



# MUNICIPAL SUSTAINABILITY INITIATIVE

ANALYSIS AND RECOMMENDATIONS

Prepared by: Alberta Urban Municipalities  
Association

Adopted by the AUMA Convention:  
November 30, 2007



## **MUNICIPALITIES ARE AN ACCOUNTABLE ORDER OF GOVERNMENT**

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The 2007 provincial budget provides Alberta municipalities with an unprecedented \$400 million in new investment through the Municipal Sustainability Initiative (MSI). By 2010-11, \$1.4 billion will be provided to municipalities to assist them in achieving sustainability. This is equivalent to the education property tax currently collected in Alberta.

The Association strongly endorses the vision of the Government of Alberta to further invest in Alberta municipalities. The pressures created from the phenomenal economic growth in Alberta over the past few years have been well documented and are recognized by all government partners. We applaud the Government of Alberta for the creation of the MSI and feel that with a commitment to a permanent provincial-municipal partnership, this program will help municipalities manage growth pressures, deal with a backlog of capital projects, and address the increasing costs of providing quality municipal services to Albertans.

With sustainable and predictable transfers, municipalities will be able to engage in long-term planning requirements that meet the goals of their citizens and the Government of Alberta. Such a partnership will further enhance Alberta communities' quality of life and competitive edge in attracting and retaining business and labour. Further, by communities engaging in long term sustainability planning with citizens, the resulting improved governance will address long-term economic, environmental, cultural and social issues within each community. This submission is intended to be forward-looking, and is not intended to suggest that Year 1 funding should not occur as announced.

### **KEY PRINCIPLES**

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AUMA recommends that the MSI transfers should be based on the following principles.

- 1. Linkage with Provincial Revenues – The provincial tax base is linked to the economy, and thus municipal revenues should also follow the economy.** Municipal governments exist for the long-term, and are moving more and more towards long-term planning. In order to effectively implement long-term plans, municipalities must, to the degree possible in having transfers tied to the economy, have corresponding long-term, predictable and sustainable transfers.

While municipalities have access to own-source revenues such as fines and penalties, charges for services, and investment income, the bulk of their revenues come from the property tax, and grant funding from other orders of government. This does not lead to balanced growth in regions due to the competition for property taxes (no other major revenue sources). To mitigate the inter-municipal competition (and often conflict) for assessment revenues, a new and permanent provincial-municipal partnership that links municipal revenues with provincial revenues would allow municipalities flexibility in meeting the complexity of service and infrastructure demands. At the same time, the linkage to the economy through the provincial tax base recognizes that municipalities cannot expect to only share in the fruits of a growing economy, but rather, municipal governments' revenues should grow and shrink as the Alberta economy ebbs and flows. The result is a true partnership between the province and municipalities, featuring effective long-term planning, and a better capacity for achieving municipal sustainability.

- 2. Municipalities have primary access to the property tax base.** Municipalities believe that they require primary access to the property tax base because it is currently their only

source of tax revenue. Municipal councils have to consider implications to tax payers when establishing mill rates for the different assessment categories, such as residential or commercial. These concerns led to an AUMA approved guiding principle that municipalities have primary access to the tax base.

