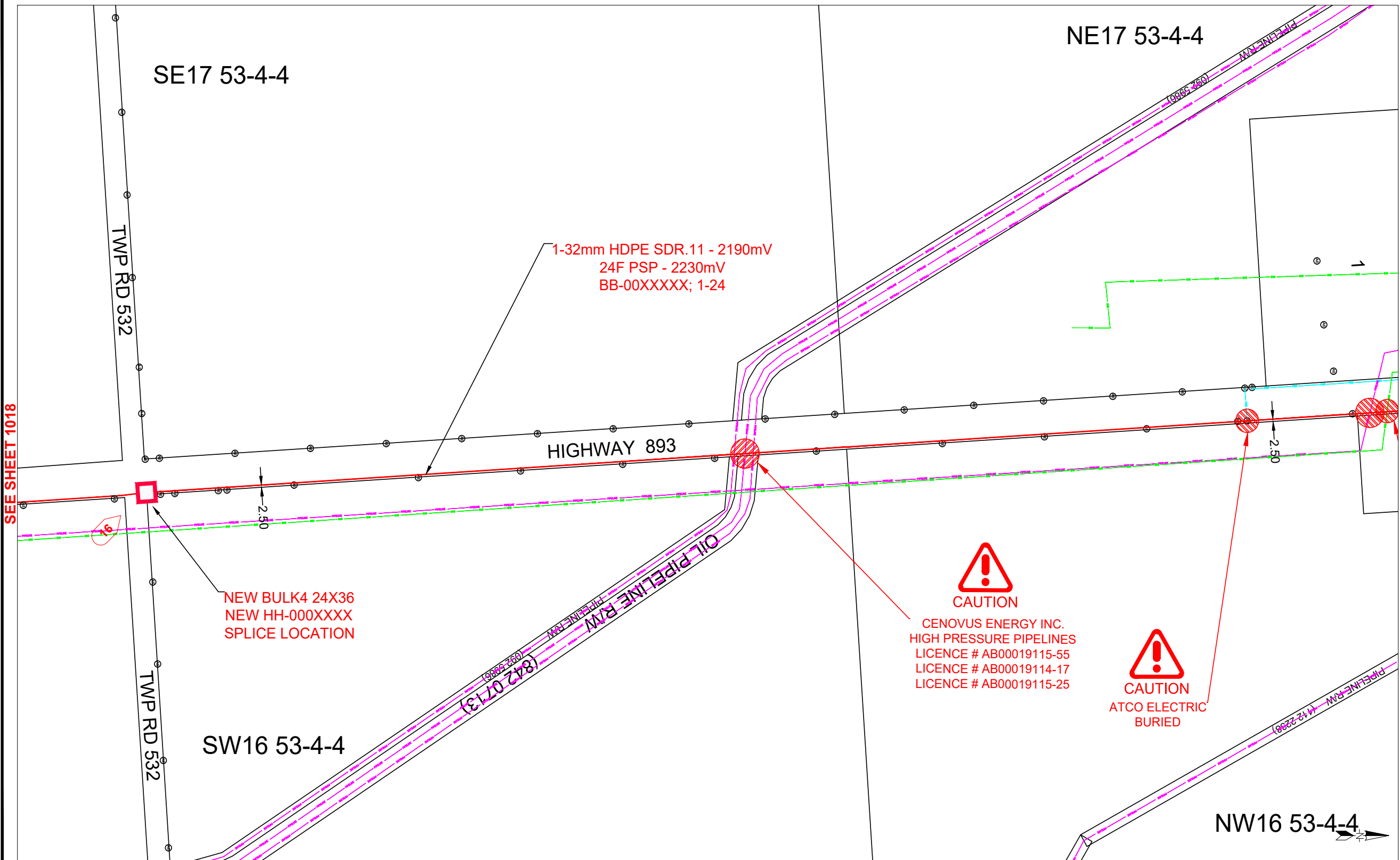
ISSUED FOR APPROVAL
2022/06/25

REV	YYYY/MM/DD	DESCRIPTION	BY	DESIGNED BY:	BWG	2022/06/25
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2	*	ISSUE FOR CONSTRUCTION	BWG	APPROVED BY:	TBD	TBD
1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	0 5 10 15	SCALE: 1:500
SCALE: 1:4000	VERT SCALE: N/A	

