

SMOKY LAKE COUNTY

A G E N D A: County Council Meeting to be held for the
Purpose of the **Fire Protective Services Committee**
on

Tuesday, October 12, 2021 at 9:00 o'clock A.M.

Virtual Through Zoom Platform

<https://us02web.zoom.us/j/85628465396?pwd=OGpkbVYyMWIBS29EcStva1lBaXQ3Zz09>
With Council physically present in the County Council Chambers, Smoky Lake.

1. Meeting:

1.1 Call to Order.

2. Agenda:

Acceptance of Agenda:
as presented or
subject to additions or deletions

2. Minutes:

3.1 Adopt **minutes of August 10, 2021** – Fire Protective Services Committee
Meeting. ©

Recommendation: Motion to Adopt.

3.2 Fire Protective Services Committee August 10, 2021 - **Action List.** ©

Recommendation: File for Information.

4. Request for Decision:

4.1 Transitional Solutions Inc – Governance, Business and Implementation Plan Interim
Report. ©

4.2 Fire Invoice No. 50014. ©

5. Issues for Information:

5.1

6. Correspondence:

6.1 Village of Vilna, Earla Wagner – Chief Administrative Officer, dated September 23,
2021 Re: Unit 451- 1997 GMC Firetruck Pump Rebuild – 2018 Spring Flood in the
Village of Vilna

Recommendation: Acknowledge Receipt of \$20,211.31 cost
reimbursement

7. Delegation(s):

7.1

8. Executive Session:

8.1

9. Date and time of Next Meeting(s):

Adjournment

SMOKY LAKE COUNTY



Minutes of the **Fire Protective Services Committee Meeting** held on Tuesday, **August 10, 2021**, at 1:31 P.M. held virtually online through Electronic Communication Technology: Zoom Meeting and physically in County Council Chambers.

The meeting was called to Order by the Chairperson, Reeve Craig Lukinuk in the presence of the following persons:

<u>Div. No.</u>	<u>Councillor(s)</u>	<u>ATTENDANCE</u> <u>Tuesday, Aug. 10, 2021</u>
1	Dan Gawalko	Present in Chambers
2	Johnny Cherniwchan	Present in Chambers
3	Craig Lukinuk	Present in Chambers
4	Lorne Halisky	Present in Chambers
5	Randy Orichowski	Present in Chambers
CAO	Gene Sobolewski	Virtually Present
Asst. CAO	Lydia Cielin	Virtually Present
Finance Manager	Brenda Adamson	Absent
Fire Chief	Scott Franchuk	Present in Chambers
Fire Protect. Svcs. Asst.	Spencer Kotylak	Present in Chambers
Natural Gas Manager	Daniel Moric	Virtually Present
Planning & Dev. Assist.	Kyle Schole	Virtually Present
Legislative Svcs/R.S.	Patti Priest	Virtually Present

No Members of the Media were present.
One Member of the Public was in virtual attendance.

2. Agenda:

1052-21: Orichowski That the Smoky Lake County Fire Protective Services Committee Meeting Agenda for Tuesday, June 15, 2021, be adopted, as amended:

Addition to the Agenda:

- 1. Executive Session - Personnel

Carried Unanimously.

3. Minutes:

1053-21: Cherniwchan That the Minutes of the Smoky Lake County Fire Protective Services Committee Meeting held on Tuesday, April 13, 2021, be adopted as presented.

Carried.

1054-21: Halisky That the Action List from the Smoky Lake County Fire Protective Services Committee Meeting held on Tuesday, April 13, 2021, be filed for information.

Carried.

4. Request for Decision:

Outstanding Fire Invoice No. 41926

1055-21: Halisky That Smoky Lake County Council approve to **cancel** Fire Invoice No. 41926 issued to Intact Insurance Company in the original amount of \$2,453.13 plus any penalties incurred to date, for the emergency services provided relating to the December 19, 2017, motor vehicle collision near or at Range Road 130 and Township Road 600, because the emergency services cost was paid in full, partly by Intact Insurance Company on Fire Invoice No. 41926 and partly by Belair Insurance Company on Fire Invoice No. 41927.

Carried.

Outstanding Fire Invoice No. 41927

1056-21: Gawalko That Smoky Lake County Council approve to **cancel** Fire Invoice No. 41927 issued to Belair Insurance Company in the amount of \$2,453.12 plus penalties of \$3,233.02 for a total of \$5,686.14 for the emergency services provided at the motor vehicle collision on December 19, 2017 at RR 130 and Twp 600 because the emergency services cost was paid in full by Belair Insurance Company – Fire Invoice No. 41927 and Intact Insurance Company – Fire Invoice No. 41926.

Carried.

Outstanding Fire Invoice No. 41924

1057-21: Orichowski That Smoky Lake County waive penalties on Fire Invoice No. 41924 for the emergency services provided at the bale/field fire on July 13, 2017 at the municipal address 59123 Range Road 195, in the amount of \$475.00, **subject to payment being received in full by September 31, 2021**; and if payment in full is not received by September 31, 2021, Fire Invoice No. 41924 in the amount of \$475.00 plus penalties of \$519.29 for a total of \$994.29 will be added to Tax Roll # 19590821, as per Bylaw 1285-15: Fire Protective Services.

Carried.

Outstanding Fire Invoice No. 45859

1058-21: Orichowski That Smoky Lake County forward the Fire Invoice No. 45859 – Dirk Seenum in the amount of \$1,415.00 plus \$543.31 in penalties for a total of \$1,958.31 to a **collection agency** to recover the costs for emergency services provided on July 5, 2018 at Range Road 123 just south of Highway 28 in regards to the motor vehicle collision.

Carried.

Outstanding Fire Invoice No. 39353 & 40250

1059-21: Cherniwchan That Smoky Lake County **defer** Fire Invoice No. 40250, issued to The Personal Insurance Company in the amount of \$2,205.00 plus \$2,345.71 in penalties for a total of \$4,550.71 & Fire Invoice No. 39353 – in the amount of \$2,205.00 plus \$2,696.40 in penalties for a total of \$4,901.40 as the collection agency Consolidated Recovery System cannot recover the costs for emergency services provided on August 9, 2016 at Range Road 122 and Township Road 594 in regards to the motor vehicle collision, to a future meeting of Council.

Carried.

Outstanding Fire Invoice No. 41901

1060-21: Orichowski That Smoky Lake County **cancel** Fire Invoice No. 41901 issued to the insurance company Crawford and Company (Canada) Inc. in the amount of \$900.00 plus penalties of \$799.86 for a total of \$1,699.86 for the emergency services provided at the vehicle fire on November 23, 2017 at Range Road 141 and Township Road 594 as the Crawford and Company (Canada) Inc waived all liability for stolen vehicles denying payment for Fire Invoice No. 41901.

Carried.

Outstanding Fire Invoice No. 47765 & 48511

1061-21: Halisky That Smoky Lake County **reimburse** Alberta Transportation in the amount of \$615.00 for double billing and payment in reference to Fire Invoice No. 47765 and Fire Invoice No. 48511 for the motor vehicle collision on February 13, 2020 located at Highway 831 and Victoria Trail.

Carried.

Outstanding Fire Invoice No. 48257

1062-21: Gawalko That Smoky Lake County **cancel** Fire Invoice No. 48257 issued to Alberta Transportation the amount of \$800.00 for emergency services provided on December 2, 2019 located at Highway 28 – Range Road 180 as the services rendered are out of scope for Alberta Transportation.

Carried.

Outstanding Fire Invoice No. 48173

1063-21: Orichowski That Smoky Lake County **cancel** Fire Invoice No. 48173 in the amount of \$16,192.50 for emergency services provided on May 5, 2019 at 59437 – Highway 831 in regards to the Wildland Fire which included fire suppression on private property and submit an new invoice for the cost associated for fire suppression on provincial right-of-way to Alberta Transportation in the amount of \$3,690.00

Carried.

Outstanding Fire Invoice No. 34862

1064-21: Halisky That Smoky Lake County **defer** Fire Invoice No. 34862 issued to the vehicle owner in the amount of \$3,285.00 plus penalties in the amount of \$6,983.32 for a total of \$10,268.32 for emergency services provided on August 16, 2014 at Range Road 130 and Township Road 600 in regards to the motor vehicle collision.

Carried.

5. Issues for Information:

No Issues for Information.

6. Correspondence:

Métis Crossing – Request to Purchase Radios

1065-21: Orichowski That Smoky Lake County Council approve to sell 12 surplus VHF radios from Smoky Lake County to Métis Crossing at a cost of \$300.00 per radio, prior to the 91st Métis Nation of Alberta’s Annual General Assembly scheduled for August 19-22, 2021 at Métis Crossing; in response to the letter request from Leon Boychuk-Hunter, Manager of Métis Crossing, dated August 3, 2021:

Number	Model	Serial Number	Mic Model	Dept.	Price (\$)
1	HT1250	749TLU5956	PMMN4027A	SL	\$ 300.00
2	HT1250	749TLU5963	PMMN4027A	SL	\$ 300.00
3	HT1250	749TLU5969	PMMN4027A	SL	\$ 300.00
4	HT1250	749TLU5951	PMMN4027A	SL	\$ 300.00
5	HT1250	749TLW6481	PMMN4039A	W	\$ 300.00
6	HT1250 LS+	008THC1429	PMMN4027A	W	\$ 300.00
7	HT1250 LS+	008THS4293	PMMN4027A	W	\$ 300.00
8	HT1250	749TMC8723	PMMN4027A	W	\$ 300.00
9	HT1250 LS+	008THC1429	PMMN4027A	W	\$ 300.00
10	HT1250 LS+	008THC1428	PMMN4027A	W	\$ 300.00
11	HT1250 LS+	008THS4294	PMMN4027A	W	\$ 300.00
12	HT1250 LS+	008THS4290	PMMN4027A	W	\$ 300.00

Total: \$3,600.00

Carried.

Métis Crossing – Request for In-Kind Assistance

1066-21: Cherniwchan That Smoky Lake County accommodate the request from Leon Boychuk-Hunter, Manager of Métis Crossing through the County Reeve, Craig Lukinuk, for in-kind assistance of lending and delivering 10 picnic tables and bleachers to Métis Crossing, to be used for the Métis Nation of Alberta's 91st Annual General Assembly scheduled for August 19-22, 2021 at Métis Crossing.