### 3. **Community Sustainability**

- a. **Communities need the ability to plan and implement their own long term sustainability initiatives.** Community priorities have to be set by that community - not through complex provincial conditional grant systems. Municipalities have to consider all factors that impact the long term sustainability of their communities. Rather than receive conditional funding, each municipality should complete a long term sustainability plan which prioritizes its critical infrastructure needs and, based on this plan, submit to the Provincial Government a report of its sustainability priorities, including how the MSI transfers addressed those priorities. As stewards of the municipality the Mayor and CAO (or CFO) would sign off on this report.
  - b. **Municipal governments will track sustainability by following their municipal sustainability plan, and by preparing an annual sustainability report.** Due to external forces and changes occurring over time, local governance structures will sometimes have to change. Sometimes this is a matter of gaining economies of scale through regional services, and sometimes this is a matter of declining viability or sustainability of communities. In cases where a solid argument can be made for improved sustainability through regionalization of services and/or administrative functions, a process should be put in place for considering this course of action. In cases where municipalities cannot sustain themselves, other options for their governance, including dissolution, should be considered. This concept was highlighted in the convention-approved AUMA Paper on "Formation, Fundamental Changes and Dissolution" (2004), AUMA's convention-approved "MGA Review Document" (2005) and is discussed in the AUMA Position Paper entitled "Multi-jurisdictional Planning" (2007).
4. **Complementary transfers – MSI transfers should not replace existing grant programs.** Alberta municipalities face increasing costs for providing quality services and eliminating the infrastructure deficit. In addition, extreme differences in revenue-raising capacity exist amongst Alberta municipal governments, and there are disparate effects of provincial grants upon them<sup>1</sup>. The MSI should provide a new source of revenue for all municipalities in order to complement existing permanent programs, until such time as municipal and provincial responsibilities and education taxes and grants are reviewed.
5. **Equitable transfers – MSI contributions should provide all municipalities with a minimum amount of revenue.** MSI transfers must provide a base amount of money to all Alberta municipalities, so that each municipality is provided with enough cash to carry

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<sup>1</sup> The following were findings from a Report carried out by Nichols Applied Management for the Minister's Council on Municipal Sustainability, June 2006:

- changes in individual support programs may have differential effects on particular municipalities or groups of municipalities
- reductions in education levies will provide different levels of "tax room" depending on each municipality's assessment base. e.g., a 10% reduction in provincial education rates equates to:
  - 1.7% of McLennan's municipal taxes
  - 5.7% of Edmonton's municipal taxes
  - 12.3% of Rocky View's municipal taxes
- the net impacts of concurrent changes in municipal responsibilities, provincial support programs, and education taxes may differ widely by type or size of municipality and from municipality to municipality
- potential impacts must be examined on a disaggregated municipal basis as well as in terms of aggregate effects

out priority projects. This is especially important given that when the Alberta Municipal Infrastructure Program (AMIP) concludes, smaller municipalities will face a substantial loss of revenue unless a base amount is added to the MSI funding formula.

6. **Autonomous decisions – Transfers should enable municipalities to meet their own priorities.** Municipalities are in the best position to determine where revenues should be allocated. It is important to allow municipalities the ability to determine how the greatest overall benefit for the municipality can be accomplished. Enhanced municipal autonomy was a major consideration in adopting new municipal legislation in Alberta in 1994.
7. **Simple process without competition – Program simplicity increases the value of revenue.** Competitive programs, tight restrictions on revenue use and detailed reporting can all impact on the value that municipalities are able to derive from the MSI transfers. Competitive programs typically require comprehensive applications, adjudication and reporting processes. While AUMA understands that accountability is paramount, there is concern with how competitive processes impact the ability to secure revenues. Another challenge inherent in a competitive process is that of potentially rewarding revenues to those municipalities which have reached a crisis point because of previous poor or insufficient planning, while those municipalities which have planned well and invested well in their infrastructure are overlooked. Additionally, overly onerous requirements may result in program delays that negatively impact planning cycles

## ISSUES

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Based on the foregoing principles, the following issues existed with the MSI prior to the provincial revisions to the MSI program, announced September 14, 2007<sup>2</sup>:

1. **Disparity of sustainable and equitable funding.** The MSI is to be fully implemented at the same time as the Alberta Municipal Infrastructure Program (AMIP) ends. AMIP provides a base amount of funding for every municipality whereas the MSI does not. As a result, the completion of AMIP and ramping up of MSI would have resulted in those municipalities currently in high financial need, becoming unviable.
2. **Limited municipal autonomy and local accountability through placement of conditions on funding.** To address key provincial priorities the MSI funding as it was announced in the Budget divided the funds into numerous “envelopes”. Conditional funding assumes that municipal needs are the same across all municipalities and that they align with those of the Province. This is at odds with “place-based” decision making and limits a municipality’s ability to address local needs. Municipal governments are in the best position to understand the needs of their ratepayers. Conditional funding is not congruent with the philosophy of enhanced municipal autonomy that was used to develop Alberta’s *Municipal Government Act*, nor does an emphasis on conditions enhance any accountability tied to ensuring the revenues are well spent on appropriate matters.
3. **Implied transfer of housing responsibility.** The MSI, as announced in the Budget provided funding toward affordable housing projects. This implied a transfer of responsibility for affordable housing from the Province to municipalities, contradicting recommendation 6 of the final report of the Minister’s Council on Municipal Sustainability (MCMS): “No major realignment of current municipal and provincial roles and responsibilities is required”. Furthermore, the Council recommended further addressing the