TITLE: VR-MW-NR/VR-DS-RP CIVIL DESIGN	SHEET No. 1016
LOCATION: COUNTY OF VERMILION RIVER	



ISSUED FOR APPROVAL
DATE: 2022/06/25

REV	YYYY/MM/DD	DESCRIPTION	BY	DESIGNED BY:	BWG	2022/06/25
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2	*	ISSUE FOR CONSTRUCTION	BWG	APPROVED BY:	TBD	TBD
1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

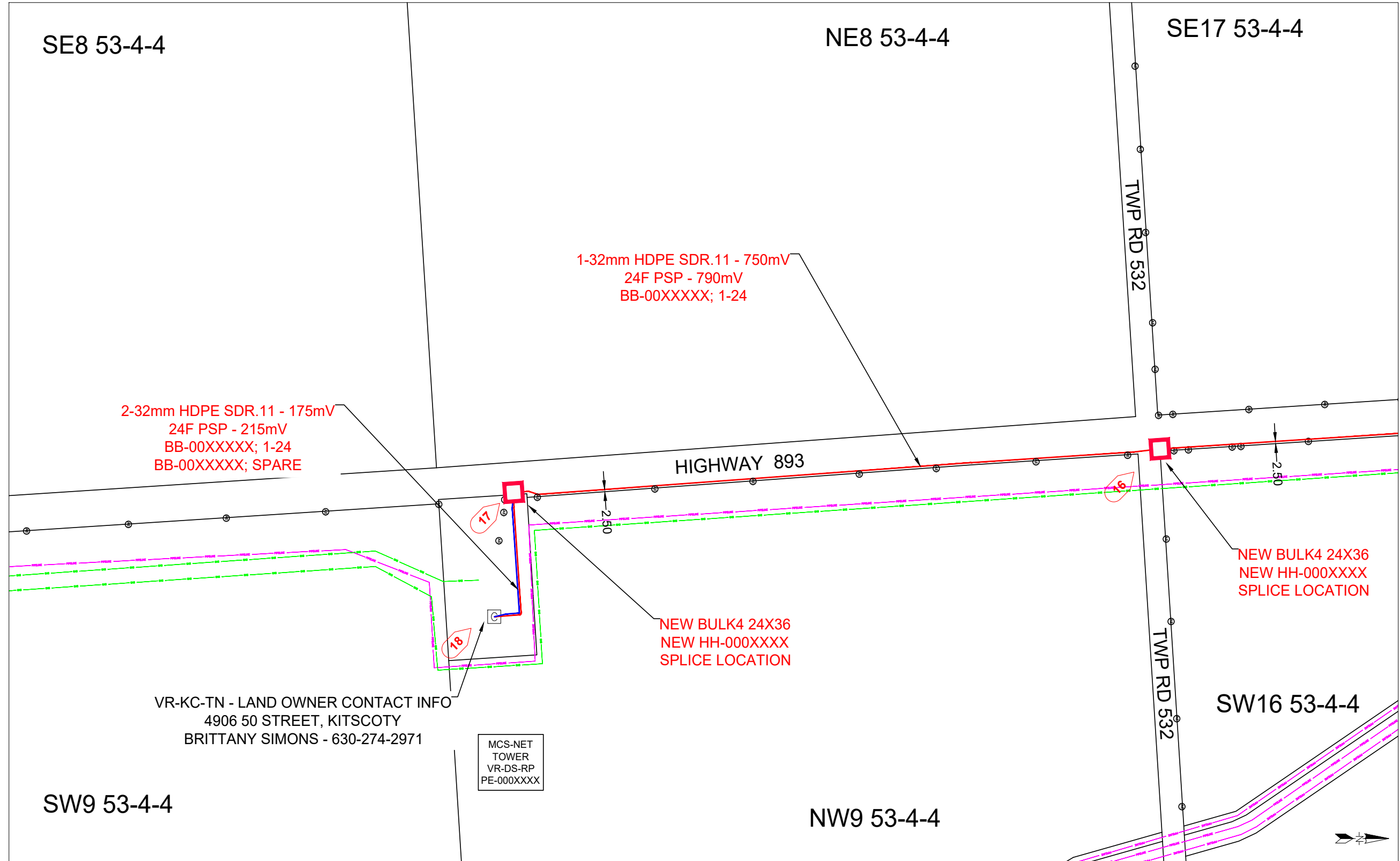
Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	SCALE: 1:4000	VERT SCALE: N/A
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TITLE: VR-MW-NR/VR-DS-RP CIVIL DESIGN	LOCATION: COUNTY OF VERMILION RIVER
--	-------------------------------------