Carried.

7. Delegation:

No Delegation.

Addition to the Agenda:

8. Executive Session:

Personnel - Liability Issue

1067-21: Orichowski That Smoky Lake County Council go into Executive Session to discuss a Personnel issue in respect to liability when County Employees are attending emergency scenes, under the authority of the FOIP Act Section 18: Individual or Public Safety, in presence of all Council, Chief Administrative Officer, Assistant Chief Administrative Officer, Fire Chief, and Assistant Fire Chief, time 2:14 p.m.,

Carried.

1068-21: Orichowski That Smoky Lake County Council go out of Executive Session, time 2:23 p.m.

Carried.

Next Meeting

1069-21: Gawalko The next Smoky Lake County **Fire Protective Services Committee Meeting** be scheduled for **Tuesday, October 12, 2021, at 9:00 a.m.** to be held virtually, through Electronic Communication Technology as per Bylaw 1376-20 and/or physically in County Council Chambers.

Carried.

ADJOURNMENT:

1070-21: Lukinuk That the Smoky Lake County Fire Protective Services Committee Meeting of August 10, 2021, be adjourned, time 2:25 p.m.

Carried.

CHAIRMAN

S E A L

CHIEF ADMINISTRATIVE OFFICER



SCOTT FRANCHUK - PROGRESS UPDATES
2021/10/07



SCOTT FRANCHUK

OVERDUE

Goal	Progress Update	Alignment	Current Complet...
Outstanding Fire Invoice No. 41924	<p>Scott Franchuk:</p> <p>Achievements: Fire Protective Services personnel completed and sent a letter of Council's decision to the landowner and renter involved with this incident on August 25, 2021. The landowner contacted Fire Protective Services on September 9, 2021 and stated the renter is no longer renting the property and is not willing to pay the remaining balance owing. The landowner also stated she is making arrangements to come and pay the remaining balance. On September 28, 2021 the landowner made a payment of \$200.00 and asked if she could pay the remaining \$275.00 owing in October and still have the penalties waived.</p> <p>Next Steps: <i>No value</i> 2021/10/06</p>	<p>► 2021 08 10 Fire Protective</p>	<p>100%</p>
Outstanding Fire Invoice No. 45859	<p>Scott Franchuk:</p> <p>Achievements: Outstanding invoice 45859 was emailed to the Finance Manager on August 26, 2021 with all requested information. Recieved confirmation email from the Finance Manager on August 27, 2021 that outstanding invoice 45859 was sent to Vanguard Collection Agencies in Edmonton. As of October 6, 2021 Smoky Lake County has not received any funds for this outstanding invoice.</p> <p>Next Steps: <i>No value</i> 2021/10/06</p>	<p>► 2021 08 10 Fire Protective</p>	<p>100%</p>

Outstanding Fire Invoice No. 39353 & 40250

Scott Franchuk:

Achievements: Fire Protective Services personnel completed the research on small claims court and will be bringing the the information to the August 26, 2021 County Council Meeting.

Next Steps: *No value*

2021/10/06

▶ 2021 08 10 Fire Protective

100%

Outstanding Fire Invoice No. 47765 & 48511

Scott Franchuk:

Achievements: Fire Protective Services personnel sent the cheque in the amount of \$615.00 to Alberta Transportation on September 7, 2021 for the reimbursement for double billing an incident on the highway.

Next Steps: *no value*

2021/10/06

▶ 2021 08 10 Fire Protective

100%

Outstanding Fire Invoice No. 34862

Scott Franchuk:

Achievements: Fire Protective Services personnel completed the research on small claims court and will be bringing the the information to the August 26, 2021 County Council Meeting

Next Steps: *No value*

2021/10/06

▶ 2021 08 10 Fire Protective

100%

Métis Crossing – Request to Purchase Radios

Scott Franchuk:

Achievements: Fire Protective Services personnel had the 12 VFH radios reprogrammed at Williams Wireless and were delivered to the Metis Crossing on August 20, 2021 along with invoice 50061. Smoky Lake County received full payment in the amount of \$3,600.00 on September 24, 2021

Next Steps: *No value*

2021/10/06

▶ 2021 08 10 Fire Protective

100%

COMPLETE

Goal	Progress Update	Alignment	Current Complet...
Outstanding Fire Invoice No. 41926	Brenda Adamson: Achievements: The invoice and penalties were canceled August 18, 2021 Next Steps: <i>No value</i> 2021/08/26	▶ 2021 08 10 Fire Protective	100%

Outstanding Fire Invoice No. 41927

Brenda Adamson:

Achievements: The invoice and penalties were cancelled August 18, 2021

Next Steps: *No value*
2021/08/26

▶ 2021 08 10 Fire Protective

100%

Outstanding Fire Invoice No. 41901

Brenda Adamson:

Achievements: The invoice and penalties were cancelled August 18, 2021

Next Steps: *No value*
2021/08/26

▶ 2021 08 10 Fire Protective

100%

Outstanding Fire Invoice No. 48257

Brenda Adamson:

Achievements: The invoice was cancelled August 18, 2021

Next Steps: *No value*
2021/08/26

▶ 2021 08 10 Fire Protective

100%

Outstanding Fire Invoice No. 48173

Scott Franchuk:

Achievements: Fire Invoice 50070 was sent to Alberta Transportation on August 30, 2021 and Smoky Lake County recieved full payment on in the amount of \$3,690.00 on September 21, 2021

Next Steps: *No value*
2021/10/06

▶ 2021 08 10 Fire Protective

100%

REQUEST FOR DECISION		DATE	October 12, 2021	4.1
TOPIC	Transitional Solutions Inc. – Governance, Business and Implementation Plan Interim Report			
PROPOSAL	<p>History:</p> <ul style="list-style-type: none"> Administrators met on December 17, 2020 to discuss regional projects to submit joint application for the 2020/2021 Alberta Community Partnership (ACP) Grant under the component: Intermunicipal Collaboration Framework. <p>Background:</p> <ul style="list-style-type: none"> County Council – January 28, 2021: Motion "That Smoky Lake County in partnership with the Town of Smoky Lake, Village of Waskatenau, and the Village of Vilna participate in the application of the 2020-2021 Alberta Community Partnership (ACP) Grant for the Project Titled: Regional Fire Services under the "Intermunicipal Collaboration Framework" Component Grant for the total project cost in the amount of \$200,000.00; and approve Smoky Lake County to be the Managing Partner under the said application; and further agree to abide by the terms of the Conditional Grant Agreement governing the purpose and use of the grant funds." County Council– April 29, 2021: Motion " That Smoky Lake County acknowledge receipt of the letter from the Honourable Ric McIver, Minister of Alberta Municipal Affairs, dated March 23, 2021, in regard to the approval of Smoky Lake County's Intermunicipal Collaboration 2020/21 Alberta Community Partnership (ACP) grant funding in the amount of \$200,000.00, for the Project Titled: Regional Fire Services Study, in partnership with the Town of Smoky Lake, Village of Waskatenau, and the Village of Vilna. County Council – May 27, 2021: Motions "That Smoky Lake County execute the contract with Transitional Solutions Inc. (TSI) of Edmonton, Alberta for the purpose of conducting the Smoky Lake Regional Fire Services Review including, but not limited to, an assessment and evaluation of the following: <ul style="list-style-type: none"> o Job Description Review Including Duties (Chief, Deputy and Volunteers, their Utilization and Chain of Command), o Apparatus Needs, o Water Supply, o Fire Halls and Infrastructure, o Training and Competency, o Mutual Aid Agreements, o Fire Prevention and Inspection Initiatives, o Health and Safety, and o Potential Staff Support, <p>as per TSI's proposal dated May 25, 2021 at a cost in the amount of \$64,020.00, funded by the 2020/21 – Alberta Community Partnership (ACP) Intermunicipal Collaboration Grant".</p>			

- **County Council – May 27, 2021: Motions**

” That Smoky Lake County approve for Transitional Solutions Inc. (TSI) of Edmonton, Alberta to create the **Smoky Lake Regional Fire Master Plan** for the purpose of guiding the Region in making decisions to best meet the needs of the municipalities and develop a framework for effective fire service delivery in the County, the Town and the Villages, which including, but not limited to, an assessment and evaluation of the following:

- firefighter safety,
- cost control and containment,
- efficiency,
- effectiveness,

and to identify the right-sized service and approach to meet the needs of the region over the next 10 years; as per TSI’s proposal dated May 25, 2021 at a cost in the amount of \$63,180.00, funded by the 2020/21 – Alberta Community Partnership (ACP) Intermunicipal Collaboration Grant”.

- **County Council – May 27, 2021: Motion**

“That Smoky Lake County approve for Transitional Solutions Inc. (TSI) of Edmonton, Alberta to create the Smoky Lake Regional Governance Plan for the purpose of providing alternatives for governance models with the operating and capital financial implications of each model, along with an Implementation Plan to support the execution of the Regional Fire Services Business Plan, as per TSI’s proposal dated May 25, 2021 at a cost in the amount of \$44,659.00, funded by the 2020/21 – Alberta Community Partnership (ACP) Intermunicipal Collaboration Grant”.

- **Smoky Lake Region Fire and Rescue Committee – June 30, 2021: Motion**

“That the Smoky Lake Region Fire and Rescue Committee acknowledge receipt of the following three proposals dated May 25, 2021 and three Memorandum of Agreements executed by the managing partner: Smoky Lake County, on June 4, 2021, with Transitional Solutions Inc. (TSI) of Edmonton, Alberta, for the purpose of conducting the Smoky Lake Regional Fire Services Review, which is funded by the 2020/21 – Alberta Community Partnership (ACP) Intermunicipal Collaboration Grant; to undertaking the following:

1. Smoky Lake Regional Fire Services Review which includes, but is not limited to, an assessment and evaluation of the following: Job Description Review Including Duties (Chief, Deputy and Volunteers, their Utilization and Chain of Command), Apparatus Needs, Water Supply, Fire Halls and Infrastructure, Training and Competency, Mutual Aid Agreements, Fire Prevention and Inspection Initiatives, Health and Safety, and Potential Staff Support;
2. Smoky Lake Regional Fire Services Governance Plan for the purpose of guiding the Region in making decisions to best meet the needs of the municipalities and develop a framework for effective fire service delivery in the County, the Town and the Villages, which including, but not limited to, an assessment and evaluation of the following: firefighter safety, cost control and containment, efficiency, effectiveness, and to identify the right-sized service and approach to meet the needs of the region over the next 10 years; and

3. Smoky Lake Regional Fire Services Master Plan for the purpose of providing alternatives for governance models with the operating and capital financial implications of each model, along with an Implementation Plan to support the execution of the Regional Fire Services Business Plan.”

