

AGENDA

REGULAR MEETING OF COUNCIL OF THE TOWN OF TOFIELD to be held Monday, September 11, 2023, 5:00 p.m., Town of Tofield Administration Building, Council Chambers

1. Present

2. Call to Order

“As we gather here today, we acknowledge we are on Treaty 6 Territory and the Homeland of the Métis. **We pay our respect to the First Nations and Métis ancestors of this place and reaffirm our relationship with one another.**”

3. Adoption of Agenda

4. Minutes

- (a) Minutes of the Regular meeting of Council of the Town of Tofield held August 14, 2023.

5. Delegation

5:00 p.m. Ian McCormick and Lauren McGougan, Strategic Steps will be present to provide the draft Strategic Plan.

6. Financial

- (a) Financial Statement for the month ending August 31, 2023. (to be provided at the meeting)
- (b) Budget Report for the month ending August 31, 2023.
- (b) Open Payables for the month of August and September 2023 in the total amount of \$338,219.66.
- (c) Property Tax Comparison

7. Correspondence

- Winterfest meeting notes of the meeting held August 17, 2023
- Claystone Waste Ltd Shareholder summer of the Board meeting held August 24 & 25, 2023
- RMA Issue Backgrounder – Victim Services Unit Regionalization

8. New Business

- (a) CFEP Grant

9. Adjournment

MINUTES OF THE REGULAR MEETING OF COUNCIL OF THE TOWN OF TOFIELD held Monday August 14, 2023 Town of Tofield Administration Building Council Chambers

PRESENT

1. Mayor Dueck; Councillors, Tiedemann, Martineau; Conquest and Chehade; and Assistant Chief Administrative Officer Edwards

CALL TO ORDER

2. Mayor Dueck called the meeting to order at 5:00 p.m.
- "As we gather here today, we acknowledged that we are on Treaty 6 Territory and the Homeland of the Metis and that we pay our respect to the First Nations and Metis ancestors of this place and reaffirm our relationship with one another"

ADOPTION OF AGENDA

3. **MOVED** by Martineau that the Agenda be approved as amended.

01-08-23 CARRIED UNANIMOUSLY

Add: 7. Storm Water Drainage

MINUTES

4. (a) **MOVED** by Tiedemann that the Minutes of the Regular meeting of Council of the Town of Tofield held July 24, 2023, be approved as presented.

02-08-23 CARRIED UNANIMOUSLY

FINANCIAL

5. (a) **MOVED** by Chehade that the Monthly Financial Statement for the period ending July 31, 2023, be approved as presented.

03-08-23 CARRIED UNANIMOUSLY

- (b) **MOVED** by Chehade that the Budget Report for the month ending July 31, 2023, be accepted as presented.

04-08-23 CARRIED UNANIMOUSLY

- (c) **MOVED** by Tiedemann that the Open Payables for the months of July and August 2023 in the total amount of \$654,963.03 be approved for payment.

05-08-23 CARRIED UNANIMOUSLY

**Minutes of the Town of Tofield Regular Council Meeting
August 14, 2023**

CORRESPONDENCE

6. The following Correspondence was presented:

- Membership Invitation from Federation of Canadian Municipalities (FCM); and
- Tofield RCMP, Quarterly Reporting Statistics.

MOVED by Martineau that the Correspondence be received and filed.

06-08-23

CARRIED UNANIMOUSLY

NEW BUSINESS

7. Storm Water Management

Administration advised Mayor and Council that Select Engineering is continuing to prepare the Capital Plan, as well as Storm Water Mitigation Planning.

CLOSED SESSION

8. **MOVED** by Chehade that Council meet in Closed Session At 5:37 p.m. to discuss matters under the Alberta FOIP Act as follows:

Division 2, Section 21 – Harmful to Intergovernmental Relations – *Freedom of Information and Protection of Privacy Act*.

07-08-23

CARRIED UNANIMOUSLY

08-08-23

MOVED by Martineau to revert to the regular session at 6:16 p.m.

CARRIED UNANIMOUSLY

No Public Present.

ADJOURNMENT

9. **MOVED** by Chehade that the meeting adjourn at 6:17 p.m.

09-08-23

CARRIED UNANIMOUSLY

MAYOR

CHIEF ADMINISTRATIVE OFFICER



Strategic Plan 2023–2027



LETTER FROM TOWN COUNCIL

During the spring of 2023, Tofield Town Council gathered with our senior leadership team to determine the best way to meet the needs of Town residents now and well into the future. This Strategic Plan is made up of our expressed goals for the Town and provides citizens, businesses, organizations, and other community groups with a focus for a bright future. Council and senior leadership then went one

step further and developed a set of priorities to focus on during the coming year.

This plan is the result of what Council has heard from community members who have provided the Town with direction to build its own future over the years of this Council, and beyond.

We know that there will be instances where this strategic plan may have

to change due to events unforeseen. Tofield Town Council will adapt along the way. At this point in time though, it represents our best imagining of what a bright future looks like for the Town of Tofield.

*Sincerely,
Debora Dueck, Mayor,
and the rest of Tofield Town Council*

VISION, MISSION, AND VALUES

Looking towards the future, it is important that Council members agree on what the destination looks like. With this in mind, Council members decided on the ideal long-term future through their Vision and Mission statements.

VISION:

After a healthy debate and discussion, Council decided on the below vision statement. The vision statement is a future vision of where Tofield is headed in the future.

Community is at our core, growing towards the future.

MISSION:

The mission statement communicates what the Town of Tofield does and who the Town serves. As with the vision, this mission is also concise and easily understood. The mission drives the vision, therefore it is important that both statements are closely linked.

A town that celebrates as we grow together, honouring the past and building the future.

VALUES:

The values expressed here were chosen intentionally by Council and are the guiding principles that determine how the Town of Tofield operates, both in its public facing and internal functions.

VALUE	WHAT IT MEANS
Stability	We are committed to providing our residents with a safe, reliable community for all to enjoy.
Integrity	We do what we say we are going to do, and we act with respect for all.
Leadership	We provide guidance to the community and act as leaders in all that we do.
Safety	We provide a safe, welcoming environment for each other, staff and residents.
Inclusivity	The Town of Tofield is a community with a strong sense of belonging where everyone can be themselves.





PRIORITIES FOR 2023-2024

Within the full list of goals that appear in this strategic plan, Tofield Town Council has created a subset of three ‘high’ ranked tactics that support some of the goals. The items on this list reflect the priorities that Council saw as both important and timely for the coming year.

It is expected that the high priority tactic list will change over time as some high priority items near completion, and new priorities emerge.

As determined by the Town Council and senior Administration, the highest priorities for 2023-2024 are listed below in the order in which they appear in this plan. These high priorities include:

GOAL	HIGH PRIORITY TACTIC
Support Regional Expansion and Retention Efforts	Work with Beaver County Economic Development on initiatives
Support Regional Expansion and Retention Efforts	Look into hotel opportunities and tourism
Strengthen and Diversify Commercial and Industrial Growth	Meet regularly with the business community to help businesses thrive and grow

THESE HIGH PRIORITY TACTICS ARE FOUND IN **BOLD** IN THE FOLLOWING PAGES.

KEY AREAS OF FOCUS, GOALS, AND HIGH PRIORITY TACTICS

The plan below identifies what the Town of Tofield will be working on over the course of the next four years. It is divided into Key Areas of Focus, Goals and High Priority Tactics, all of which support each other.

KEY AREA OF FOCUS: Area of major concentration for Tofield Council over the term of this strategic plan.

GOAL: Change over time that is supported by Council. This becomes the answer to “what does Council hope to accomplish?”

HIGH PRIORITY TACTIC: Expected high priority activity in support of the Goal. This becomes the answer to the question “how will Council achieve the goal?”

KEY AREA OF FOCUS:

Investing in our Environmental Future

As we look forward to the future of the Town of Tofield we fully understand the need to look after the physical assets we currently have. We also recognize that our infrastructure must remain reliable and safe through various climate events or under heavy usage. The Goals in this section allow Council to focus on ensuring that Town assets are properly maintained, repaired, or replaced if necessary.

GOALS:

Ensure Water Supply Meets Future Growth

Tactics:

- Investigate options for water supply to industrial park area
- Identify cost to twin the water line
- Update the infrastructure area
- Harvest rain water to use in a meaningful manner
- Create a storm water mitigation plan

Develop a Capital Asset Management Plan

Tactics:

- Review the capital plan on a regular basis
- Complete a life cycling assessment on Town facilities
- Look into solar energy options

Protect our Environment through Recycling Programs

Tactics:

- Ensure there is substantial green bins for residents to utilize

GOAL	PERFORMANCE MEASURES
Goal 1	The local water supply is increased by Q4 2026
Goal 2	An asset management plan is created by Q4 2027
Goal 3	A recycling program is started by Q4 2025



KEY AREA OF FOCUS:

A Vibrant and Welcoming Community

The Town of Tofield is rich in history and strong in community. To ensure that we honour our past and make the best of our future, Tofield will honour its vibrant community.