SHEET No.
1017



SE8 53-4-4

NE8 53-4-4

SE17 53-4-4

SW9 53-4-4

NW9 53-4-4

SW16 53-4-4

1-32mm HDPE SDR.11 - 750mV
24F PSP - 790mV
BB-00XXXXX; 1-24

2-32mm HDPE SDR.11 - 175mV
24F PSP - 215mV
BB-00XXXXX; 1-24
BB-00XXXXX; SPARE

HIGHWAY 893

TWP RD 532

TWP RD 532

VR-KC-TN - LAND OWNER CONTACT INFO
4906 50 STREET, KITSCOTY
BRITTANY SIMONS - 630-274-2971

MCS-NET
TOWER
VR-DS-RP
PE-000XXXX

NEW BULK4 24X36
NEW HH-000XXXX
SPLICE LOCATION

NEW BULK4 24X36
NEW HH-000XXXX
SPLICE LOCATION

SEE SHEET 1017

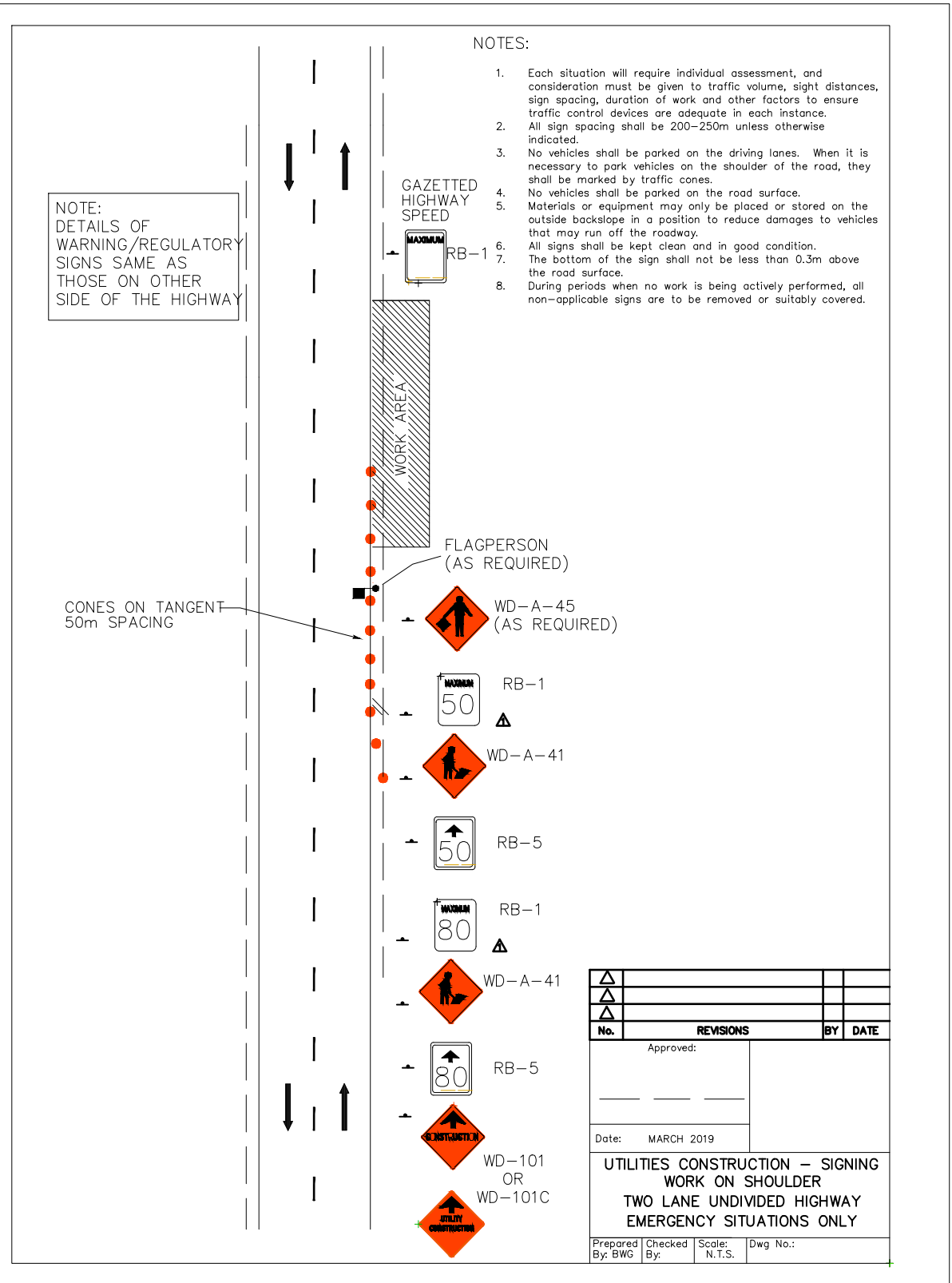
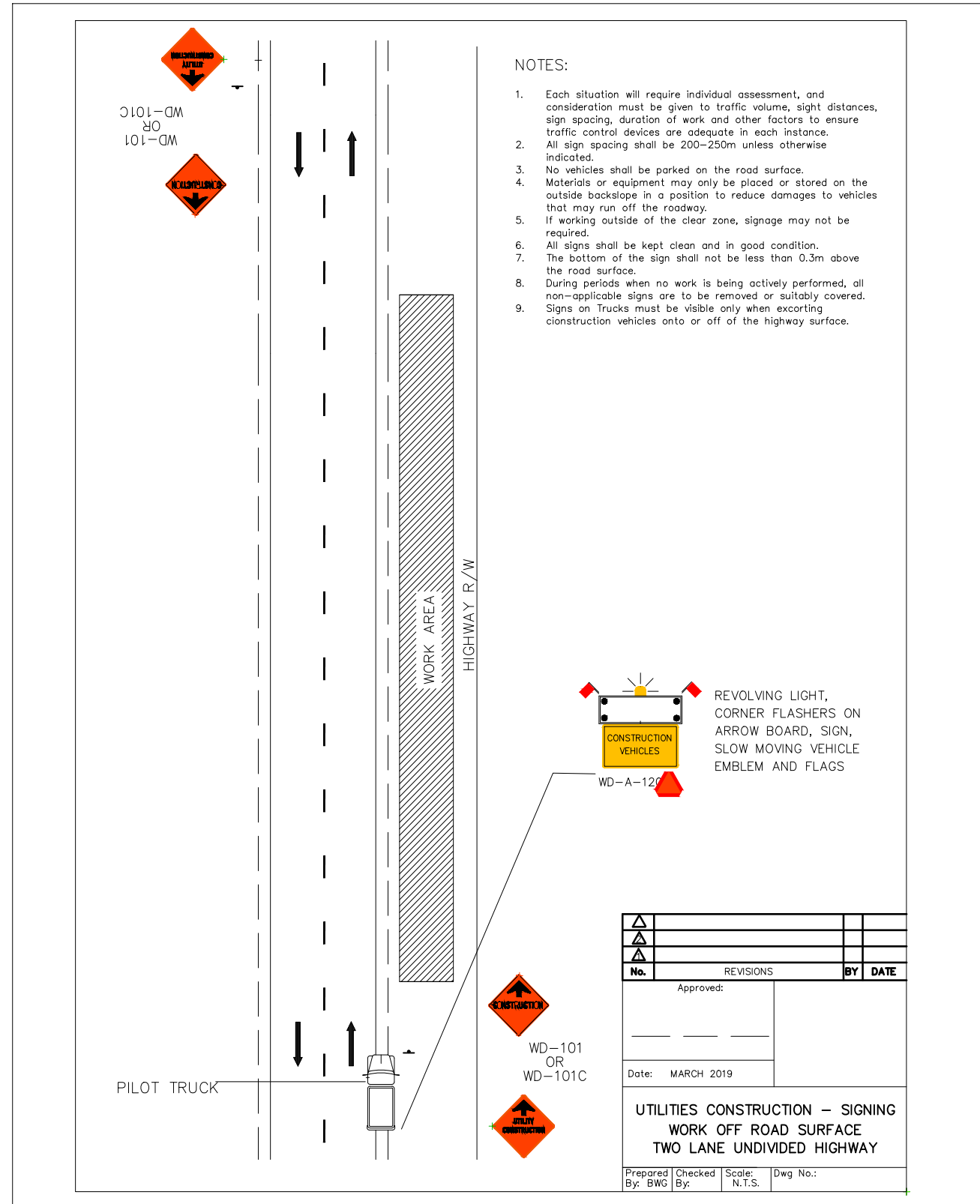
ISSUED FOR APPROVAL
2022/06/25