Current:

- Smoky Lake County Administration and Fire Protective Services personnel met with Transitional Solutions Inc in June to implement the 3 phase project (Governance, Fire Service Operations and Master Plan) outlining the timeframe from Governance, Fire Service Operations and Master Plan.
- The first components for Phase 1 and 2 of the project involved interviewing all the fire chiefs, CAO’s and Councils, completing surveys and compiling information on current operations, all legislative documents and financials for a timeframe of 3 years.
- Phase 2 Governance interim report was completed and sent to the Smoky Lake County on September 17, 2021.
- **County Council – September 23, 2021: Motion**
 “That Smoky Lake County defer the interim report entitled “Smoky Lake County Governance Business & Implementation Plan” dated September 17, 2021, prepared by Transitional Solutions Inc. as Phase II part of the Smoky Lake Regional Fire Services Review and forward to a Smoky Lake Region Fire and Rescue Committee meeting, after the 2021 general election with an invitation extended to all 4 councils.

Proposal:

- In consultation with various members it was agreed to release the interim report prepared on Phase II Governance and to hold a discussion with the current councils.
- Keven Lefebvre – Project Manager was contacted by Administration for availability and the Vice Chair – Craig Lukinuk called the meeting to be scheduled for October 4, 2021
- **Smoky Lake Region Fire and Rescue Committee – October 4, 2021: Motion**
 “That the Smoky Lake Region Fire and Rescue Committee acknowledge receipt of the Interim Report – Smoky Lake County Governance Business & Implementation Plan dated September 17, 2021, prepared by Transitional Solutions Inc. as Phase II part of the Smoky Lake Regional Fire Services Review; and that each respective municipality to review for comments and feedback to be compiled for the final revisions and defer to a future Smoky Lake Region Fire and Rescue Meeting Committee at the call of the Chair.

Recommendation: In regards to the last motion past, today’s discussion is to comment and provide feedback on the Phase II Governance Interim report.

CORRELATION TO BUSINESS (STRATEGIC) PLAN

LEGISLATIVE, BYLAW and/or POLICY IMPLICATIONS

ACP Grant: Smoky Lake Region Fire Services Review

BENEFITS

- To establish a regional approach to better way deliver Fire Protective Services
- Understand the variety for different governance structures
- To strengthen the efficiency of the Regional Fire Service

DISADVANTAGES

N/A

ALTERNATIVES

N/A

FINANCE/BUDGET IMPLICATIONS

Operating Costs: _____

Capital Costs: _____

Budget Available: _____

Source of Funds: ACP GRANT

Budgeted Costs: _____		Unbudgeted Costs: _____	
INTERGOVERNMENTAL INVOLVEMENT/IMPLICATIONS	All 4 Municipalities		
COMMUNICATION STRATEGY	Smoky Lake Region Fire and Rescue Committee		

RECOMMENDATION	
<p>1. That Smoky Lake County Council forward (any) comment or feedback on the Interim Report – Smoky Lake County Governance Business & Implementation Plan dated September 17, 2021, prepared by Transitional Solutions Inc. as Phase II part of the Smoky Lake Regional Fire Services Review</p>	
Fire Chief	



SMOKY LAKE COUNTY

GOVERNANCE BUSINESS & IMPLEMENTATION PLAN

INTERIM REPORT

September 17, 2021

Prepared By:



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LETTER OF TRANSMITTAL

September 17, 2021
Mr. Gene Sobolewski, CAO
Smoky Lake County
Box
Smoky Lake, AB T

Re: Smoky Lake County Governance Plan

Dear Mr. Sobolewski,

We are pleased to present the interim report specific to Governance Models and viable options as a stepping stone to the final Smoky Lake County Governance: Business & Implementation Plans.

Over the past four weeks we have reviewed information, interviewed, and polled staff, CAO's, and Councillors, and have developed recommendations which will assist Smoky Lake County choose an updated regional governance model for Regional Fire Services. Should you have any questions or require further clarification on any of our recommendations, we are available to provide this. We feel we have captured the intent and objectives of your request and invite comments on the attached report.

As we prepare for the business case and implementation phase of the project, we do need Smoky Lake to make a choice of which governance model you choose to implement.

Please do not hesitate to contact us or request a meeting to go through the recommendations if required.

Respectfully,



Erica Thomas, President



1. INTRODUCTION

The Smoky Lake region has long recognized the benefits of collaboration in Fire Services provision. Specifically, the municipalities of Smoky Lake County, the Town of Smoky Lake, and the Villages of Vilna and Waskatenau have a history of working collaboratively in the provision of emergency services.

It was identified that a refresh was required for Fire Services within the region to clarify oversight, roles and responsibilities, update budget cost shares, committee structure, review service level agreements, long-range planning, governance, and other operational and strategic items.

Transitional Solutions Inc. (TSI) was selected to complete an identified scope of work in assessing and recommending a governance model and subsequent Business and Implementation Plans for the region to use going forward. The selection and implementation of a governance model which all municipalities can support will set the table for development of a collaborative, clear, and effective Fire Service Master Plan which will provide direction within the region for the next ten to twenty years.

The following information outlines TSI's methodology and key findings, as well as an explanation of governance options and recommendation to be used for selection and eventual implementation of a governance model. The analysis and recommendation presented considers feedback from stakeholders, existing department structures, service and training levels, previous studies completed by the municipalities, concerns raised by municipalities in the past, and current best practices in the delivery of intermunicipal Fire Services. Many factors affect which governance model is best suited for the Smoky Lake Regional Fire Service including human resources, financial capabilities, budgets, and politics; but what must remain as the primary focus is to ensure that any decisions are in the best interest of the residents in the region.

The outcome required from you today is the selection of a prudent method of governance which will be implemented to provide strategic oversight to the Fire Services in the region.

2. BACKGROUND & METHODOLOGY

2.1 BACKGROUND

The project and resulting report are governed by the principles of effectiveness, efficiency, resiliency, and practicality. In this regard, the recommendation detailed in this report was developed with an overarching goal of presenting realistic governance models that meet the needs of the municipalities, can be supported by the municipalities, ensures all entities align with a single model and allows for full implementation from the ground up.

2.2 METHODOLOGY

To achieve all interim project objectives and deliverables, TSI's team of consultants carried out a multi-stage research and engagement process to gather the inputs required for analysis. These processes included documentation review and stakeholder consultation with CAOs from all four municipalities and all elected officials in the region. The following stakeholders were interviewed one-on-one:

Stakeholder & Position	Location
Mr. Gene Sobolewski, CAO	Smoky Lake County
Ms. Bernice Macyk, CAO	Village of Waskatenau
Mr. Adam Kozakiewicz, CAO	Town of Smoky Lake
Ms. Earla Wagar, CAO	Village of Vilna

Table 1 Stakeholder Interviews, 2021

A component of this project included a review of current Bylaws, Policies and Agreements. Understanding the current bylaws, agreements and previous studies lays the groundwork for being able to see a clear picture and a path forward to a viable and sustainable governance model specific to the Fire Services in the region. This path must minimize each municipality's liability and risk and maintain recruitment and retention of Fire Service members. Financial records were reviewed, as were Committee Minutes.

Upon completion of background research and engagement activities, TSI's subject matter experts undertook a review and analysis as per the identified interim scope of work. Using the data provided, TSI completed a comparative analysis that assesses all reasonable options to demonstrate a clear path forward for the Smoky Lake County and its regional partners to deliver exceptional Fire Services to all ratepayers.

This interim report is the compilation of assessment that outlines TSI's initial findings, analysis, and recommendation for improving the Fire Service governance model between all four municipalities, taking into consideration the two Societies and their role in the region.

3. UNDERSTANDING THE CURRENT STATUS

3.1 CURRENT GOVERNANCE STRUCTURE

The current arrangement for the delivery of Fire Services within the Smoky Lake Region consists of four municipal councils, each of which has its own municipal fire department. Each fire department maintains its own identity. The four departments cooperate on a regional basis to deliver fire protection services. There are three urban fire halls providing services to the entire region. The County fire department consists of two full time personnel who assist the urban fire halls with operational response, as well as administrative and technical oversight.

To better understand how the current governance structure supports Fire Service delivery, it is important to understand how each municipality is governed independently and then how the Fire Services function together.

SMOKY LAKE COUNTY

- All members of council appointed to a “Fire Protection Services Committee” (Motion 15-20, October 22, 2020, Organizational Meeting Minutes)
- One council member and an alternate appointed to each urban fire department (Smoky Lake, Vilna & Waskatenau). The County references these appointments being as a “Fire & Rescue Liaison Committee” (Motion 16-20, October 22, 2020, Organizational Meeting Minutes)
- Two council members and an alternate appointed to the “Smoky Lake Region Fire & Rescue Committee” (Motion 19-20, October 22, 2020, Organizational Meeting Minutes) (per Bylaw 1286/15)
- The County and the Town of Smoky Lake have entered into a Joint Operation Agreement for the provision of fire protection services (per Bylaw 1392-21)
- The County and the Village of Vilna have entered into a Joint Operation Agreement for the provision of fire protection services (per Bylaw 1389-20)
- The County and the Village of Waskatenau have entered into a Joint Operation Agreement for the provision of fire protection services (per Bylaw 1388-20)

TOWN OF SMOKY LAKE

- All members of council appointed to a “Joint Fire Department Committee” (Motion 768-2020, October 27, 2020, Organizational Meeting Minutes)
- Mayor and one council member and an alternate appointed to a “Regional Fire Services Committee” (Motion 768-2020, October 27, 2020, Organizational Meeting Minutes)
- The Town and the County have entered into a Joint Operation Agreement for the provision of fire protection services (the Town has a similar bylaw as County Bylaw 1392-21)

VILLAGE OF VILNA

- One council member and an alternate appointed to a “Regional Fire & Rescue Committee” (Motion 121-19, October 21, 2019, Organizational Meeting Minutes)

- One council member appointed to the “Vilna and District Fire Department” (Motion 122-19, October 21, 2019, Organizational Meeting Minutes)
- The Village and the County have entered into a Joint Operation Agreement for the provision of fire protection services (the Village has a similar bylaw as County Bylaw 1389-20)

VILLAGE OF WASKATENAU

- One council member and an alternate appointed to the “Smoky Lake Region Fire & Rescue Committee (information confirmed by CAO as minutes of Organizational Meeting not available on Village website)
- The Village and the County have entered into a Joint Operation Agreement for the provision of fire protection services (the Village has a similar bylaw as County Bylaw 1388/20)

While it is the Joint Agreement establishing the Smoky Lake Region Fire and Rescue Committee that binds the four municipalities together in the provision of Fire Services in the region, it is three separate bilateral joint operational agreements that articulate how capital assets are owned and how operational costs are split between the municipalities.