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<sup>2</sup> AUMA is pleased to note that many of the issues presented in this section were addressed by the Government of Alberta’s Announcement of a revised MSI program on September 14, 2007. Please refer to the Government of Alberta’s September 14 Press Release, and AUMA’s Response in Appendix A.

shared responsibilities of affordable housing, ground ambulance and policing by September 2007, and it is expected that the Government of Alberta and municipalities will explore this jointly.

AUMA has developed a separate submission to the Government of Alberta regarding affordable housing and the responsibilities for the different orders of governments.

4. **Over-emphasis on incentives for inter-municipal cooperation.** A significant portion of the MSI funds as announced in the provincial budget, were tied to inter-municipal cooperation. While AUMA supports inter-municipal project cooperation, it is most meaningful and progressive when it is truly voluntary.

There are challenges to what amounts to “compulsory” inter-municipal project cooperation. For example, where one municipality has multiple neighbouring municipalities it may not be possible to accommodate all of the projects. In some cases, municipalities may not have the capacity to meet the expectations of their neighbours for collaboration. In other situations, a municipality may not have neighbours with which to partner. In other cases, there are municipalities that wish to cooperate, but have a neighbour that is not interested in cooperative projects – the result is a penalization to the neighbour that wishes to take on cooperative efforts. “Compulsory” cooperation could place some pressure on municipalities to favour collaborative projects over priority projects identified in long-term plans (both statutory and non-statutory).

5. **Light Rail Transit:** While not specifically mentioned in the MSI, light rail transit deserves mention as an issue in the same way that affordable housing is discussed above. Both Calgary and Edmonton currently operate light rail transit systems. These systems are needed in areas with high population and complex transportation needs. The Governments of Alberta and Canada need to recognize those requirements and how important light rail transit is to ensure Alberta's major cities are competitive in a global marketplace, and lead the country's cities in economic diversification. A light rail transit program for the two major cities must be implemented and funded by both the Government of Alberta and the Government of Canada, and this must be separate from the MSI. AUMA is developing a separate submission on the strong need for the Government of Alberta and the Government of Canada to support their world-class cities through a comprehensive program for Light Rail Transit.

## **RECOMMENDATIONS**

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As stated, AUMA believes that the MSI is a strong commitment from the Government of Alberta to adequately address local priorities in Alberta municipalities. We further believe that the following recommendations will enhance overall municipal sustainability.

1. **Establish a Formal Provincial-Municipal Agreement that includes a Permanent Transfer Mechanism and a Partnership/Engagement Mechanism.** The Government of Alberta should implement a permanent transfer of provincial revenues that follows the economy of the Province, rather than a ten-year program. This will provide municipalities, to the degree possible in having revenues tied to the economy, with a source of predictable, sustainable revenues and will enable long-term planning. This should be formalized through an agreement that outlines the amount of transfers and includes a process for effective engagement and enhanced provincial-municipal relations. Municipalities plan and support infrastructure that lasts for centuries. Revenue sources have to align with that long range planning horizon, governance demands and long term maintenance requirements. The new partnership would allow long-term financial planning

that includes increased borrowing powers (if a municipality so desires), and increased support for saving revenues earmarked for future services and infrastructure in municipal reserves.