Tofield offers a small-town feel, with access to city amenities. Tofield creates a welcoming, warm feel for everyone.

GOALS:

Ensure Medical Transportation Needs of the Community Are Met

Potential Tactics:

- Seek out grant funding to support a community handivan to offer residents trips to larger communities
- Seek out provincial and federal funding for medical transportation

Create Opportunities for Attainable and Accessible Housing

Potential Tactics:

- Seek out grant funding to support a community handivan to offer residents trips to larger communities
- Seek out provincial and federal funding for medical transportation
- Engage with housing developers
- Create and administer a development permit process
- Seek out partnerships for shared facilities and community needs

GOAL	PERFORMANCE MEASURES
Goal 1	Grant funding is sought by Q4 2026
Goal 2	A housing partnership is created within the community by Q4 2026
Goal 3	The creation of a youth centre is started by Q4 2027

Create a Youth Centre

Potential Tactics:

- Investigate a space in Town that may be used for a youth centre
- Partner with the Library to expand space and offer more programming

KEY AREA OF FOCUS:

Growth and Economic Stability

Keeping the Town of Tofield vibrant and economically sustainable is fundamental to maintaining a strong community now and well into the future. The following goals provide a pathway to stronger partnerships, innovation, and an awareness of all Tofield has to offer – these factors all lay a foundation for the community to thrive.

GOALS:

Strengthen and Diversify Commercial and Industrial Growth

Potential Tactics:

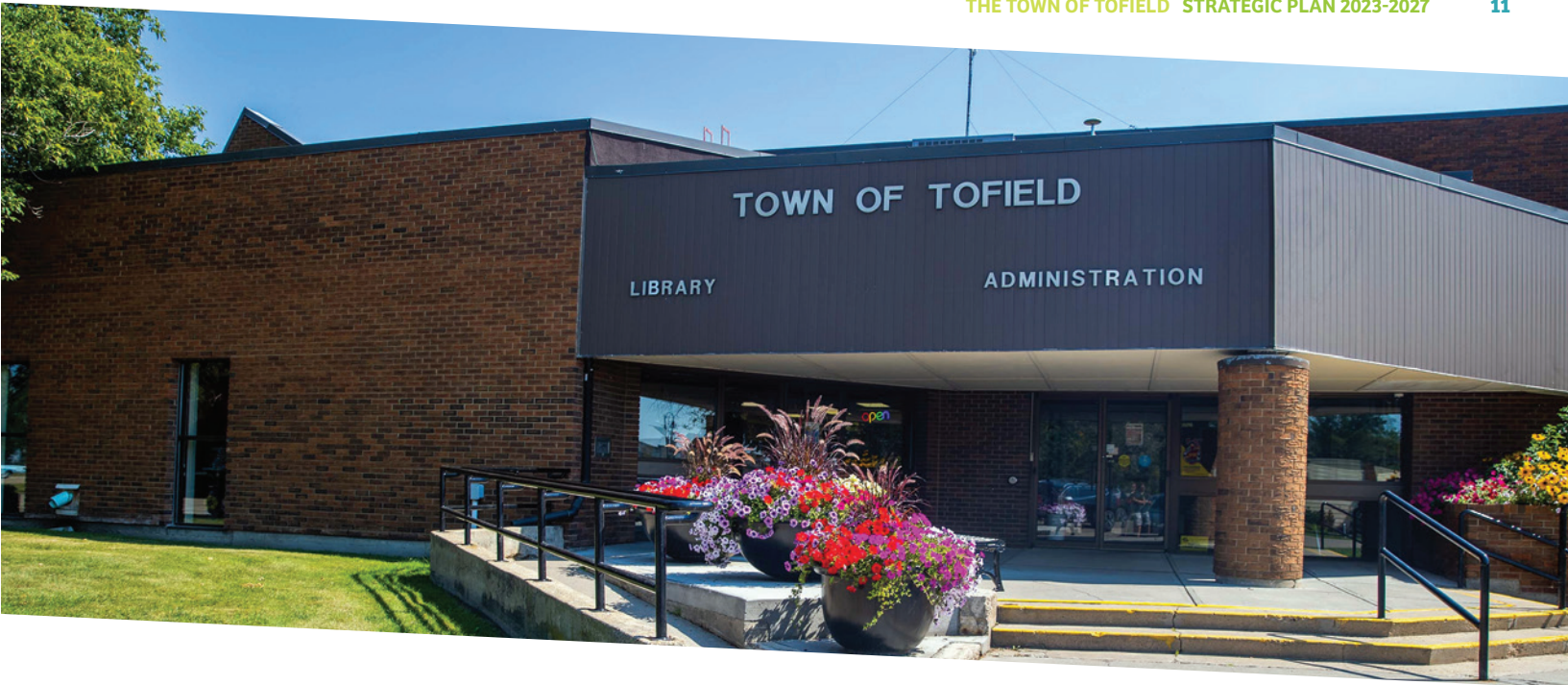
- Review tax incentive program for effectiveness
- Obtain land for rezoning for commercial and industrial growth
- Expedite development opportunities
- **Meet regularly with the business community to help businesses thrive and grow**

Support Regional Expansion and Retention Efforts

Potential Tactics:

- **Work with Beaver County Economic Development on initiatives**
- Ensure regular communication with local industries
- Explore residential development opportunities to support business expansion
- **Look into hotel opportunities and tourism**

GOAL	PERFORMANCE MEASURES
Goal 1	Industrial growth increases by 5% by Q4 2027
Goal 2	An partnership in economic development is created with Beaver County by Q4 2026



KEY AREA OF FOCUS:

Effective Leadership & Governance

At the Town of Tofield, we are dedicated to serving our residents, businesses, and community organizations through the lens of our values.

Town Council, our senior leadership team, and our staff genuinely want to see our community thrive with residents and businesses happy with day-to-day life in the community.

GOALS:

Leadership through Strong Governance

Potential Tactics:

- Ensure a succession plan is in place for Council
- Ensure a succession plan is in place for administration
- Ensure proper documents, such as policies and plans are regularly updated and kept current
- Encourage and expand public advisory committees

Increase Communication with other Governments

Potential Tactics:

- Continue regional cooperation and communication
- Advocate to the provincial and federal governments
- Expand regional relationships
- Expand regional joint Council collaborations

GOAL	PERFORMANCE MEASURES
Goal 1	Ensure succession plans are in place for Council and Administration by Q4 2026
Goal 2	Being advocating to different levels of government by Q4 2027

CONCLUSION

The Town of Tofield’s 2023-2027 Strategic Plan provides a roadmap that was developed by Council members and our senior leadership team. It is important that both Council and administrative leaders work together to achieve the priorities outlined in this plan.

Also important is the recognition that the external environment in which the Town operates may shift. In response, this strategic plan also may have to shift to remain relevant. As with any plan, regular reviews and updates will be important.



The Town of
Tofield

Honour the Past. Build the Future.