REV	YYYY/MM/DD	DESCRIPTION	BY	DESIGNED BY:	BWG	2022/06/25
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2	*	ISSUE FOR CONSTRUCTION	BWG	APPROVED BY:	TBD	TBD
1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	0 5 10 15
SCALE: 1:4000	VERT SCALE: N/A
SCALE: 1 : 500	

TITLE: VR-MW-NR/VR-DS-RP CIVIL DESIGN	SHEET No. 1018
LOCATION: COUNTY OF VERMILION RIVER	



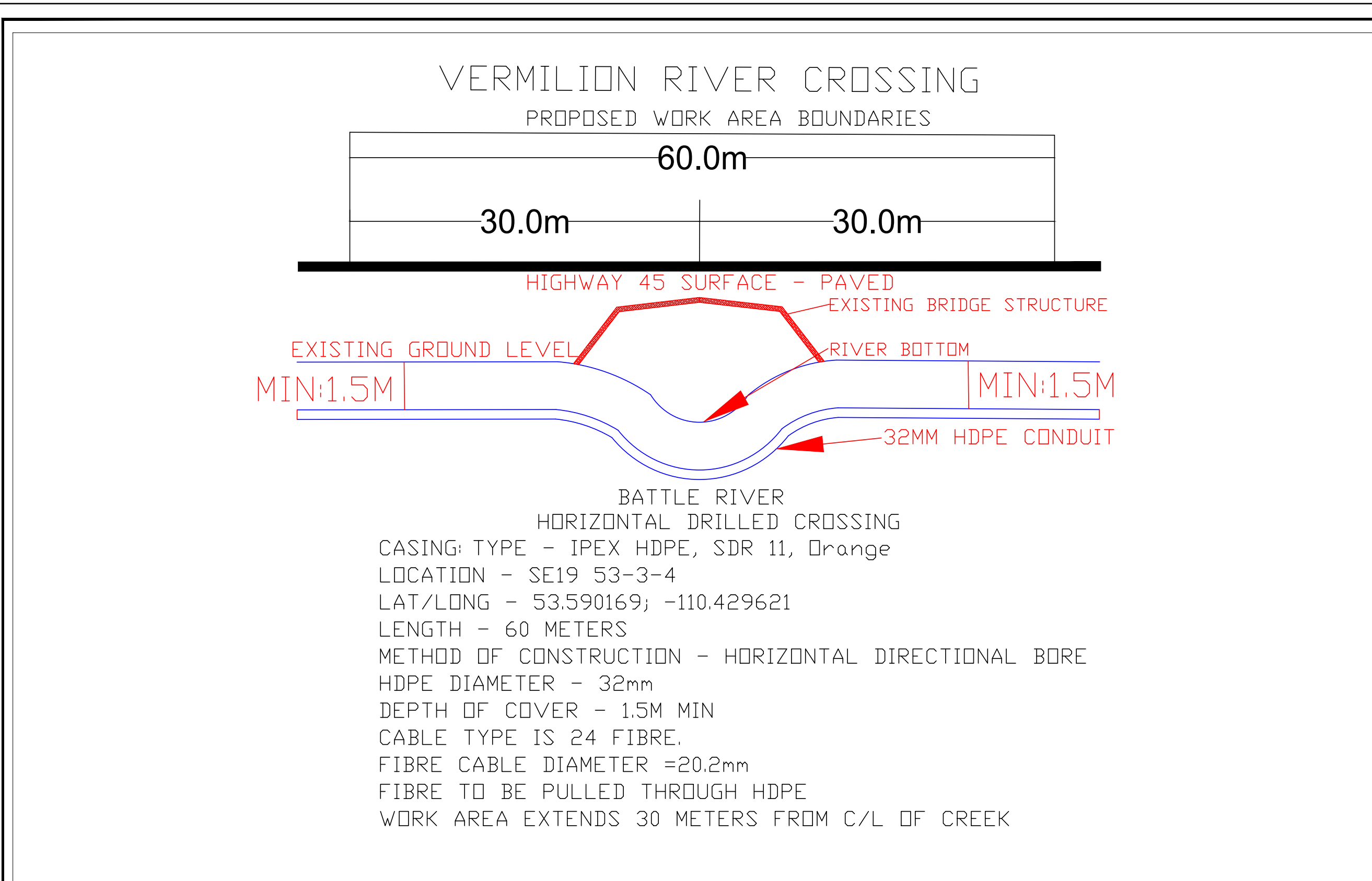
ISSUED FOR APPROVAL
2022/06/25

REV	YYYY/MM/DD	DESCRIPTION	BY	DESIGNED BY:	BWG	2022/06/25
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1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

Designed
By Choice Solutions.
choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	0 5 10 15
SCALE: N/A	VERT SCALE: N/A
SCALE: 1 : 500	

TITLE: VR-MW-NR/VR-DS-RP CIVIL DESIGN	SHEET No. 5001
LOCATION: COUNTY OF VERMILION RIVER	



BATTLE RIVER
 HORIZONTAL DRILLED CROSSING
 CASING: TYPE - IPEX HDPE, SDR 11, Orange
 LOCATION - SE19 53-3-4
 LAT/LONG - 53.590169; -110.429621
 LENGTH - 60 METERS
 METHOD OF CONSTRUCTION - HORIZONTAL DIRECTIONAL BORE
 HDPE DIAMETER - 32mm
 DEPTH OF COVER - 1.5M MIN
 CABLE TYPE IS 24 FIBRE.
 FIBRE CABLE DIAMETER =20.2mm
 FIBRE TO BE PULLED THROUGH HDPE
 WORK AREA EXTENDS 30 METERS FROM C/L OF CREEK