The Terms of Reference for the Smoky Lake Region Fire and Rescue Committee identify its mandate, purpose, responsibilities, governance & procedures, and budget. Notwithstanding these terms of reference, TSI has been informed by the County there is no budget for the Committee. Rather, each municipality bears financial responsibility for its own expenses most of which is outlined in the bilateral joint operational agreements.

3.2 WHAT YOU TOLD US, WHAT WE HEARD & WHAT WE FOUND

As part of our due diligence a short survey, seen in [Appendix 8.1](#), was circulated to all elected officials in each of the four municipalities asking for comments and feedback specifically as it related to governance. In addition to the CAO interviews, surveys were sent out to all fifteen (15) elected officials. Nine (9) responses were returned. The interviews asked many of the same questions as the elected officials were asked, as well as some administrative questions. The following summarizes the results of the survey:

1. While we heard a variety of reasons why this governance review was initiated, three primary responses emerged from the survey:
 - i. The current governance model is inefficient, ineffective and at risk;
 - ii. There must be a better way to deliver services throughout the region; and
 - iii. A grant was received.
2. Alberta Municipal Affairs produces a document showing eight forms of governance. Those eight options were presented, and you were asked to select what you thought might work best for your region and why. There was overwhelming support for an Intermunicipal Agreement closely followed by a Regional Services Commission. The predominant reason given as to why these two options were chosen was because a regional Fire Service was seen as being the most

efficient and cost effective. Notwithstanding, there were also respondents who commented they had concerns with a regional Fire Services concept.

3. When asked about any concerns/issues regarding how your Fire Services are funded and/or your contribution amount there was no clear consensus in the responses. Responses ranged from more financial support from other levels of government, to funding formula inequities, to administrative and elected official roles & responsibilities, to fair & equitable contribution amounts, to mention a few.
4. Stakeholders were asked to respond to the following four statements:
 - i. Fire Protection is a service our residents/ratepayers require and should be willing to pay for;
 - ii. I support in principle a regional fire protection service that includes Smoky Lake County, the Town of Smoky Lake, the Village of Vilna, and the Village of Waskatenau;
 - iii. Any fixed costs associated with providing a regional fire protection service should be distributed on a fair and equitable basis; and
 - iv. Any variable costs associated with providing a regional fire protection service should be allocated based on the actual costs incurred as a result of responding to an incident within the municipal jurisdiction or other such method as may be unanimously agreed upon.

The level of support ranked mostly towards “strongly agree” and “agree” for each of the four questions above. (This question was presented to elected officials only; it was deemed inappropriate to ask CAO’s to provide a response given they are appointed.)

5. CAO’s were asked to specify what their respective municipality spent on fire protection services in 2019 and 2020 as well as what was budgeted for 2021. This is shown below:

MUNICIPALITY	2019 ACTUAL	%	2020 ACTUAL	%	2021 BUDGET	%
Smoky Lake County	\$ 582,562	83.2%	\$ 563,110	79.2%	\$ 584,072	80.4%
Town of Smoky Lake	\$ 78,052	11.2%	\$ 105,879	14.9%	\$ 101,000	13.9%
Village of Vilna	\$ 30,665	4.4%	\$ 29,653	4.2%	\$ 28,465	3.9%
Village of Waskatenau	\$ 8,558	1.2%	\$ 11,805	1.7%	\$ 12,660	1.8%
	\$ 699,837	100%	\$ 710,447	100%	\$ 726,197	100%

Table 2 Fire Expenses by Municipality (2019-2021) provided by CAOs or Designates

6. Equalized assessments were mentioned in both the survey responses and interviews. It was suggested there should be some consideration to using equalized assessments in the funding formula. As a result, a review of the equalized assessments for the last three years was completed which are shown in Table 3 on the following page.

MUNICIPALITY	2019		2020		2021	
	Equalized Assessment	%	Equalized Assessment	%	Equalized Assessment	%
Smoky Lake County	\$ 687,581,498	84.5%	\$ 691,486,794	84.7%	\$ 698,145,911	85.3%
Town of Smoky Lake	\$ 94,169,963	11.6%	\$ 92,386,018	11.3%	\$ 88,834,642	10.9%
Village of Vilna	\$ 13,276,012	1.6%	\$ 13,480,995	1.7%	\$ 13,281,392	1.6%
Village of Waskatenau	\$ 18,371,287	2.7%	\$ 18,867,068	2.3%	\$ 18,587,454	2.3%
	\$ 813,398,760	100%	\$ 816,220,875	100%	\$ 818,849,399	100%

Table 3 Equalized Assessment by Municipality (2019 - 2021) as per Alberta Municipal Affairs Equalized Assessment Website

7. We heard that all four municipalities entered into a Joint Agreement for the establishment of the “Smoky Lake Region Fire & Rescue Committee” per County Bylaw 1286-15. Corresponding bylaws for each urban municipality were not collected or required.
8. We found in the Minutes from the last three meetings of the Smoky Lake Region Fire & Rescue Committee that many more than the requisite five elected official appointees (2 Smoky Lake County, 1 Town of Smoky Lake, 1 Vilna & 1 Waskatenau) attended the meetings:
 - i. Jun 30/21 – 9 elected officials (4 County, 3 Smoky Lake, 1 Vilna, 1 Waskatenau)
 - ii. Feb 24/21 – 9 elected officials (3 County, 3 Smoky Lake, 2 Vilna, 1 Waskatenau)
 - iii. Nov 12/20 – 9 elected officials (3 County, 3 Smoky Lake, 2 Vilna, 1 Waskatenau)

In addition to elected officials, many non-voting attendees also join the meetings on a regular basis.
9. We also found in the Minutes recommendations for the adoption of various policies by each respective council. In this context we heard there are issues with time delays, lack of decisions being made, inconsistencies, and a desire for a single entity to adopt policy.
10. When CAO’s were asked to provide the Terms of Reference for various other fire committees that elected officials were appointed to at their organizational meetings, said Terms of Reference did not exist. The exception to this is for the Smoky Lake Region Fire & Rescue Committee which has been identified as the only formal inter-municipal fire service committee; this excludes any general inter-municipal agreements.
11. When elected officials and CAO’s were asked if they had any other comments/feedback to mention, some of the responses included:
 - i. Volunteer recruitment is a major concern
 - ii. Ability to pay principle needs to be considered (equalized assessments)
 - iii. Many of our incident responses are for non-residents (i.e., motor vehicle accidents)
 - iv. A regional approach is the only way to proceed
 - v. Administrative versus elected roles & responsibilities
 - vi. Against the hiring of full-time firefighters

12. We heard the majority of fire & rescue calls occur in the County. A listing of the responses over the past three years was requested and is shown in Table 4:

Municipality	2018	%	2019	%	2020	%
Smoky Lake County	153	77.66%	126	73.26%	162	83.08%
Town of Smoky Lake	27	13.71%	28	16.28%	20	10.26%
Village of Vilna	15	7.61%	10	5.81%	11	5.64%
Village of Waskatenau	2	1.02%	8	4.65%	2	1.03%
Total	197	100.0%	172	100.0%	195	100.0%

Table 4 Smoky Lake County Call Volumes (provided by Smoky Lake County Fire Chief)

13. We heard that even though the Town of Smoky Lake is expanding their fire hall (access to a provincial grant was obtained) to meet their needs and requirements, a new fire hall is still required.
14. We heard some volunteer firefighters may not be interested in becoming part of a single municipal fire department with the County.
15. We were advised there are two not-for-profit firefighter Societies: one in the Village of Waskatenau and the other in the Village of Vilna. The purpose of these Societies is to raise funds for their respective fire departments thereby enabling the departments to procure different things deemed to assist their fire department.
16. We note in the 2020 audited financial statements for the County, there is a capital reserve for fire in the amount of \$1.365M.
17. As part of our due diligence, we also looked at the populations of the four municipalities:

Municipality	Population
Smoky Lake County	2,461
Town of Smoky Lake	964
Village of Vilna	290
Village of Waskatenau	227
Total	3,942

Source: Alberta Municipal Affairs 2019 Population Listing

In Section 3.3 of this report, we will analyze the data collected and provide some commentary as to some observations.

3.3 DATA ANALYSIS & OBSERVATIONS

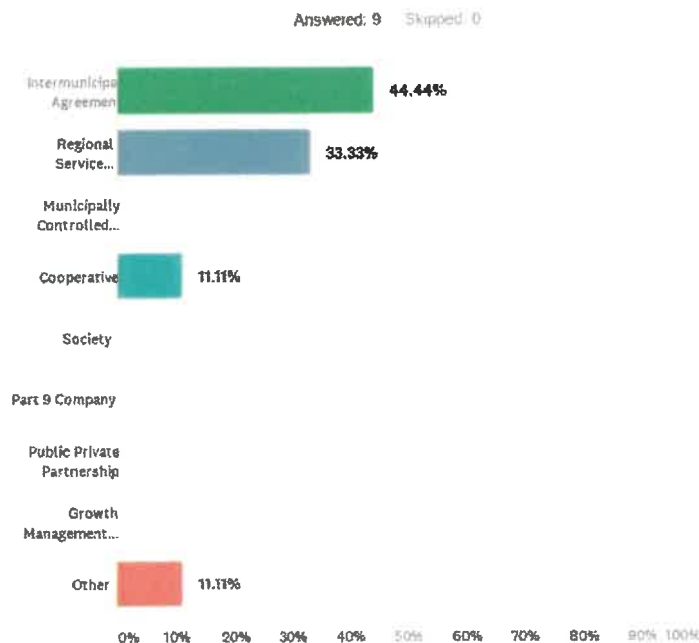
The following outlines a summary of key observations and findings used in the analysis and development of the recommendation.