tofieldalberta.ca

Box 30, 5407 50 St. Tofield, Alberta T0B 4J0 / 780.662.3269



MONTHLY BUDGET REPORT

31-Aug-23

	THIS PERIOD	YEAR-TO DATE	BUDGET	VARIANCE	% USED
OPERATING REVENUES					
1-01-000-00 Taxes & Grants in Lieu	3,917.02	-3527995.71	-3532433.00	-4437.29	99.87
1-02-000-00 General Municipal Revenues	(27,370.02)	-187836.88	-338000.00	-150163.12	55.57
1-12-000-00 Administration	(1,513.00)	(81,516.49)	(170,350.00)	(88,833.51)	47.85
1-24-000-00 Emergency Management	-	(33,165.00)	(47,000.00)	(13,835.00)	70.56
1-26-000-00 Bylaw Enforcement	(45.00)	(22,255.00)	(23,000.00)	(745.00)	96.76
1-32-000-00 Roads, Streets, Walks, Lighting	-	(46,850.53)	(48,380.00)	(1,529.47)	96.84
1-33-000-00 Airport	(3,161.52)	(14,230.70)	(19,600.00)	(5,369.30)	72.61
1-41-000-00 Water Supply & Distribution	(106,073.56)	(848,110.97)	(1,181,700.00)	(333,589.03)	71.77
1-42-000-00 Sanitary Sewage & Treatment	(15,089.02)	(121,700.20)	(180,300.00)	(58,599.80)	67.50
1-43-000-00 Garbage Collection & Disposal	(10,484.68)	(83,668.17)	(126,400.00)	(42,731.83)	66.19
1-51-000-00 Family Community Support Services	(1,387.00)	(261,496.57)	(316,117.00)	(54,620.43)	82.72
1-56-000-00 Cemetery	-	(18,400.00)	(30,000.00)	(11,600.00)	61.33
1-70-000-00 Community Develop. Administration	-	(11,000.00)	(11,000.00)	-	100.00
1-71-000-00 Tourism/Economic Development	(600.00)	(37,418.15)	(43,800.00)	(6,381.85)	85.43
1-72-000-00 Community Hall	(880.00)	(9,267.87)	(36,000.00)	(26,732.13)	25.74
1-73-000-00 Transportation Tofield Bus	(418.60)	(8,339.60)	(13,000.00)	(4,660.40)	64.15
1-74-000-00 Recreation Programs	(12,130.00)	(41,727.00)	(23,200.00)	18,527.00	179.86
1-76-000-00 Parks	(5,833.39)	(29,890.08)	(73,547.00)	(43,656.92)	40.64
1-75-000-00 Library	-	(3,291.00)	(114,368.00)	(111,077.00)	2.88
1-97-000-00 Operating Reserve	-	-	(50,000.00)	(50,000.00)	.00
TOTAL: OPERATING REVENUES	(181,068.77)	(5,388,159.92)	(6,378,195.00)	(990,035.08)	84.48

OPERATING EXPENDITURES

2-11-000-00 Council & Other Legislative	6,326.41	62,971.64	97,100.00	34,128.36	64.85
2-12-000-00 General Administration	74,644.54	751,287.74	1,117,523.00	366,235.26	67.23
2-23-000-00 Fire Fighting & Preventative Servic	-	170,388.87	358,274.00	187,885.13	47.56
2-24-000-00 Emergency Management	2,500.00	29,923.99	47,000.00	17,076.01	63.67
2-26-000-00 Bylaw Enforcement	8,045.20	66,264.43	134,946.00	68,681.57	49.10
2-32-000-00 Roads, Streets, Walks & Lighting	53,145.25	678,432.31	1,151,590.00	473,157.69	58.91
2-33-000-00 Airport	450.20	5,745.33	23,700.00	17,954.67	24.24
2-41-000-00 Water Supply & Distribution	81,969.12	744,121.29	1,135,642.00	391,520.71	65.52
2-42-000-00 Sanitary Sewage & Treatment	12,099.78	85,566.63	128,280.00	42,713.37	66.70
2-43-000-00 Garbage Collection & Disposal	8,983.50	61,519.50	102,000.00	40,480.50	60.31
2-51-000-00 Family Community Support Services	23,765.56	205,754.41	316,118.00	110,363.59	65.09
2-56-000-00 Cemetery	2,907.86	18,545.98	28,200.00	9,654.02	65.77
2-70-000-00 Community Development Administratio	8,164.11	65,043.93	96,500.00	31,456.07	67.40
2-71-000-00 Tourism/Economic Development	4,621.98	57,646.74	104,515.00	46,868.26	55.16
2-72-000-00 Community Hall	1,808.14	28,258.80	48,650.00	20,391.20	58.09
2-73-000-00 Transportation Tofield Bus	1,567.40	15,994.92	23,000.00	7,005.08	69.54
2-74-000-00 Recreation Program	9,151.86	31,065.57	45,200.00	14,134.43	68.73
2-76-000-00 Parks	43,060.51	294,704.72	446,135.00	151,430.28	66.06
2-75-000-00 Library	153.81	104,492.21	191,748.00	87,255.79	54.50
2-99-750-00 School Requisition	-	343,263.80	660,039.00	316,775.20	52.01
2-99-752-00 Beaver Foundation Requisition	30,398.36	91,195.08	121,594.00	30,398.92	75.00
2-99-756-00 Designated Industrial Property	-	-	424.00	424.00	.00
TOTAL: OPERATING EXPENDITURES	373,763.59	3,912,187.89	6,378,178.00	2,465,990.11	61.34

FINANCES ACQUIRED

5-12-000-00 Administration	-	(364,765.00)	-	364,765.00	.00
5-32-000-00 Roads, Streets, Walks, Lighting	-	(40,635.00)	(374,456.00)	(333,821.00)	10.85
5-42-000-00 Sanitary Sewage & Treatment	-	-	(26,935.00)	(26,935.00)	.00
5-56-000-00 Cemetery	-	-	(20,000.00)	(20,000.00)	.00
5-66-000-00 Subdivision Land & Development	-	(564,230.00)	-	564,230.00	.00
5-71-000-00 Tourism/Economic Development	-	-	(18,000.00)	(18,000.00)	.00
5-72-000-00 Community Hall	-	-	(45,500.00)	(45,500.00)	.00
5-76-000-00 Parks	-	(45,795.00)	(522,400.00)	(476,605.00)	8.77
TOTAL: FINANCES ACQUIRED	-	(1,015,425.00)	(1,007,291.00)	8,134.00	100.81

FINANCES APPLIED

6-32-000-00 Roads, Streets, Walks, Lighting	1,340.00	185,122.57	374,456.00	189,333.43	49.44
6-42-000-00 Sanitary Sewage & Treatment	-	-	26,935.00	26,935.00	.00
6-56-000-00 Cemetery	-	-	20,000.00	20,000.00	.00
6-71-000-00 Tourism/Economic Development	17,389.00	17,389.00	18,000.00	611.00	96.61
6-72-000-00 Community Hall	-	45,450.00	45,500.00	50.00	99.89
6-76-000-00 Parks	37,051.28	352,693.34	522,400.00	169,706.66	67.51
TOTAL: FINANCES APPLIED	55,780.28	600,654.91	1,007,291.00	406,636.09	59.63

August 2023 Advances	Stub 10667 – 10689	\$19,550.00
August 2023 Payroll	Stub 10714 – 10741	\$83,620.11
August 2023 Council	Stub 10742 – 10746	\$ 5,382.70

Total	\$108,552.81
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19,550.00+
83,620.11+
5,382.70+