ISSUED FOR APPROVAL
 2022/06/25 1

REV	YYYY/MM/DD	DESCRIPTION	BY	DESIGNED BY:	BWG	2022/06/25
3	**	AS BUILT	BWG	DRAWN BY:	BWG	2022/06/25
2	*	ISSUE FOR CONSTRUCTION	BWG	APPROVED BY:	TBD	TBD
1	2022/06/25	ISSUED FOR APPROVAL	BWG	DWG.	VR-MW-NR/VR-DS-RP	

Designed
 By Choice Solutions.
 choicesolutions@telus.net

PROJECT NUMBER: VR-MW-NR/VR-DS-RP	0 5 10 15
SCALE: NTS	VERT SCALE: N/A
SCALE: 1 : 500	

TITLE: VR-MW-NR/VR-DS-RP CIVIL DESIGN	SHEET No. 5002
LOCATION: COUNTY OF VERMILION RIVER	

From: [MA Deputy Minister Office](#)
Subject: Release of Municipal Affairs 2021-22 Annual Report
Date: July 4, 2022 2:24:45 PM

I am very pleased to share the Ministry of Municipal Affairs' 2021-22 Annual Report with you. For me, this annual report is a great reminder of the diverse, far-reaching, and important work of our ministry.

This latest annual report provides a comprehensive review of the programs and initiatives the ministry has undertaken over the past fiscal year to build stronger communities and make life better for Albertans. It outlines the ministry's efforts as part of the Government of Alberta's response to the COVID-19 pandemic and also offers a robust analysis of the ministry's performance in relation to the 2021-24 Business Plan.