1. From what you told us, accessing a provincial grant played a prominent role in the review. While one might conclude that if a grant were not available to undertake this work, the project

might not have materialized, the other two reasons identified in Section 4.2 (1) reference inefficiencies, ineffectiveness, risk, and better ways to deliver a regional fire and rescue service. It can be deduced from these reasons that there is a strong desire to incorporate change into the governance model. This is further quantified and qualified in the second statement of the elected official survey which states: "I support in principle a regional fire protection services that includes Smoky Lake County, the Town of Smoky Lake, the Village of Vilna, and the Village of Waskatenau" where 100% of the elected official respondents responded that they either strongly agreed or agreed.

2. Reference to a "region" is significant insofar as Fire Services are currently delivered to a large extent in the four municipalities on an individual basis. Notwithstanding the Smoky Lake Region Fire & Rescue Committee exists, it functions only as an advisory body. All decisions made by the Committee that impact the municipalities are recommendations and must be approved or otherwise addressed by each municipality. And while the County as the managing partner does provide administrative and technical advice and support, each municipality maintains control of Fire Services within its own jurisdictional boundaries. This is not a recipe for an efficient and cost-effective Fire Service delivery system within a region.
3. The information provided by both administrative and elected officials indicated there are only two governance models viewed as being viable for your region: intermunicipal agreements and a regional services commission. By far the most common arrangement for the provision of Fire Services across the Province is by intermunicipal agreement whether that be by bilateral or multilateral agreements. Examples: mutual aid agreements; contract for service agreements; and agreements that create a regional authority, regional board, regional committee, or

Q2 Select the governance model you think might be more effective and efficient for the provision of fire services within your region?



regional council. With respect to regional service commissions that deal with fire & emergency response, there are four in the Province. (Beaver Emergency Services Commission; Central Peace Fire & Rescue Commission; Foothills Regional Emergency Services Commission; and Pincher Creek Emergency Services Commission). As can be readily seen, a regional service commission for fire protection services is not all that popular. One might deduce the reason so few exist is because the Province sets all the rules and regulations surrounding the commission which includes the transfer of assets from the municipalities to the commission.

4. Fixed and variable costs were referenced in the elected official survey. Seven of the nine responses indicated strong support or support for the statements. The two remaining responses were neutral. And while there are numerous formulas or ways to calculate fixed and variable contribution amounts, fairness and equitability are two principles that can be challenging insofar as what one party deems fair and equitable is the exact opposite to what the next party believes. Notwithstanding, one methodology used to apportion fair and equitable cost sharing between municipalities is by using the equalized assessments. Equalized assessments level the playing field by taking into account a municipality's ability to pay. Given most of the costs associated with the provision of Fire Services are deemed to be fixed costs, using the equalized assessment formula seems reasonable. Over the past three years the equalized assessments for the four municipalities have not fluctuated all that much as is reflected in Table 3.

Switching to the variable costs, these vary depending upon what is consumed as a result of responding to an incident. If we look at Table 4 we see in 2020 (the last full year showing call volumes) the pro-rated percentage of calls for each municipality are not that much different than the pro-rated equalized assessments for 2021. Therefore, rather than trying to figure out all the variable costs it seems reasonable to simply use equalized assessments not only for the fixed cost calculation but also the variable cost calculation.

5. When it comes to fire expenses incurred by each municipality (Table 2) they have been reasonable consistent. The actuals for 2019 and 2020, and the budgeted amount for 2021, are close to the equalized assessment and call volume percentages.
6. In looking at the Smoky Lake Fire and Rescue Committee bylaw that has been adopted by all four municipalities, we note under the "Membership" article that five elected official appointees constitute the committee and yet we see nine elected officials have attended the last three meetings. We see this as being irregular to have extra elected officials attending an advisory committee meeting. While we know alternates represent the appointee when the appointee is unable to attend, this is not a best practice. Good governance can be compromised when additional attendees are involved who more often than not want to speak to agenda issues. We note as well, there are a significant number of non-voting members who attend making the meeting especially large which can make for awkward and cumbersome meetings when so many are present.
7. Whenever multiple municipalities are part of a regional advisory body, inefficiencies inevitably are going to occur. The advisory body may believe a particular decision/recommendation is

- best, however, when that decision/recommendation is debated by the individual municipalities, the same may not apply. Decisions take more time and in some instances are not accepted resulting in the advisory body having to readdress the issue. This can be frustrating and a distraction for the advisory body as it tries to do what it believes is best for the region.
8. Terms of reference for committees or boards are a must. Without them, there is no clear direction or mandate as to what the said committee or board is to do. Focus and purpose can become distorted. It is poor governance practice for a municipality to make appointments to committees or boards without understanding the purpose and roll of the committee or board.
 9. We heard that administrative versus elected official rolls and responsibilities was a concern. This often can become a slippery slope when elected officials cross the line into the realm of administration. Section 201(1) of the Municipal Government Act specifies "a council is responsible for developing and evaluating the policies and programs of the municipality and carrying out the powers, duties and functions expressly given to it under this or any other enactment". Section 201(2) states: "a council must not exercise a power or function or perform a duty this is by this or another enactment or bylaw specifically assigned to the chief administrative officer or a designated officer". Section 203(2) states: "A council may not delegate (a) its power or duty to pass bylaws (b) its power to make, suspend or revoke the appointment of a person to the position of chief administrative officer (c) its power to adopt budgets (d) its power with respect to taxes under section 347 and (e) a duty to decide appeals imposed on it by this or another enactment or bylaw, whether generally or on a case by case basis, unless the delegation is to a council committee and authorized by bylaw". Care and attention to rolls and responsibilities continuously needs to be exercised. Elected official oversight does not include giving direction on operational activities of the Fire Service.
 10. As would be expected the majority of responses for fire & rescue occur in the rural area versus urban areas. For the three-year period 2018 to 2020 calls have been reasonably consistent notwithstanding a bit of a dip in 2019 (perhaps because of less travel due to COVID-19).
 11. The County has the administrative personnel charged with the management of operational activities, has all the necessary equipment and apparatus, but does not have a fire hall or a department with firefighters within its boundaries. The three existing fire halls and corresponding fire departments are within the urban centers.

A somewhat similar situation existed in Ponoka County, Town of Ponoka and Town of Rimbey. Up until a number of years ago, the two towns were contracted to provide services into the County. Some issues arose whereby the County in essence was forced to establish their own fire hall in Ponoka (rented some commercial space in town) resulting in two separate fire departments. The Town of Rimbey was having trouble recruiting personnel for their department and did not have the resources to oversee the provision of Fire Services. They asked the County if they could take over, which the County did. The situation in Ponoka lasted for about a year, when calmer minds prevailed, and the County took over operation of Fire Services in Ponoka. Today, the County is the service provider, and all is working very well. The residents in all three municipalities are pleased with how Fire Services are provided. The County

has a contract for service with each of the two towns, employs a Director of Emergency Management (along with some administrative support) and employs two full time Fire Chiefs in each of the two towns. Volunteers continue to be relied upon in the two towns to provide front line first response. (The County CAO is Charlie Cutforth who has indicated he would be happy to further discuss their situation if more details were required).

Notwithstanding the Town of Smoky Lake is expanding their fire hall, the need for a new fire hall still appears to be something that some believe is a necessity and would enhance the delivery of service.

12. The issue related to some volunteers not being interested in becoming part of a single/regional fire department is a major concern in the delivery system for fire protection services. Without these volunteers stepping forward to commit their time and energy to help their communities, the municipalities would be forced to hiring full time personnel to fill any voids. Therefore, any change to the existing delivery model must be discussed with these volunteers to understand their issues and concerns.
13. In many fire departments across the Province, a society has been created to assist in fundraising activities that help in the procurement of certain equipment and apparatus. Members of these not for profit societies usually consist of the same people who are the volunteer firefighters. These societies are legal entities created under the Societies Act and as such form part of the overall governance picture. As long as society members understand their role in the society is different than their role as a volunteer firefighter any issues related to governance are likely to be minimal.
14. Given the population of the entire Smoky Lake region is under 4,000 and over 25% of the region is located in and around the Town of Smoky Lake, this at least gives a reasonable population nucleus upon which to draw volunteers. If insufficient volunteers cannot be secured from the population base, the only option available may be to hire full time fire fighters.

4. GOVERNANCE

4.1 LEGISLATIVE FRAMEWORK

The Municipal Government Act states that a municipality must ensure the safety of its citizens. It does not, however, dictate that the safety be provided through the existence of a Fire Service.

What is required is any fire with a dollar cost or human impact is investigated and reported to the Fire Commissioner for the Province of Alberta.

Fire Underwriters Survey (FUS) provides a function of assessing Fire Service levels within a community or geographical area through site assessments and review. The outcome (often referred to as the FUS rating) can be used by insurance companies to set the fire insurance portion of insurance rates. Feedback as provided by FUS indicates that until a Fire Service can meet NFPA 1710 performance levels (urban level of service with 14 or more firefighters on scene within 10 minutes from receipt of call,) the fire insurance rates do not reflect any significant decrease. Smoky Lake would be rated on NFPA 1720 response times which reflect a more realistic goal as found in most if not all rural areas which also encompass some small urban mixed Counties.

4.2 GOVERNANCE OPTIONS

Municipalities have a range of governance options to choose from as they consider ways to offer services in their region, outlined in [Appendix 8.2](#). Each governance option provides a unique set of characteristics that allow for varying degrees of operational autonomy, borrowing ability and legal powers.