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108,552.81

152,696.70+
2,418.94+
2,100.00+
26,588.95+
659.89+
45,202.37+

009

338,219.66*

0.*

08/30/23 11:56:22

ACCOUNTS PAYABLES LISTING BY FUNCTION

PAGE 1

Function	Date	Account Number (Including Delimiters)	Reference Number	Transaction Description	Transaction Description Additional	Transaction Amount
12	23/08/18	2-12-215-00	AP DRCT DB	TELUS MOBILITY	BUSINESS CONNECT - ADMIN	369.00
	23/09/06	2-12-215-00	AP DRCT DB	TELUS COMMUNICATIONS LTD.	INTERNET - ADMIN	110.00
	23/08/18	2-12-220-00	AP DRCT DB	WELLS FARGO EQUIPMENT FINANCE	COPIER LEASE	924.51
	23/08/18	2-12-221-00	C900010698	SYLOGIST LTD.	SYLOGIST UPGRADE	3,285.00
	23/08/25	2-12-221-00	C900010709	SYLOGIST LTD.	SYLOGIST UPGRADE	90.00
	23/08/29	2-12-221-00	C900010713	SHINEATEK CORP.	MICROSOFT 365 BUSINESS RENEWAL	6,399.60
	23/08/18	2-12-230-00	C900010697	SELECT ENGINEERING CONSULTANTS	GENERAL ENGINEERING	3,733.00
	23/09/01	2-12-230-00	C900010758	REYNOLDS MIRTH RICHARDS & FARM	GENERAL MATTERS	1,140.00
	23/08/18	2-12-230-01	C900010695	MOOS, KEVIN	SAFETY BOOTS	332.90
	23/08/25	2-12-230-01	C900010708	SDI HEALTH, SAFETY & LOSS	HEALTH & SAFETY MAINTENANCE	1,856.15
	23/08/25	2-12-235-00	C900010710	THE INSPECTIONS GROUP INC.	SAFETY PERMITS	395.30
	23/09/01	2-12-240-00	C900010751	DEMERS, ELISA	JANITORIAL - ADMIN	350.00
	23/09/01	2-12-240-00	C900010757	PIDERNAL, MARY GRACE	JANITORIAL - ADMIN	350.00
	23/08/18	2-12-510-00	C900010693	HARE FOODS LTD.	ACCOUNT 7506989	36.08
	23/08/18	2-12-510-00	C900010693	HARE FOODS LTD.	ACCOUNT 7506989	36.04
	23/08/18	2-12-510-00	C900010693	HARE FOODS LTD.	ACCOUNT 7506989	700.70
	23/08/18	2-12-510-00	C000016606	TOFIELD PACKERS	RODEO BREAKFAST SAUSAGE	190.00
	23/08/18	2-12-510-00	C900010696	PLATINUM SUPPLY 2022 LTD.	JANITORIAL SUPPLIES	186.78
	23/08/25	2-12-510-00	C900010704	GREAT NORTHERN DATA SUPPLIES (TONER CARTRIDGE	139.00
	23/09/01	2-12-510-00	C900010754	IRON MOUNTAIN CANADA OPERATION	RECYCLE BIN	227.89
	23/08/30	2-12-540-50	AP DRCT DB	ALBERTA MUNICIPAL SERVICES COR	POWER - ADMIN BLDG	1,407.06
	23/08/30	2-12-540-51	AP DRCT DB	ALBERTA MUNICIPAL SERVICES COR	GAS - ADMIN BLDG	61.09
	23/08/25	4-12-230-00	AP DRCT DB	RECEIVER GENERAL	REMITTANCE	2,100.00
	23/09/06	4-12-230-00	AP DRCT DB	RECEIVER GENERAL	REMITTANCE	24,201.14
	23/09/06	4-12-231-00	AP DRCT DB	RECEIVER GENERAL	REMITTANCE	12,205.82
	23/09/06	4-12-232-00	AP DRCT DB	RECEIVER GENERAL	REMITTANCE	3,750.11
	23/09/01	4-12-234-00	C900010755	LOCAL AUTHORITIES PENSION PLAN	EMP #215 - REMITTANCE	17,369.29
	23/09/06	4-12-238-00	AP DRCT DB	WORKERS' COMPENSATION BOARD	PREMIUM INSTALMENT	4,152.34
	23/09/01	4-12-239-00	C900010761	TOWN OF TOFIELD SOCIAL FUND	REMITTANCE	170.00
FUNCTION TOTAL						86,268.80
24	23/08/25	2-24-230-00	C900010700	BOLT FROM THE BLUE	ICP/ESS GO KIT	2,500.00
FUNCTION TOTAL						2,500.00
32	23/08/18	2-32-215-00	AP DRCT DB	TELUS MOBILITY	BUSINESS CONNECT - OPERATIONS	35.95
	23/09/01	2-32-215-00	AP DRCT DB	TELUS MOBILITY	CELL PHONES- OPERATIONS	427.30
	23/09/06	2-32-215-00	AP DRCT DB	TELUS COMMUNICATIONS LTD.	INTERNET - PUBLIC WORKS	127.00
	23/08/18	2-32-530-00	AP DRCT DB	WELLS FARGO EQUIPMENT FINANCE	COPIER LEASE	695.49
	23/08/18	2-32-530-00	C900010693	HARE FOODS LTD.	ACCOUNT 7506989	68.69
	23/08/30	2-32-530-00	AP DRCT DB	BMO BANK OF MONTREAL	BILLINGS	653.04
	23/08/18	2-32-530-02	C900010692	DRIVEN TRANSPORT INC	3/4 CRUSH / ALLEYS	700.00
	23/09/01	2-32-530-02	C900010752	DRIVEN TRANSPORT INC	ROAD CRUSH FOR ALLEYS	700.00
	23/08/30	2-32-530-03	AP DRCT DB	BMO BANK OF MONTREAL	BILLINGS	920.86
	23/08/30	2-32-540-50	AP DRCT DB	ALBERTA MUNICIPAL SERVICES COR	POWER - PUBLIC WORKS	9,248.17
	23/08/30	2-32-540-51	AP DRCT DB	ALBERTA MUNICIPAL SERVICES COR	GAS - PUBLIC WORKS	89.50

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ACCOUNTS PAYABLES LISTING BY FUNCTION

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Function	Date	Account Number (Including Delimiters)	Reference Number	Transaction Description	Transaction Description Additional	Transaction Amount
32	23/08/18	6-32-610-01	C900010697	SELECT ENGINEERING CONSULTANTS	CONCRETE IMPROVEMENTS	1,340.00
					FUNCTION TOTAL	15,006.00
33	23/08/25	2-33-250-00	C000016609	AIR NAVIGATION PRODUCTS	WINDSOCK	214.29
	23/09/01	2-33-250-00	C900010756	LOOMIS EXPRESS	FREIGHT/ AIR NAVIGATION	66.43
	23/09/01	2-33-250-00	C900010751	DEMERS, ELISA	JANITORIAL - AIRPORT	50.00
	23/09/01	2-33-250-00	C900010757	PIDERNAL, MARY GRACE	JANITORIAL - AIRPORT	50.00
	23/08/30	2-33-540-50	AP DRCT DB	ALBERTA MUNICIPAL SERVICES COR	POWER - AIRPORT	175.34
	23/08/30	2-33-540-51	AP DRCT DB	ALBERTA MUNICIPAL SERVICES COR	GAS - AIRPORT	60.57
					FUNCTION TOTAL	616.63
41	23/08/18	2-41-215-00	C900010694	MCSNET	CUST# 0054024/ INTERNET	109.90
	23/09/06	2-41-215-00	AP DRCT DB	TELUS COMMUNICATIONS LTD.	PHONES - WATER STORAGE	306.95
	23/08/30	2-41-540-50	AP DRCT DB	ALBERTA MUNICIPAL SERVICES COR	POWER - WATER STORAGE	1,877.73
	23/08/30	2-41-540-51	AP DRCT DB	ALBERTA MUNICIPAL SERVICES COR	WATER STORAGE	262.69
					FUNCTION TOTAL	2,557.27
42	23/08/18	2-42-215-00	C900010694	MCSNET	CUST# 0054024/ INTERNET	54.90
	23/08/18	2-42-215-00	C900010690	BELL MOBILITY	CELL PHONES	7.95
	23/09/06	2-42-215-00	AP DRCT DB	TELUS COMMUNICATIONS LTD.	PHONES - SEWER	66.65
	23/08/18	2-42-250-00	C000016608	UNITED RENTALS FLUID SOLUTIONS	4" PUMP RENTAL	3,888.34
	23/08/30	2-42-540-50	AP DRCT DB	ALBERTA MUNICIPAL SERVICES COR	POWER - SEWER	728.69
					FUNCTION TOTAL	4,746.53
43	23/09/01	2-43-550-00	C900010750	CLAYSTONE WASTE LTD.	GARBAGE COLLECTION	8,983.50
					FUNCTION TOTAL	8,983.50
51	23/08/18	2-51-215-00	AP DRCT DB	TELUS MOBILITY	BUSINESS CONNECT - FCSS	143.80
	23/08/18	2-51-215-00	AP DRCT DB	WELLS FARGO EQUIPMENT FINANCE	COPIER LEASE	135.00
	23/09/01	2-51-245-00	C900010751	DEMERS, ELISA	JANITORIAL - FCSS	50.00
	23/09/01	2-51-245-00	C900010757	PIDERNAL, MARY GRACE	JANITORIAL - FCSS	50.00
	23/09/01	2-51-400-01	C000016613	GUARDIAN DRUGS	TOOLS FOR SCHOOL	137.03
	23/09/01	2-51-400-01	C900010764	YOUR DOLLAR STORE (YDSWM)	TOOLS FOR SCHOOL	58.00
	23/08/25	2-51-400-04	C900010705	IRVINE, CHARLENE	GENERAL COUNSELLOR	5,280.00
	23/09/01	2-51-400-07	C900010748	BOAST RADLEY, TRACEY	EXPENSES - ARISE/ DHF	17.98
	23/09/01	2-51-400-14	C900010748	BOAST RADLEY, TRACEY	EXPENSES - TOOLS FOR SCHOOL	72.00
	23/09/01	2-51-400-14	C900010748	BOAST RADLEY, TRACEY	EXPENSES - PROMENADE	19.88
	23/09/01	2-51-400-14	C900010748	BOAST RADLEY, TRACEY	EXPENSES - SUMMER MOVIE	20.75
	23/08/30	2-51-510-00	AP DRCT DB	BMO BANK OF MONTREAL	BILLINGS	86.40

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ACCOUNTS PAYABLES LISTING BY FUNCTION