The ability, at the provincial and municipal levels, to deal with the impacts of a pandemic and continue to meet the everyday needs of Albertans, is a testament to the dedication and professionalism of this ministry and the hard work of municipal officials and our partners.

This annual report highlights many of the ministry's accomplishments, opportunities, and challenges in 2021-22, including:

- Continuing to support a number of non-healthcare initiatives as we responded to the COVID-19 pandemic. Some of these initiatives included providing masks for schools; leading the Personal Protective Equipment Task Force; and leading the Vaccine Task Force to review and enhance the province's vaccine plan.
- Supporting Alberta municipalities as general municipal elections were held in 2021. For a number of reasons, this election was more complex than others. There were changes to financial tracking for candidates; the provincial Senate nominee election and referenda votes; a greater number of municipalities using alternative voting equipment; and the challenges of conducting elections during a pandemic.
- To support Alberta's economic recovery and protect jobs in communities throughout the province, the ministry continued to implement the following measures:
 - instituting a three-year property tax holiday for all new well and pipeline assets;
 - maintaining the Well Drilling Equipment Tax rate at zero;
 - providing additional depreciation adjustments for lower-producing wells; and
 - maintaining a shallow gas assessment reduction of 35 per cent for the next three years.
- At the end of the 2021-22 fiscal year, municipal assessment preparation for designated industrial property had been integrated into the Provincial Assessor's office in 197 out of 225 of affected municipalities (88 per cent).
- In 2021-22, two disaster recovery programs were established and two municipalities were added to an existing disaster recovery program. The Government of Alberta approved \$27 million to support communities impacted by flooding events across the province.
- In fall 2021, elevating devices became the final discipline to implement timely code adoption. Timely code adoption was implemented to address concerns raised by

stakeholders that new code editions were not being adopted in a predictable manner. The changes demonstrated a commitment to harmonizing with national and international standards and providing certainty to stakeholders, while not limiting Alberta's authority to regulate codes and standards.

- Grant programs and municipal funding continued to be important elements of the ministry's work in 2021-22. Municipal Affairs provided Alberta communities with funding through several different programs, including:
 - \$1.2 billion in capital funding through the Municipal Sustainability Initiative Capital program, and \$29.1 million in operational funding through the Municipal Sustainability Initiative Operating program;
 - the Canada Community-Building Fund (formerly the federal Gas Tax Fund) provided \$497.7 million to help Alberta municipalities build and revitalize their local public infrastructure, while creating jobs and long-term prosperity; and
 - \$452.1 million in Municipal Stimulus Program funding was paid to municipalities in 2021.
- We continued to support public libraries as they provided equitable information access to all residents of Alberta. Even as library doors were closed for parts of 2021-22, Albertans used library services to check out e-books and participate in online programs.
- The Municipal Sustainability Initiative, a municipal infrastructure grant program, was initially set to expire after March 2022, to be replaced with the Local Government Fiscal Framework in April 2022. However, the *Local Measures Statutes Amendment Act* extended the program by two years from its planned conclusion date in order to provide much needed economic stability. In 2024-25, the program will be replaced with the new framework.
- In 2021, the Land and Property Rights Tribunal received 7,446 surface rights applications, an increase of 41 per cent from 2020; conducted 6,591 hearings, both written and virtual, an increase of 19 per cent from 2020; and issued 6,555 decisions and/or orders, up 19 per cent from 2020.
- Municipal Affairs continued to remove regulatory barriers and reduce costs for Alberta's job creators, modernize our regulatory systems, and improve the delivery of government services. As of March 31, 2022, the ministry successfully achieved a 30.53 per cent reduction in red tape.

These are just a few highlights from the pages of the 2021-22 annual report. Within this report, you can see how actions and decisions connect to the ministry's goals and key strategies, and how Municipal Affairs is progressing and adopting lessons learned. I invite you to look through our annual report online at <https://open.alberta.ca/publications/1925-9247>.

I look forward to our continued partnership.

Brandy Cox
Deputy Minister

Classification: Protected A