Given the responses of the elected officials survey and the CAO interviews, as well as best practices elsewhere in the Province of Alberta, there are two options supported as being potential solutions for the Smoky Lake Region. Of the eight governance options that were presented, there was overwhelming support for an Intermunicipal Agreement closely followed by a Regional Services Commission.

INTERMUNICIPAL AGREEMENTS

Intermunicipal agreements are entered into between two or more municipalities vis-à-vis passage of a resolution or bylaw of the participating municipalities. These agreements can lead to the formation of an authority, board, committee, or regional council that oversees the provision of services on a regional basis.

Important to note is that the authority, board, committee, or regional council which is formed by the intermunicipal agreement is subject to the provisions of the Municipal Government Act as if the municipality was providing the service. Any issues relating to liability remain with the participating municipalities. An intermunicipal agreement can also be as simple as entering into a contract for service between two or more municipalities whereby one of the municipalities provides the service for a specified timeframe and fee.

REGIONAL SERVICE COMMISSIONS

Regional service commissions have their own distinct legal status separate from the member municipalities. Two commissions currently exist in the Region: (1) the Evergreen Regional Waste Management Services Commission and (2) the Highway 28/63 Regional Water Services Commission.

Commissions can hire employees, administer their own payrolls, own property, and raise capital. Any financial surplus must be used to reduce costs and may not be distributed back to the member municipalities (although the Minister of Municipal Affairs has made some exceptions to this rule). Rates charged for services must be established by bylaw and based upon a full-cost recovery rate model. Commissions are eligible for loans from the Alberta Capital Finance Authority (ACFA).

4.3 SERVICE DELIVERY MODELS

Because it has been identified in Section 4.2 of this Report that only two governance options were viewed as being acceptable and viable (intermunicipal agreements and a regional service commission), the other six options shown in will be dropped from any further consideration. You will therefore see the following proposed service models as well as an assessment of the “status quo” model.

MODEL 1: INTERMUNICIPAL AGREEMENT – CONTRACT FOR SERVICE

- Requires an intermunicipal agreement which stipulates the terms and conditions for what service levels are between the service provider and the service receiver(s)
- Municipality designated as the service provider becomes legally responsible and accountable for all actions
- Given the current administrative structure of the County and its human capital, it would be more likely that the County should be the service provider (most of the calls in the region requiring a response occur in the County)

Advantages	Disadvantages
<ul style="list-style-type: none">● Administrative structure and physical assets already in place with County to provide the services● Is simple & straightforward to set up the agreement between the municipalities● Is easy to withdraw from any agreement● Enables the urban municipalities to have confidence that when fire protection services are required there are sufficient resources available to deliver the services● Cost to deliver services is usually known for the duration of the contract (no unexpected surprises and/or costs to be absorbed)● Removes the necessity of the urban municipality to appoint a local FC thereby eliminating potential disagreements with the local fire department volunteers	<ul style="list-style-type: none">● Participating urban municipalities are entrusting the rural municipality will deliver Fire Services as needed● Urban fire hall volunteers may have/likely to have, issues/concerns with the rural municipality directing their efforts● Perceived potential loss of identity● Participating urban municipalities lose the ability to influence decision making processes (except for those that may be contained in the agreement)

With the Intermunicipal Agreement (Contract for Service) model, the following should be considered:

- A. Opportunities to improve Fire Service delivery to the public
 - Potential for standardization of the service level across the region
 - Coordination of fire activities can enhance the Level of Service
- B. Proposed Structure
 - Administrative structure already exists within the County organization
- C. Staffing Requirements
 - Fire Chief, Deputy Fire Chief, and administrative support in place
 - While every effort should be made to increase the number of volunteer firefighters, if that effort does not achieve the requisite number of volunteers, additional full-time firefighters could become necessary
- D. Anticipated Budget
 - Based on current 2021 Operational Budget of \$726K for all four municipalities it is estimated the overall budget of expenditures would be similar. If the 2021 equalized assessment (one of many ways) was used to calculate the contribution amount from each municipality and all four municipalities participate, the apportionment of costs would be as follows:
 - Smoky Lake County \$619,155
 - Town of Smoky Lake \$78,792
 - Village of Vilna \$11,764
 - Village of Waskatenau \$16,484
 - The County would realize any offsetting revenues from external sources (e.g., motor vehicle accidents)
 - Capital costs are not included (they remain with the individual municipalities as negotiated)
- E. Reporting Structures
 - Fire Chief reports to County CAO
 - Agreement likely to specify that County Fire Chief to provide periodic updates to contracted municipalities

MODEL 2: INTERMUNICIPAL AGREEMENT – REGIONAL COUNCIL

- Requires formation of a Fire & Rescue Services Regional Council
- The intermunicipal agreement stipulates the terms and conditions for how the Regional Council may operate
- Management and administrative support usually hired by the Regional Council
- Municipalities continue to be legally responsible and accountable for all actions
- Usually requires one of the municipalities to be the hosting municipality
- Equalized assessments are often used to determine the prorated share for each municipality

Advantages	Disadvantages
<ul style="list-style-type: none"> ● Eliminates potential for duplication of efforts ● Facilitates the delivery of a coordinated response to emergency scenes ● Property and assets remain with participating municipalities ● Easy to withdraw ● Participating municipalities continue to have the ability to influence decision making processes vis-à-vis their appointed representatives ● All policy development would be consistent throughout the region as well as binding to all participating municipalities. 	<ul style="list-style-type: none"> ● Risk and liability remain with municipalities ● All participating municipalities must approve the annual operating and capital budgets

With the Intermunicipal Agreement (Regional Council) model, the following should be considered:

A. Opportunities to improve Fire Service delivery to the public

- Standardization of the service level across the region
- Consolidation of resources enables deployment of personnel in a more cost effective and efficient manner
- Coordination of fire activities can enhance the Level of Service

B. Proposed Structure

- An autonomous body responsible for delivery of service
- Potential for consideration having a regional council of six members (three elected officials from the County and one each from each urban municipality). Given the expected level of financial contribution from the County their level of representation on the regional council should be significant.

C. Staffing Requirements

- Existing two full time County personnel (Fire Chief and Deputy Fire Chief) would simply move across to the Regional Council
- Some administrative support staff would be necessary (could become employees or be contracted from one of the participating municipalities)
- While every effort should be made to increase the number of volunteer firefighters, if that effort does not achieve the requisite number of volunteers, additional full-time firefighters would become necessary

D. Anticipated Budget

- Expected to be like that of a commission less any capital costs that would remain with the participating municipalities

E. Reporting Structures

- o Fire Chief would report to the Regional Council

MODEL 3: INTERMUNICIPAL AGREEMENT – STATUS QUO

- A multi-lateral joint agreement between the four municipalities (Smoky Lake County, the Town of Smoky Lake, the Village of Vilna, and the Village of Waskatenau) already in place
- Bilateral joint operation agreements between the County and each of the three urban municipalities in place
- The County is the managing partner for the Smoky Lake Region Fire and Rescue Committee
- The County Fire Chief and Deputy Fire Chief provide administrative and technical support to the three urban fire departments

Advantages	Disadvantages
<ul style="list-style-type: none">● No changes required● Terms of Reference for the Smoky Lake Region Fire and Rescue Committee contained in Bylaw 1286-15● Joint Operation Agreement Bylaws 1388/20, 1389/20 and 1392/21 specify who owns what and how various operating and capital costs are to be apportioned.	<ul style="list-style-type: none">● The Smoky Lake Region Fire and Rescue Committee is advisory and can only make recommendations which may or may not be adopted by each municipal council● Municipalities have different priorities which could result in inconsistent policy development● Too many people attend the Committee meetings resulting in inefficient use of resources● Does not necessarily incorporate cost effective strategies in the procurement of equipment and apparatus● Operational challenges occur from time to time with respect to lack of firefighters being available to respond to an incident.

With the Intermunicipal Agreement (Status Quo) model, the following should be considered:

A. Opportunities to improve Fire Service delivery to the public

- o Because each municipality functions independently, not all recommendations adopted by the Smoky Lake Region Fire and Rescue Committee are necessarily approved by each respective municipal council

B. Structure

- o Each municipality has appointed a fire chief who reports to the Chief Administrative Officer

C. Staffing Requirements

- Varies from municipality to municipality

D. Anticipated Budget

- Shown in Table 2

E. Reporting Structures

- Each municipality responsible for its own jurisdictional boundaries

MODEL 4: REGIONAL FIRE COMMISSION

- Requires formation of a Fire Services Commission
- Involves more of a command-and-control structure
- Provincial legislation will stipulate membership, assets, and any other specified components

Advantages	Disadvantages
<ul style="list-style-type: none">● Separate legal entity● Deployment of resources in response to an emergency can occur in a more efficient and effective manner● Reduces duplication of service resulting in cost efficiencies and savings● Participating municipalities continue to have the ability to influence decision making processes vis-à-vis their appointed representatives● All operational and capital costs are consolidated into one budget	<ul style="list-style-type: none">● Commission assumes all risk and liabilities● Participating municipalities cannot refuse the requisition● Requires setting up an administrative structure which results in some extra costs● Typically, all municipally owned assets are turned over to the Commission

With the Regional Fire Commission model, the following should be considered:

A. Opportunities to improve Fire Service delivery to the public

- Standardization of the Fire Service level across the region
- Consolidation of resources enables deployment of personnel in a more cost effective and efficient manner
- Coordination of fire activities can enhance the Level of Service

B. Proposed Structure

- Single department potentially consisting of a centralized fire hall (new hall contemplated by the County) or multiple fire halls using all or some of the existing fire halls and/or a new County fire hall.