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Function	Date	Account Number (Including Delimiters)	Reference Number	Transaction Description	Transaction Description Additional	Transaction Amount
51	23/09/01	2-51-510-00	C000016616	ROUGHLEY, MARCIA	INK FOR CVITP	62.19
FUNCTION TOTAL						6,133.03
56	23/08/25	2-56-250-00	C900010707	NELSON GRANITE LIMITED	PLAQUE/ TAYLOR	563.50
FUNCTION TOTAL						563.50
71	23/08/18	2-71-215-00	C900010694	MCSNET	CUST# 0054024/ INTERNET	49.95
	23/09/06	2-71-215-00	AP DRCT DB	TELUS COMMUNICATIONS LTD.	PHONES - NATURE CENTRE	86.60
	23/09/01	2-71-240-00	C900010751	DEMERS, ELISA	JANITORIAL - NATURE CENTRE	150.00
	23/09/01	2-71-240-00	C900010757	PIDERNAL, MARY GRACE	JANITORIAL - NATURE CENTRE	150.00
	23/08/18	2-71-400-01	C000016607	TOFIELD SPIRITS BEER & LIQUOR	BAR @ SNOW GOOSE FESTIVAL	305.15
	23/08/30	2-71-411-00	AP DRCT DB	BMO BANK OF MONTREAL	BILLINGS	50.00
	23/08/30	2-71-540-50	AP DRCT DB	ALBERTA MUNICIPAL SERVICES COR	POWER - NATURE CENTRE	488.29
	23/08/30	2-71-540-51	AP DRCT DB	ALBERTA MUNICIPAL SERVICES COR	GAS - NATURE CENTRE	115.79
	23/08/25	6-71-610-00	C900010711	UNIVERSAL FENCE LTD.	FENCE	17,389.00
FUNCTION TOTAL						18,784.78
72	23/09/01	2-72-240-00	C900010753	DUKART, DENISE M.	HALL CARETAKER	750.00
	23/08/18	2-72-255-00	C900010696	PLATINUM SUPPLY 2022 LTD.	JANITORIAL SUPPLIES	189.22
	23/08/30	2-72-540-50	AP DRCT DB	ALBERTA MUNICIPAL SERVICES COR	POWER - COMMUNITY HALL	619.77
	23/08/30	2-72-540-51	AP DRCT DB	ALBERTA MUNICIPAL SERVICES COR	GAS - COMMUNITY HALL	107.43
FUNCTION TOTAL						1,666.42
73	23/08/18	2-73-251-00	C900010690	BELL MOBILITY	CELL PHONES	17.07
	23/08/25	2-73-251-00	C900010701	CHEHADE, BRENDA	SHUTTLE DRIVER	100.00
	23/08/25	2-73-251-00	C900010703	FORSTNER, DORIS	SHUTTLE DRIVER	890.00
	23/09/01	2-73-251-00	C900010749	CHEHADE, BRENDA	SHUTTLE DRIVER/ EXTRA HOURS	50.00
FUNCTION TOTAL						1,057.07
74	23/08/25	1-74-400-03	C000016612	MURPHY, MIKE	REFUND/ RAELEIGH & DAWSON	100.00
	23/08/25	1-74-400-03	C000016611	MCNABB, VICTORIA	REFUND/ COOPER & ELLIE	100.00
	23/08/25	1-74-400-10	C900010712	VILLAGE OF RYLEY	CAMPING FEES/ 2023 RYTOF	1,425.00
	23/09/01	1-74-400-10	C900010760	TOTAL RY-TOF TOURNAMENT	REGISTRATIONS 08/01-25	18,550.00
	23/08/18	2-74-400-03	C900010691	DIMRI, ANSH	SUMMER PROGRAM LEADER	513.75
	23/08/18	2-74-400-03	C000016604	LAUNCHPAD TRAMPOLINE PARK	*OPEN JUMP*	404.00
	23/08/18	2-74-400-03	C000016605	MOOS, MARILYN	RFND/ PERCY SOOSAY (LAUNCHPAD)	50.00
	23/08/25	2-74-400-03	C900010702	DIMRI, ANSH	SUMMER FLEX	97.50
	23/08/30	2-74-400-03	AP DRCT DB	BMO BANK OF MONTREAL	BILLINGS	201.05
	23/08/30	2-74-400-03	AP DRCT DB	BMO BANK OF MONTREAL	BILLINGS	171.40

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ACCOUNTS PAYABLES LISTING BY FUNCTION

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Function	Date	Account Number (Including Delimiters)	Reference Number	Transaction Description	Transaction Description Additional	Transaction Amount
74	23/09/01	2-74-400-03	C000016615	LAUNCHPAD TRAMPOLINE PARK	*OPEN JUMP*	324.00
	23/09/01	2-74-400-03	C000016604	LAUNCHPAD TRAMPOLINE PARK	*OPEN JUMP*	404.00-
	23/09/01	2-74-400-10	C900010762	VILLAGE OF RYLEY	CAMPING/ SITE 19	75.00
					FUNCTION TOTAL	21,607.70
75	23/09/06	2-75-215-00	AP DRCT DB	TELUS COMMUNICATIONS LTD.	PHONES - LIBRARY	153.25
	23/09/01	2-75-240-00	C900010751	DEMERS, ELISA	JANITORIAL - LIBRARY	200.00
	23/09/01	2-75-240-00	C900010757	PIDERNAL, MARY GRACE	JANITORIAL - LIBRARY	200.00
					FUNCTION TOTAL	553.25
76	23/09/01	2-76-215-00	AP DRCT DB	TELUS MOBILITY	CELL PHONES - PARKS	105.76
	23/09/01	2-76-215-01	C900010763	XPLORE INC.	ACCT 1672172/ CAMPGROUND WIFI	160.00
	23/08/30	2-76-250-00	AP DRCT DB	BMO BANK OF MONTREAL	BILLINGS	1,763.82
	23/08/18	2-76-250-01	C900010699	ULINE CANADA CORPORATION	TARP	526.08
	23/09/01	2-76-250-01	AP DRCT DB	TELUS MOBILITY	CELL PHONES - PARKS	105.77
	23/08/30	2-76-250-02	AP DRCT DB	ALBERTA MUNICIPAL SERVICES COR	POWER - CAMPGROUND	523.35
	23/08/30	2-76-250-03	AP DRCT DB	BMO BANK OF MONTREAL	BILLINGS	10.00
	23/09/01	2-76-250-04	C900010759	SCHINKEL, LYLA-JO	WATERING	2,000.00
	23/08/30	2-76-520-00	AP DRCT DB	BMO BANK OF MONTREAL	BILLINGS	325.56
	23/08/18	6-76-610-01	C900010697	SELECT ENGINEERING CONSULTANTS	TRAIL IMPROVEMENTS	1,830.00
	23/08/25	6-76-610-01	C900010706	KANTRAX CONTRACTORS LTD.	TRAIL IMPROVEMENTS	35,221.28
					FUNCTION TOTAL	42,571.62
					FINAL TOTALS TOTAL	213,616.10

* * * E N D O F R E P O R T * * *

PROPERTY TAXES**September 1****2023**

Levied	\$3,534,797
Current Outstanding	\$241,934
Arrears Outstanding	\$206,233

2022

Levied	\$3,385,645
Current Outstanding	\$211,793
Arrears Outstanding	\$217,377

NOTE*Levy includes Auto payments**Outstanding amounts does not include Auto payments*

Meeting Notes

Present:

Deb Dueck, Mayor, Town of Tofield – Committee Chair
Jeff Edwards, Assistant CAO, Town of Tofield
Brenda Chehade, Councillor, Town of Tofield

Regrets:

Tracey Boast-Radley, FCSS Director
Dan Hillyer, Chamber of Commerce, Tofield Lions Club, Aegis Security
Kevin Smook, Reeve, Beaver County

1. Call to Order:

The meeting was called to order at 12:56 by Dueck.

2. Adoption of Agenda:

The Agenda was adopted as presented.

3. Review of May 25, 2023, Minutes:

No issues arose from the May 25, 2023, Minutes

4. Discussion on 2023 Events:

General Discussion:

Stuff the Bus – The event for 2023 is scheduled to proceed as years previous.

Fireworks – Hillyer has confirmed both interest and ability to perform the fireworks for 2023. Edwards will discuss the time for the fireworks with Hillyer.

Parade – The parade is planned for 2023. As in years previous, the cut off number for not moving forward will be 7 entrants. Dueck has spoken with the Fire Department Society on Marshalling, a response is yet to come. Transportation for Mayor and Council has been secured through Hitchmasters.

Lighting of the Tree – The traditional lighting of the tree will proceed for 2023. The time for 2023 will not be advertised, it will be stated as taking place immediately following the parade.

School bags – Bags were made for: the Lodge, Sunshine Villa, and Long-Term Care. This will be done in some capacity for 2023.

Residential & Commercial Decorating Contest – The event will be advertised and continue for 2023. However, the event will both begin and run later to allow for better participation.

Festival of Trees & Dance – The Festival of Trees is set to take place at the library for 2023. The Dance will continue for 2023, food products will be sourced locally. There will be a discussion on the quality of items used. The DJ has been confirmed. Times of the dance, and possibly extending, will be investigated. Edwards will investigate a cake for recognition of Winterfest celebrating 10 years.

Breakfast with Santa – Smook has confirmed the event will take place. More details will be provided once they are available.

Community Market – The market will take place during Winterfest 2023.

5. Potential New Activities:

Edwards will reach out to the Junior Forest Wardens. They had participated in the past, with great success. Edwards and Boast-Radley will speak to the Golden Club on participating.

6. Committee Members:

Edwards will reach out to Greg Litwin, with the Tofield Chamber of Commerce, to provide an invitation to participate.

7. Date & Venue for next meeting:

The next meeting will be held September 14th, time to be determined.

8. Adjournment:

The meeting was adjourned at 1:27 p.m.

SHAREHOLDER SUMMARY OF BOARD MEETING

Board Meeting of August 24-25, 2023

Purpose

To provide shareholding municipalities with a summary of matters discussed at the August 24 and 25, 2023 Board of Directors meeting.

Summary of Board Meeting

The Board of Directors discussed the following at the meeting.

Board matters:

- The Board discussed future business planning including revenue projections, capital outlays, and growth initiatives consistent with the current business plan.
- The Board was advised that the composting facility was built under budget and completed on time. Its current approved capacity is fully subscribed for the next three years to processing City SSO on a put or pay contract, providing financial assurance for the facility's continued operation.
- The Board received a business development update.
- The Board approved revised policies regarding Standing Committees Terms of Reference and Board Value Protocol. The policies will require shareholder approval at the 2024 AGM.
- Board approved revision to FIN-004 Risk Management Framework Policy, a non-core policy that will be presented at the 2024 AGM.
- The Board received the ESG report for information, and provided revisions and deliverables related to the report to be actioned for the November 2023 meeting.
- The Board discussed promotion of Claystone Waste Ltd. composting opportunities with the Minister of Environment and Protected Areas.
- The Board received an update on the August 16, 2023 Open House held at Ryley.

Financial matters:

- The 2024 annual budget will be presented at the November meeting.

Next Meeting of the Board:

- The next meeting of the Board is scheduled for November 23-24, 2023.

Attachment:

- Financial Summary

Shareholder Summary

Financial matters:

- Through year-to-date July 2023 Claystone Waste generated \$3.9M in net income compared to \$2.9M in net income in the same period of the previous year. The key financial highlights include:
 - Total revenues of \$16.3M, including \$13.0M from waste disposal at the Ryley Landfill, \$1.9M in hauling services, \$0.4 in Collections and Bin Rentals and \$1.0M from other revenues, primarily income from investments.
 - The Ryley Compost facility began receiving its first loads of source separate organic waste on July 11th and started composting the material shortly after. In the first month of operations the facility generated nearly \$73k in revenues.
 - New Municipal Solid Waste (MSW) customers and increases in MSW from the City of Edmonton were large factors in the year over year increase.
 - Contaminated soil from large projects received early in the year and significant rises in investment income with Claystone Waste benefiting from high interest rates were the other major factors of the year over year rise.
 - Total operating expenses were \$9.5M, \$1.1M higher than the previous year-to-date July. This increase was included as part of Claystone Waste's 2023 annual budget and aligned with increased revenues and increased target income. The increase in year over year costs were mainly due to:
 - Subcontracted hauling services for large waste disposal customers starting in Q2 2022;
 - Branding and customer-focused marketing initiatives commenced later in the 2022 fiscal year;
 - Higher property taxes to Beaver County;
 - Improved 2022 financial performance compared to the 2021 fiscal year which resulted in higher performance compensation for staff and;
 - Professional consulting services related to staff recruitment and strategic growth.

- Capital spend of \$8.4M year to date, majorly on:
 - The construction of the new compost processing facility at Ryley and the related equipment for the facility;
 - The acquisition of land and planning costs for a new West Edmonton Transfer Station;
 - The purchase of a new landfill compactor, Bulldozer and other minor equipment replacements;
 - Professional consulting in order to get the Section 11 quarters of land permitted for future landfilling;
 - Acquisition of neighbouring land and;
 - Landfill capping and other minor site projects
- Claystone Waste's continues to grow its strong financial position through July 2023 with \$5.4M in positive cash flow from operations, \$78.3M in assets and no existing external debt.
- Through July 2023 Claystone Waste continues to provide benefits to its shareholders and the community in the form of:
 - \$3M in annual distributions to shareholders
 - \$1.0M contributed to the landfill closure and post closure investment fund
 - \$429k in subsidized regional collection services and transfer stations
 - \$311k in property taxes to Beaver County, with full year spend of \$533k
 - \$237k in Good Neighbour Grants to Ryley and Beaver County
 - \$19k in Community grants
- Note that while Claystone Waste's July 2023 YTD results still remain favourable compared to the previous year, this is not always indicative of the full year expectations.

RMA ISSUE BACKGROUNDER

Victim Services Unit Regionalization: RMA Concerns



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Defining “effective” victim services	7
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How will these changes to VSUs affect rural municipalities?	9
What has the RMA done about this issue?	10
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Introduction

Rural Alberta is a unique place. It covers large areas with sparse populations, often far from towns and cities. As a result, the service delivery in rural areas is often innovative out of necessity. Unfortunately, the trend within Alberta (and worldwide) is to centralize and standardize how services are delivered. On paper, this trend often leads to perceived improvements in efficiency and consistency. In reality, however, it often results in reduced access to services, service delivery approaches that are less responsive to local needs, and minimized local governance of services.

Unfortunately, this trend is currently playing out in Alberta through the regionalization of victim services delivery. Alberta has a unique model in which victim services are delivered by local organizations funded through a combination of provincial grants, municipal contributions, and tireless fundraising by local volunteers. This system has evolved over many decades and has resulted in a victim service network that meets local needs. Those providing support better understand service users because they are community members too.

Unfortunately, the Government of Alberta (GOA) is moving forward with a regionalization model that will replace local victim services units (VSUs) with four service delivery regions. According to the GOA, this change will result in more consistent service delivery and governance of victim services. However, the GOA has not clearly explained how and why the current model was not meeting expectations, or even defined what it considers to be “quality” victim service delivery and what portion of communities were not receiving it under the current model.

For a provincial government that places great importance on having the autonomy to do things “the Alberta way” within Canada, the lack of respect for the unique, localized, made-in-Alberta approach of the current VSU model is disappointing. The RMA has consistently expressed its concerns with the proposed changes since the idea was first introduced in 2020. In fact, RMA members recently passed [Resolution 10-23S: Victim Services Delivery Model](#), which requests the following:

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta (RMA) advocate to the Government of Alberta to maintain the current model of victim services program delivery and instead provide direct assistance to the small number of communities that are struggling to operate under the current model and have insufficient services for victims; and

FURTHER BE IT RESOLVED that RMA advocate to the Government of Alberta for more consistent funding for the current model and the development of an approach for more consistent regional collaboration and information-sharing within the current model.

This issue backgrounder is intended to summarize the current victim services model and describe the GOA’s proposed changes. It then analyzes the claims made by the GOA to argue that to this point, no evidence or justification has been provided for why the current model should be overhauled or how the new model will improve service to victims of crime or tragedy in communities across the province.



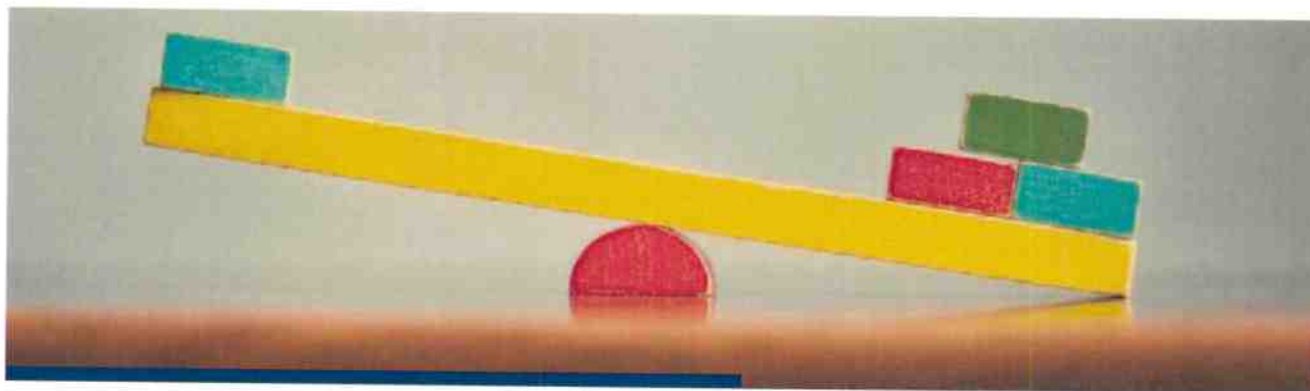
What is the current state of victim services in Alberta?