C. Staffing Requirements

- Existing two full time County personnel (Fire Chief and Deputy Fire Chief) would move across to the Commission and becomes employees of the Commission

- Some administrative support staff would be necessary (could become employees or be contracted from one of the participating municipalities)
- While every effort should be made to increase the number of volunteer firefighters, if that effort does not achieve the requisite number of volunteers, additional full-time firefighters would become necessary

D. Anticipated Budget

- Estimated to range between \$0.9M to \$1.1M depending upon capital assets that may be required (with current operational expenses for all four municipalities for 2021 listed at \$726K, additional costs to create and operate the Commission are estimated to be \$200K to \$300K)
- This estimate does not include additional full-time firefighters being included

E. Reporting Structures

- Would require one employee (likely the Fire Chief) to become Manager who would report to the Commission Board

5. CONCLUSION

Based upon our research and review of materials, what you told us, an analytical analysis together with some observations, and the three service delivery models deemed to be the most viable, we can draw the following conclusion:

1. **We conclude that: Model One (Contract for Service), Two (Regional Council) or Four (Regional Commission) would work better than the Status Quo (Bi-lateral Intermunicipal Agreements) in your region.** You told us that the current model is inefficient, ineffective and at risk of failure. The vast majority of you believe a regional system would be preferred over the current model. And while Models Two and Four certainly are regional in nature and scope, Model One also is insofar as it shows the County being the conduit thru which fire and rescue services are delivered across your region.

6. RECOMMENDATION

Transitional Solutions Inc. provides the following recommendation along with the reasons we believe support the recommendation being made:

THAT CONSIDERATION IS GIVEN WITH MODEL 1 (INTERMUNICIPAL AGREEMENT – CONTRACT FOR SERVICE) BEING THE COUNTY’S PREFERRED OPTION.

Rationale & Comments

- a. This continues to give the County jurisdiction and management oversight for fire protection services within the County.
- b. On a regional basis the County incurs the largest operational expenses (Table 2). Therefore, it is seen as being desirable for the County to manage, operate and provide fire protection services for the region.
- c. The County percentage of calls as a total has now surpassed 80% of total call volume over the past three years (Table 4). It seems reasonable the County become the service provider for the region.
- d. The County owns the majority of firefighting apparatus and vehicles stationed in the three urban fire halls (the exception is with the Town of Smoky Lake where cost sharing varies for some vehicles).
- e. In the elected official survey, 100% of respondents supported in principle a regional fire protection service. The adoption of this model would enable the region to move forward with the development of a unified municipal service that should improve efficiency and effectiveness in service delivery across the region.
- f. Throughout the Province there are many examples of contract for service. A major factor in determining who is the service provider is the municipality that has the capacity, expertise, and knowledge. Given the information provided, the County is well positioned to assume this role.
- g. Ponoka County, Town of Ponoka and Town of Rimbey have adopted this Model which has been widely accepted by residents in all three municipalities. It is considered as a best practice.
- h. This model would reduce administrative involvement and political oversight from four municipalities to a single municipality.
- i. Under this type of model, the County would be required to provide periodic updates to the participating municipalities.
- j. Operational efficiencies are more likely to be incorporated given only one Fire Service would exist.
- k. The County could/should take their decision to discuss all the models with its urban municipal partners before making a final decision on what model or course of action was the most appropriate.
- l. Under this model, there would be no direct political oversight by participating urban municipalities. Rather, the County would provide the level of service as stipulated in a bi-lateral agreement between themselves and the urban municipality.
- m. It is recognized that the volunteer firefighters play a significant role in the provision of emergency responses. It is critical to ensure they are part of the discussion prior to the municipalities unilaterally deciding what will occur.
- n. From a costing perspective, it is forecast this model will cost the County slightly more, while reducing the costs to the urban municipalities.

7. REFERENCES

Alberta Fire Chiefs Association. (2021, September 5). *Alberta Fire Service Risk Assessment and Core Competency Tool*. Albert Fire Services Toolkit: Community Planning and Emergency Response: <http://abfirechiefs.ca>

Municipal Affairs (2021). *Government of Alberta*. Regional Service Delivery: <https://www.alberta.ca/regional-service-delivery.aspx>

NFPA. (2020). *NFPA 1001*. National Fire Protection Association Standards: <https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1>

Province of Alberta. (2020, September 1). *Municipal Government Act*. Municipal Affairs: <https://www.qp.alberta.ca/documents/Acts/M26.pdf>

Smoky Lake County. (2021). <http://www.smokylakecounty.ab.ca/>

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Town of Smoky Lake. (2021). <http://www.smokylake.ca/>

Village of Vilna. (2021). <https://www.vilna.ca/>

Village of Waskatenau. (2021). <http://www.waskatenau.ca/>

8. APPENDICES

8.1 Governance Survey Questions (Final)

8.2 Governance Options in Alberta

8.3 Acronyms

REPORT PREPARED BY:



240, 2833 Broadmoor Blvd | Sherwood Park, AB | T8H 2H3 | 587-583-4308
www.transitionalsolutions.ca

APPENDIX 8.1 FIRE SERVICES GOVERNANCE SURVEY QUESTIONS

August 25, 2021

Elected Official Questions

1. Why do you think a governance review of fire services has been initiated?
2. Is there a governance model you think might be more effective and efficient for the provision of fire services within your region? If yes, briefly describe/identify what it might be and/or might look like?
3. In most instances there is a strong correlation between governance and finance. In this regard, do you have any concerns/issues in regard to how your fire services is funded and/or your contribution amount? Please explain.
4. Section 3 of the Municipal Government Act in part reads: “The purpose of a municipality are: (b) to provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality; (c) to develop and maintain safe and viable communities; and (d) to work collaboratively with neighbouring municipalities to plan, deliver and fund intermunicipal services.” In this context as it specifically relates to fire services, please select the response that best describes your level of support for the following four statements:
 - Fire protection service is a service our residents/ratepayers require and should be willing to pay for. (Strongly agree/Agree/Neutral/Disagree/Strongly Disagree)
 - I support in principle a regional fire protection service that includes Smoky Lake County, the Town of Smoky Lake, the Village of Vilna and the Village of Waskatenau. (Strongly agree/Agree/Neutral/Disagree/Strongly Disagree)
 - Any **fixed costs** (costs that are incurred to have a service available before any type of response occurs) associated with providing a regional fire protection service should be distributed on a fair and equitable basis. (Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree)
 - Any **variable costs** (costs that occur as a result of responding to an incident) associated with providing a regional fire protection service should be allocated on the basis of the actual costs incurred as a result of responding to an incident within the municipal jurisdiction or other such method as may be unanimously agreed upon. (Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree)
5. Do you have any other comments/feedback you would like to mention?

APPENDIX 8.2 GOVERNANCE OPTIONS FOR MUNICIPAL REGIONAL SERVICES IN ALBERTA

	Inter-Municipal Agreement	Regional Services Commission	Municipal Controlled Corporation	Cooperative	Society	Part 9 Company	Public Private Partnership	Growth Management Board
Separate legal entity		X	X	X	X	X	X	X
Can borrow and incur debt servicing costs		X	X	X	X	X		X
Can directly expropriate land		X						
Can make a profit and distribute to members			X	X			X	
Requires provincial government approval for establishment		X	X	X	X	X	X	X
Ministry/parties responsible for establishment	Municipalities	Municipal Affairs			Service Alberta		Municipalities and Partners	Municipal Affairs
Legislation restricting types of services provided		MGA		Cooperatives Act	Societies Act	Companies Act	MGA	

- Regional services commissions are restricted to providing services as described by the commission's regulation.
- Municipal controlled corporations may be owned by a municipality or group of municipalities and provide services to a region.
- Societies are restricted to any benevolent, philanthropic, charitable, provident, scientific, artistic, literary, social, educational, agricultural, and sporting activities.
- Part 9 Companies are restricted to promoting art, science, religion, charity, and recreation activities.
- Public-private partnerships may be a separate legal entity depending on the partnership agreement.
- Regional services commission is the only governance option that can directly expropriate land. Expropriation of land for inter-municipal agreements, municipal controlled corporations, Part 9 companies and societies may be completed by a municipality who is a member of that organization to enable that organization to carry out a development.

Explanation of Governance Options

Municipalities have a wide range of governance options to choose from in overseeing organizations that are connected to, but external from, their administrations. These governance options include:

1. *Intermunicipal Agreements:* Intermunicipal agreements are entered into vis-à-vis the passage of a resolution of two or more participating municipalities. These agreements can lead to the formation of an authority, board, or committee that oversees the provision of services on a regional basis. Important to note is that an authority, board, or committee formed by an intermunicipal agreement is subject to the provisions of the MGA as if the authority was the municipality providing the service.
2. *Regional Service Commissions:* Regional service Commissions have their own distinct legal status with natural person powers separate from the member municipalities. Commissions can hire employees, administer their own payrolls, own property, and raise capital. Any financial surplus must be used to reduce costs and may not be distributed back to the member municipalities. Rates charged for services must be established by bylaw and based upon a full-cost recovery rate model. Commissions are eligible for loans from the Alberta Capital Finance Authority.
3. *Municipally Controlled Corporations:* Municipal controlled corporations are for-profit corporations that are controlled by a municipality or group of municipalities to provide a regional municipal service. There are less than twenty municipally controlled corporations in Alberta. EPCOR Utilities Inc. (owned by Edmonton) and Aquatera Utilities Inc. (owned by the City and County of Grande Prairie and Town of Sexsmith) are two examples. They are regulated by the MGA, Business Corporations Act, Control of Corporations Regulation, and the Debt Limit Regulation. They are a separate legal entity that can hire employees, administer payrolls, own property and raise capital. Municipally controlled corporations cannot borrow from the Alberta Capital Finance Authority.
4. *Cooperatives:* Cooperatives are incorporated under the Cooperatives Act and, in general, are intended for individuals to come together for a common purpose. One cooperative that municipalities may be familiar with are Rural Electrification Associations (REA's). Cooperative principles are specified in the Act and determine how the entity carries on business. Cooperative surpluses may be used to develop its business, improve its services, establish reserves or pay interest on member loans or dividends on shares, support community welfare, or can be distributed among its members.
5. *Societies:* Societies are legal entities incorporated under the Societies Act. They are created for any benevolent, philanthropic, charitable, provident, scientific, artistic, literary, social, educational, agricultural, sporting or other useful purpose, but not for the purpose of carrying on a trade or business. Agricultural Societies and Community Associations are typical examples of societies. While societies can incur debt, they cannot borrow from the Alberta Capital Finance Authority.