VSUs have provided critical assistance for victims of crime and tragedy for over 30 years. Services include immediate crisis support, justice and court system guidance, and assistance navigating government programs that offer counselling and other supports.

VSUs are operated locally within communities in partnership with the Royal Canadian Mounted Police (RCMP), municipal police services, and community-based programs. Because VSUs are local by nature, no two programs will look the same. They can adapt and accommodate the distinct needs of each community by fostering the knowledge of volunteers that have dedicated their time to understanding their communities. What started out as a grassroots movement of localized volunteers passionate about helping others has, over the course of three decades, evolved into a reliable means of ensuring victims of crime and tragedy can access the unique supports they deserve during times of crisis, grief, and uncertainty.

Most VSUs in Alberta are police-based programs. These are recognized as non-profit organizations with corporate legal status that act as a governing body. Alberta police-based victim service programs utilize highly trained volunteers to provide a 24/7 response to victims of crime and tragedy. Volunteers provide a continuum of services, from the time of first response by police to the final disposition of the case by the courts. These programs rely heavily on volunteers that are committed to professional development, education, minimum core training standards, mentoring, and advocacy for victims. Permanent staff are also required to ensure that these programs run smoothly and adequately. To maintain funding and grants from the Government of Alberta (GOA), police-based programs are required to complete [quarterly statistic reports](#) and [annual progress reports](#) to assist with auditing and demonstrate accountability.

Regardless of population or geographical area that they serve, VSUs are eligible to receive a maximum of \$150,000 in annual provincial funding, which is typically not adequate to properly fund the services. In many cases, municipalities help supplement these costs, but also face their own financial limitations. Because of these financial challenges, almost all police-based VSU programs in Alberta fundraise to provide services to victims of crime. Some programs must fundraise as much as 50% of their total operational expenses each year. Alberta's VSUs need long-term and sustainable funding because every year the demand for programs and services exceeds the funding available. This has significant implications related to recruitment, staffing, adequate training, decision-making, organizational culture, physical office space, liability, reporting, administrative structure, and many other areas in which these programs simply lack the time and resources to make major changes to accommodate.



What changes are being made to VSUs?

In 2019, the GOA launched an MLA-led Victims of Crime Review, which aimed to identify specific gaps in services and supports available for victims of crime within the current model. One aspect of the review focused on the victim services model. The review suggested three possible new approaches to victim services governance and delivery (zonal approach, government approach, and municipal approach). The review did not consider a continuation of the current model. During the review, the GOA provided no information on how local service delivery or administrative functions would be funded under the proposed approaches, which is critical to understanding how the concepts would impact service levels in various locations and community types. However, the review indicated that any new service delivery model should:

- ♦ Encourage consistency in services;
- ♦ Reduce administrative and service duplication;
- ♦ Include sustainable paid staffing;
- ♦ Reduce over-reliance on volunteer advocates;
- ♦ Include longer-term funding arrangements to provide greater operational stability; and
- ♦ Address the reluctance of some victim-serving organizations to collaborate.

Following the review process, the GOA announced plans to shift from the current model to a zonal model beginning in 2024. There are nine municipal / Indigenous operated VSU programs that are not included in the zonal redesign, comprising Alberta's largest cities and First Nations. The other 62 VSUs will be condensed into the four-zone model. All four zones will operate with a board of directors, an Executive Director, centralized professional support staff (CPSS), and frontline case workers. The CPSS are paid employees of the board of directors and will include:

- ♦ One human resources professional
- ♦ One regional manager
- ♦ One cultural safety specialist
- ♦ One administration / office manager
- ♦ Qualified financial management (potentially a shared service)
- ♦ Qualified legal resources (potentially a shared service)

Victim case workers will be dispersed throughout the zone, each working from RCMP detachments. The GOA has provided no information on how caseworks will be dispersed throughout the region or what level of service will be expected in terms of responsiveness, access, specialized supports, etc.

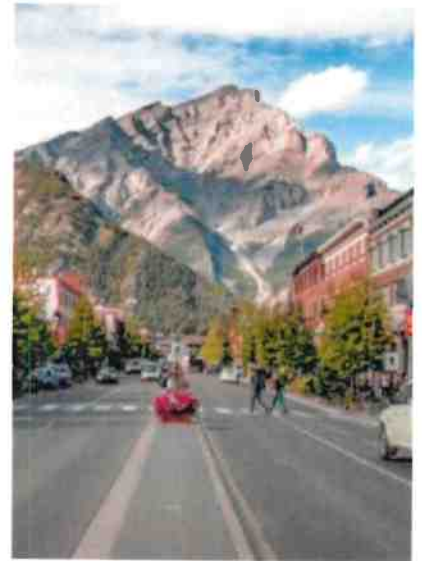


What are the concerns with the zonal approach?

The [GOA 2023 budget](#) included a plan and funding model to replace local VSUs with a zonal model by March 2024. According to the GOA, this redesign will promote a standardized, financially sustainable, and professional level of service to victims of crime and trauma across the province. However, the GOA has shared no information about why this change is necessary or how and to what extent the current service delivery model was not meeting these outcomes.

Flexibility versus standardization

As mentioned, the existing model is unique in that it allows victim service delivery to be localized. Given the benefits of a localized approach that the current model provides, there is no indication that the standardization of VSU service delivery is necessary or would improve service outcomes. For example, Bow Valley Victim Services, which operates in Banff, Canmore, and surrounding communities provides staff and volunteers with training to deal with the unique needs of tourism-based communities. Because tourism is so prevalent in this area, victims are often not from the local community, meaning that support may be required through virtual delivery in consultation with services available in the victim's home community. Would this level of specialized service and community understanding be maintained if Banff and Canmore were two of many communities within a broad service delivery zone?



Financial sustainability

It is no secret that many VSUs struggle to remain financially sustainable under the current model. While this is a risk to the viability of the service, it is not a result of the model itself, but rather of deliberate provincial policy decisions to not provide local VSUs adequate funding. In fact, a 2016 report by the [Auditor General of Alberta](#) identified that the Government of Alberta was not properly utilizing the Victims of Crime Fund (VOCF), which is used to support VSUs along with other victim programs. The report found that despite a surplus in the VOCF, provincial grant funding for small, rural-base VSUs was arbitrarily capped at \$150,000, which had not been increased or adjusted for inflation since 2009. The report also pointed out that this modest amount had resulted in some VSUs reducing their service levels, and many focused heavily on local fundraising to remain viable, which "divert the time and energy of volunteers and staff away from the core purpose of the program." Despite the fact that the 2016 report identifies \$150,000 as inadequate and criticizes the GOA for the arbitrary grant, the same limit remains in 2023. When discussing how the new zonal model will be

funded, GOA representatives stated that the program would receive a funding amount that exceeded the cumulative grant funding allocated to individual VSUs **plus the total amount generated across the province through fundraising**. This leads to obvious but yet-to-be answered question: If the province has the capacity to provide a new model with adequate funding, why not provide the current model with adequate funding?

VSUs currently struggle to fund their programming through provincial support and rely heavily on fundraising to meet the needs of their organizations, volunteer training, and victims of crime supports. By distancing VSUs from local communities, services will become more expensive to attain, require more resources, and dismiss the tireless work of volunteers and employees that are experts in their communities. The main concern is that the zonal model would effectively remove all of the benefits from the current service delivery model, while costing the GOA the same, if not more, to maintain.



Defining “effective” victim services

Despite arguing that the zonal model will improve Alberta’s victim services system, the GOA has not (to the RMA’s knowledge) provided any analysis or data defining how the current model does not meet service delivery outcomes, how the zonal model will improve outcomes, or what thresholds or benchmarks are used to measure service delivery success.

This is significant; the GOA’s proposal is much more than a tweak to the existing model. It fundamentally ends victim services as it is known in Alberta.

It eliminates boards of directors, eliminates volunteer roles, and eliminates long-standing local partnerships. It also invests in brand new regional governance structures, senior management positions, and frontline caseworkers. Given the disruption that such a shift will cause to service delivery and the costs of creating a new provincially based model, such a decision should be based on evidence that the current model is not meeting the needs of victims.