6. *Part 9 Companies:* Part 9 companies are formed to promote art, science, religion, charity or other similar endeavours, or solely to promote recreation for their members. A Part 9 company must apply its profits in the promotion of its objects and no dividend should be paid to its members. Part 9 companies are regulated by the Companies Act. A Part 9 company may borrow funds for carrying out its objectives but is not eligible for direct loans from the Alberta Capital Finance Authority. The Alberta Industrial Heartland Association (an economic development entity consisting of the City of Edmonton, City of Fort Saskatchewan, Lamont County, Strathcona County, and Sturgeon County) is an example of a Part 9.
7. *Public Private Partnerships:* Public-private partnerships may be a separate legal entity depending on the partnership agreement. Typically, they include an arrangement between two or more public and private sector entities with a long-term life span. The construction and ongoing operations of the Anthony Henday Ring Road around Edmonton is an example. NorthWestConnect and the Province entered into a P3 Agreement for the design, construction, operation, and maintenance of Anthony Henday Drive from Hwy 16 to Manning Drive until 2041. They usually involve significant capital investment and ongoing operational costs.
8. *Growth Management Board:* Growth Management Boards are defined in Part 17.1 of the MGA. There are only 2 Growth Management Boards in Alberta – the Edmonton Metropolitan Region Board and the Calgary Metropolitan Region Board. When in place, Growth Management Boards can be responsible for overseeing emergency services in a region. The Growth Management Board model was not considered for this project due to its complexity and requirement for provincial legislation.

APPENDIX 8.3 ACRONYMS

ACFA	Alberta Capital Finance Authority
AFCA	Alberta Fire Chiefs Association
CAO	Chief Administration Officer
CPR	Cardiopulmonary Resuscitation
LOS	Level of Service
NFPA	National Fire Protection Association
OHS	Occupational Health and Safety (Alberta)
SLCFS	Smoky Lake County Fire Service
TSI	Transitional Solutions, Inc.

REQUEST FOR DECISION		DATE	October 12, 2021	4.2
TOPIC	Fire Invoice No. 50014			
PROPOSAL	<p>Background</p> <ul style="list-style-type: none"> - On November 2, 2020 Waskatenau and Smoky Lake Fire responded to a single vehicle rollover with 2 patients trapped inside the vehicle located on Twp 584 just east of RR 184. - Fire crews used the Jaws of Life to cut the roof off and assisted Ems with extricating the patients onto spine boards, packaging and loading into the ambulance. - Both patients were transported to the hospital and RCMP requested a Traffic Analyst to complete the investigation on the collision. - Fire crews provided scene lighting, traffic control and assisted in the investigation measurements. - At the time of incident, fire crews could not locate the vehicle information or insurance. - Fire Protective Services personnel received the collision report from the RCMP in April of 2021 and worked with the insurance company to determine the adjuster and claim number. <p>Current:</p> <ul style="list-style-type: none"> - Fire invoice 50014 was sent to The Co-operators Insurance Company on August 16, 2021. - Fire Protective Services received a email on August 16, 2021 from Julian Schwaiger: Claims Representative II – Auto Response Center from The Co-Operators Insurance Company denying the claim in accordance to Section C exclusions of SPF 1 as well as a violation of the Insurance Act of Alberta, Section 554. - Alberta Insurance Act – RSA 2000 Chapter 1-3, Section 554: Misrepresentation, fraud or violation of condition 554(1) If <ul style="list-style-type: none"> (a) an applicant for a contract <ul style="list-style-type: none"> (i) gives false particulars of the described automobile to be insured to the prejudice of the insurer, or (ii) knowingly misrepresents or fails to disclose in the application any fact required to be stated in the application, (b) the insured contravenes a term of the contract or commits a fraud, or (c) the insured wilfully makes a false statement in respect of a claim under the contract, a claim by the insured is invalid and the right of the insured to recover indemnity is forfeited. <p>(2) No statement of the applicant may be used in defence of a claim under the contract unless it is contained in the signed written application for the contract or, when no signed written application is made, in the purported application, or part of the application, that is embodied in, endorsed on or attached to the policy.</p> <p>(3) No statement contained in a copy of the purported application, or part of the application, other than a statement describing the risk and the extent of the insurance, may be used in defence of a claim under the contract unless the insurer proves that the applicant made the statement attributed to the applicant in the purported application or part of the application.</p> <p>Proposal:</p> <ul style="list-style-type: none"> - Smoky Lake County in respect to invoice will not receive any compensation for the services provided on this incident from the Insurance company. Therefore an new invoice will be created and sent to the registered owner. 			

CORRELATION TO BUSINESS (STRATEGIC) PLAN	
LEGISLATIVE, BYLAW and/or POLICY IMPLICATIONS	Bylaw NO. 1285-15: Fire Protection Services. Alberta Insurance Act: Section 554
BENEFITS	■ recover costs for Fire Protective Services
DISADVANTAGES	<i>N/A legislative requirement</i>
ALTERNATIVES	N/A
FINANCE/BUDGET IMPLICATIONS	
Operating Costs: _____	Capital Costs: _____
Budget Available: _____	Source of Funds: _____
Budgeted Costs: _____	Unbudgeted Costs: _____
INTERGOVERNMENTAL INVOLVEMENT/IMPLICATIONS	
COMMUNICATION STRATEGY	Intern operations

RECOMMENDATION	
<p>1. That Smoky Lake County cancel Fire Invoice No. 50014 issued to The Co-Operators Insurance Company in the amount of \$8865.00 for the emergency services provided at the motor vehicle collision on November 2, 2020 at Twp 584 - RR 184 due to the registered owner is in violation under the Alberta Insurance Act.</p>	
Fire Chief	



Box 310
 Smoky Lake, Alberta T0A 3C0
 Ph:780.656.3730 Fax: 780.656.3768
 www.smokylakecounty.ab.ca

Invoice

Invoice Date	Customer #	Invoice #
2021/08/16	4617	50014

Please make cheques payable to:
 Smoky Lake County

Amount Due	
\$	8,865.00

CO-OPERATORS INSURANCE
 5550 1ST STREET SW
 CALGARY AB T2N 0C8

Amount Paid	
\$	



4617



Box 310
 Smoky Lake, Alberta T0A 3C0
 Ph:780.656.3730 Fax: 780.656.3768
 www.smokylakecounty.ab.ca

I N V O I C E

Page #
1

Invoice Date	Customer #	Invoice #	GST Registration #
2021/08/16	4617	50014	R121665640

For Account enquiries please call: 780.656.3730
 or visit our office at: 4612 - McDougall Drive, Smoky Lake, AB T0A 3C0

Invoice Total:	\$	8,865.00
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Account Holder:
 CO-OPERATORS INSURANCE

Invoice Description	Quantity	Unit Price	Tax Cd	GST	Amount
W-2020-33/SLC-2020-77	1.000	8,865.00	E	.00	8,865.00

.00 8,865.00

Invoice Note:

Messages:

ACCOUNTS OVER 30 DAYS WILL BE CHARGED 1.5% INTEREST PER MONTH



HISTORIC VILNA

A true Alberta boomtown...

September 23, 2021

Reeve Lukinuk and Council,
County of Smoky Lake,
Box 310,
Smoky Lake, AB T0A 3C0

Dear Sirs;

RE: 2018 Spring Flood
Vilna

Our Council would like to thank you and your staff for the tremendous assistance the County provided to us during the 2018 disastrous flood. It was through your efforts, the fire departments and the volunteers that the Village was able to survive during this time.

We had submitted a claim to Alberta Disaster Services for the costs of damages and mitigation. Included in the claim was the cost the County incurred to repair the pump on one of your fire trucks that was used to move the backed up water. Unfortunately that claim was denied, however, the Village did receive sufficient funds to cover costs and repairs.

It was the decision of Council that since the damage to the fire truck was incurred during and as a result of the flood, the Village should pay the County for the cost of that damage. Enclosed is a cheque in the amount of \$20,211.31 to cover the costs (net gst) incurred while helping the Village.

Once again, on behalf the Council and the Village of Vilna, we want to thank you for your continuing support,

Sincerely,

Leo Chapdelaine, Mayor.

HOTSHOT FIRE TRUCKS LTD.

BOX 2728, STONY PLAIN, AB. T7Z 1Y2

PHONE: (780)823-0063

INVOICE: 4663

SOLD TO: SMOKY LAKE COUNTY

BOX 310
SMOKY LAKE, AB.
T0A 3C0

DATE: APRIL 22, 2019

P.O.#

Please make remittance to:
HOTSHOT FIRE TRUCKS LTD.
BOX 2728, STONY PLAIN, AB. CAN. T7Z 1Y2

QUANTITY	DESCRIPTION	AMOUNT
	PUMP OVERHAUL ON 1997 GMC 3000 LPM FRONT MOUNT FIRE TRUCK (VILNA) AS PER WORK ORDER #3204	
		LABOR \$5,900.00
		PARTS 14,311.31
		G.S.T. 1,010.57
		<i>6-2-24-530</i>
	G.S.T. REGISTRATION NO: 10235 9056RT	
		RECEIVED APR 29 2019 SMOKY LAKE COUNTY
	TOTAL	\$21,221.88

PAY ON ORIGINAL ONLY - TERMS 15 DAYS

1-2-630-23-00

SA

May 6, 2019



Village of Vilna

Box 10
Vilna, AB T0A 3L0
Tel: (780) 636-3620 Fax: (780) 636-3022

ATB FINANCIAL
Box 440
St. Paul, AB T0A 3A0
Tel: (780) 645-4406

013981

DATE 20210923
Y Y Y Y M M D D
Y Y Y Y M M D D

THE AMOUNT OF **Twenty Thousand Two Hundred Eleven Dollars And Thirty One Cents

\$ **20,211.31

PAY
TO THE
ORDER
OF

Smoky Lake County
Box 310
Smoky Lake, AB
T0A 3C0

Village of Vilna

PER [Signature]
PER [Signature]

⑈013986⑈ ⑆07379⑆ 219⑆ 1133756⑆ 24⑈

Village of Vilna

Smoky Lake County

013986

Date: 2021-09-23

Invoice #	Date	Total	Description
2018 Flood	2021-09-23	20,211.31	Fire Truck Repairs

Handwritten: H-1-351-23

20,211.31