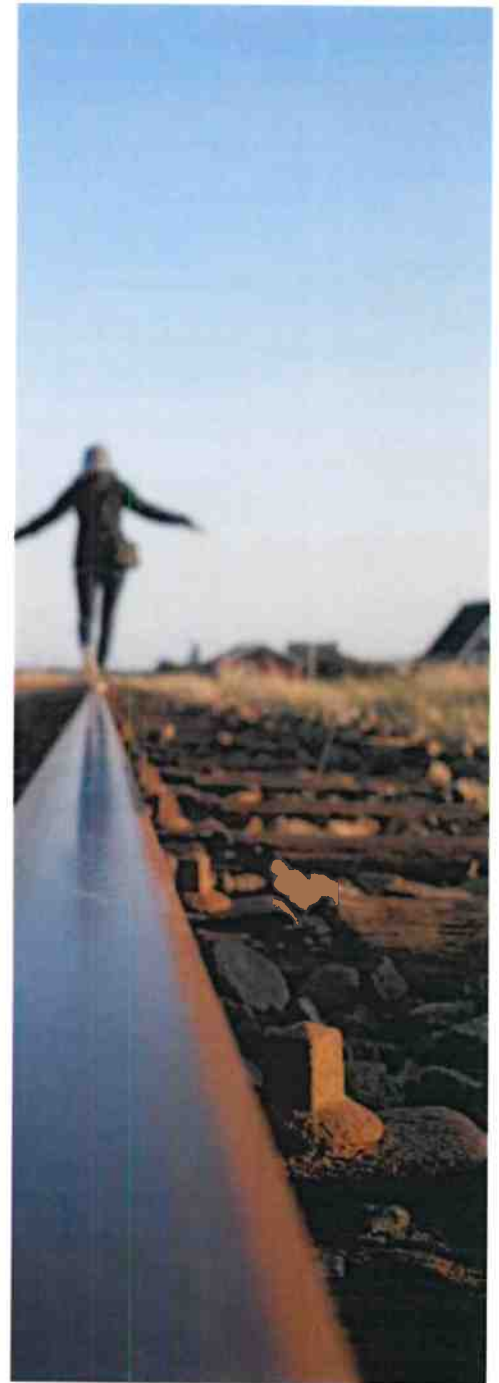
While much of the GOA’s rationale for implementing the zonal model has been linked to supporting more consistent service delivery, little information is available as to what level these “consistent” services will be delivered at, why consistency is so important in a service for which it is so crucial to treat each incident as unique, and if or how the “inconsistency” of the current model impacted service quality and outcomes for service users. In other words, the GOA has emphasized consistency based on an assumption that it equates to enhanced service quality but has provided no evidence that the two are linked.

Service access

Despite emphasis on consistency and standardization, the GOA has not adequately addressed if and how the disconnection of victim services from local police detachments will impact timely access to the service for victims. It is unclear how police will work with victim service providers under the new model, and whether connections will be consistent across communities if case workers are physically located in only certain communities.

Lack of recognition for community and service provider perspectives

The GOA is in the process of finalizing implementation details related to the zonal model despite opposition to the shift from the RMA, ABmunis, Victim Services Alberta, and many VSUs and municipalities across the province. In discussions with the RMA, GOA representatives have dismissed these concerns as a case of service providers that will be impacted by the model prioritizing self-preservation over “the greater good” for victims. This assumption could not be further from the truth. In fact, the RMA has no direct role in representing or advocating for VSUs. However, in its role as an advocate for strong rural communities, the RMA cannot support a policy shift that removes local governance and service delivery control and replaces it with a centralized model, especially when no details are provided as to how the current model is not meeting community needs and how the new model will enhance service quality. While governance and administrative capacity is a consideration in how to design and deliver any service, at the end of the day, service outcomes are what matters most, and the GOA has provided absolutely no response to concerns shared by the RMA and other stakeholders on how service levels informed the decision to shift to a new model.





How will these changes to VSUs affect rural municipalities?

Rural VSUs provide services that reflect the needs of their residents. Under the proposed service delivery changes, dozens of local VSUs would be modified into a four-zone model. It is currently unknown if and how individual communities within each zone will be served, and how local needs will be reflected in a more standardized and centralized approach. However, both the RMA and other stakeholders have shared concerns that services may be eliminated or modified based around the needs of larger communities within each zone.

In addition to the risk of a centralized model leading to reductions in the quality and accessibility of victim services in rural communities, the shift will also further weaken rural communities more broadly by removing a true community service. Highly trained volunteers will no longer have a role, local VSU boards will be disbanded, and rural residents that have dedicated countless hours training and supporting their friends and neighbours through some of the worst moments of their lives will be told their efforts are no longer needed, because a more “professional” system can do it better.

Volunteers are critical to the ongoing success of VSUs. Without the dedication, commitment, and hard work of volunteers, the organizations would be unable to fulfill their missions and mandates. In the unfortunate event that an Albertan falls victim to crime or tragedy, they deserve to have prompt and sustainable access to support.

People across the province have dedicated themselves to volunteering with their local VSUs, a position that requires compassion, dedication, and many hours of training. The new zonal model will not only remove many of these volunteer positions, but also remove unique local community support when victims need it most.



What has the RMA done about this issue?

The RMA has been involved in conversations and consultation about the transition to a new VSU delivery model since the GOA began discussing the shift in 2019. In response to an initial round of GOA consultations on the shift, led by MLAs Angela Pitt and Nathan Neudorf, the RMA provided a formal submission expressing concern with the proposed shift away from the current model. Some of the key questions and concerns raised by the RMA in 2020 that still hold true today include the following:

- ♦ More research is needed on the extent to which the current victim services model meets the needs of victims.
- ♦ The Government of Alberta is not adequately recognizing the importance of the flexibility and collaboration built into the current model.
- ♦ Each of the proposed test concepts (including the zonal model that the GOA ultimately selected) have significant gaps and unanswered questions that must be evaluated before any changes are made.

Specific questions raised by the RMA regarding the zonal concept included:

- ♦ How would regions be developed that are meaningful to stakeholders that are involved with or interact with victim services?
- ♦ How will existing local service delivery be impacted by a regional model?
- ♦ How will decisions on service delivery be made within regions that would likely include multiple large urban municipalities and isolated rural areas?
- ♦ What role (if any) would volunteers have in a regional model?

Three years later, many of these questions remain unanswered, even as a transition to a regional model is confirmed.

At the RMA Spring 2023 Convention, rural municipalities voiced their frustration with the new model by endorsing Resolution 10-23S: Victim Services Delivery Model, which calls on the RMA to continue to advocate for the current service delivery model:

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta (RMA) advocate to the Government of Alberta to maintain the current model of victim services program delivery and instead provide direct assistance to the small number of communities that are struggling to operate under the current model and have insufficient services for victims; and

FURTHER BE IT RESOLVED that the RMA advocate to the Government of Alberta for more consistent funding for the current model and the development of an approach for more consistent regional collaboration and information-sharing within the current model.

The resolution calls for continued funding and support for victim services across the province using the current local service delivery model, while also identifying the systemic underfunding currently taking place.

The RMA recently met with GOA representatives to discuss the implications of the zonal model for VSUs and rural victim services delivery. During the discussion, the RMA voiced concerns about the discontinuation of the current model and the detrimental impacts that the zonal model will have on employees, volunteers, and community members. Despite not providing supporting data or evidence, the GOA argued that the zonal model will provide the same, or better, levels of care for victims, despite it being far removed from local communities.

The RMA also met with representatives from Victim Services Alberta to better understand their concerns with the zonal model, and how the change will impact front-line service delivery, staffing, and volunteers. As community members and victim services experts, they explained that quality and efficient services are critical to community resilience.





Conclusion

Throughout the consultation process, the RMA has consistently argued that the current VSU delivery model is a uniquely Albertan example of a service designed to allow local needs to be met. Any governance issues or poor service delivery outcomes linked to the current model have been the exception and can often be traced to the lack of provincial funding available to build local governance capacity and support service delivery without separate fundraising efforts. Even after several years of engagement, it remains difficult to understand the value of sacrificing the flexibility and collaboration present in the current model to create a standardized, centrally controlled model.

The RMA input into the review process has included concerns with both funding amounts and the relatively short-term nature of the current grant-based approach.

It is extremely disappointing that the GOA has chosen to undergo a costly transformation of victim services and has committed to providing the new model with significantly more funding than existing VSUs receive currently.

Victim services support Albertans of all backgrounds during the most difficult periods of their lives. Unfortunately, the shift to a regional model is much more concerned with creating a centralized and “professional” governance model than with how this change will actually impact the supports available to victims.

Have questions?

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