2. **Ensure that the allocation formula components are updated annually**, and that assessments stay current as a large portion of the MSI is based on assessments.
3. **Addition of a “road usage” factor to the roads component of the MSI formula**, in recognition that some roads are much more heavily used than others, and require higher and more frequent maintenance.
4. **That the Provincial Government freeze the education property tax at \$1.4 billion.** AUMA has consistently advocated the reduction of provincial education taxes to ensure municipalities have sufficient room to address operational and capital requirements. The provincial requisition does impact councils’ taxing decisions because citizens look at their total tax load as opposed to the individual requisitions. Therefore, the province needs to commit to holding the provincial education requisition to \$1.4 billion annually. Further there is concern that the province will increase their property tax requisition amount to fund the future financial requirements for MSI.
5. **Hold municipal governments accountable for good governance and financial management through Municipal Sustainability Planning and Annual Municipal Sustainability Reports.** Accountability can be best attained through the establishment of a municipal sustainability planning system and performance reporting rather than through an annual transfer of conditional grants. The recommended system is for the municipal government to prepare an annual, signed Sustainability Report to the Government of Alberta, showing how the revenue flow has been spent to meet the sustainability obligations of the municipality. The Report would be signed by the Mayor Council and CAO, and filed with the Provincial Auditor-General to confirm the use of the Provincial Transfers. Under such a system, sound financial planning will be achieved and long-term planning will enable all municipalities to effectively use their revenues in the best interest of their citizens. Performance measurement would allow the government to know that critical asset upgrades are being completed and the citizens’ needs are being addressed, while at the same time leaving Council empowered to lead its community. The Annual Sustainability Reports would provide the Provincial Auditor General with the confidence that shared provincial revenues are being allocated based on the municipalities’ highest requirements.

The Sustainability Reports could also be used to demonstrate the sustainability or viability of municipalities. There are very few municipalities which dissolve or restructure in any given year. However, there are some that are substantially supported by provincial grants. There may be alternate governance structures or different governance partnerships that could be found for those municipalities that struggle to maintain services and infrastructure with their current revenues.

6. **Establish a process to consider and act on changing a governance structure for financially unsustainable municipalities if a Municipal Sustainability Report shows good reason to do so.** There are two cases where changes to governance structures may be considered. If a Municipal Sustainability Report shows that:
  - The benefits of achieving economies of scale through regionalization/amalgamation outweigh the benefits of maintaining distinct municipalities. For example, if the Sustainability Report can show benefits of sharing services amongst neighbouring municipalities, and if the citizens of the municipality are in favour of considering a different governance structure, a cost-benefit analysis of regionalization/amalgamation should be triggered.

- A municipality is unable to sustain itself using its current property tax regime and other current revenues, and that municipality and its citizens agree to dissolve. Then, it is recommended that the resulting or newly formed community should be eligible for double the MSI for 5 years after its dissolution, which would serve as a transition fund and be applied to that community's infrastructure needs. This transition fund would be paid through the Alberta Municipal Affairs and Housing budget for restructuring and dissolution. This would provide clear and transparent information to municipalities about the financial options open to them when considering a change in governance structure/boundaries.
7. **Establish provincial requirements for multi-jurisdictional planning processes for municipalities.** AUMA has submitted a position paper to the Alberta Government on Multi-jurisdictional planning, published February, 2007. Furthermore, AUMA has completed a position paper on the Provincial Land Use Framework which was submitted to the Government in August 2007. Both of these reports were adopted by the AUMA Convention in November 2007.
  8. **Immediately begin efforts to address Municipal and Provincial Roles and Responsibilities (recommendations 6, 7 and 8 of the Report of the Minister's Council).**
  9. **Have the Government of Alberta financially assist the Association with a study of the municipal infrastructure deficit.** It is expected that this task will become more straight-forward as municipalities move towards reporting tangible capital assets and creating asset management systems. With renewed investments in communities by the provincial and municipal governments, all parties will have to regularly revisit the MSI Transfer and its effectiveness. The study will add foundational data to the municipal sustainability reporting regime.
  10. **Update Alberta regulations regarding municipal borrowing.** With costs consistently on the rise for municipal infrastructure and operations, municipal governments need flexibility in borrowing. With the MSI Transfer Agreement municipal governments should be allowed to use the Agreement against loans when needed, which will ensure municipal priorities are met. Further, that the municipal debt limit regulation be amended to recognize these transfers.
  11. **Develop a comprehensive Communications Strategy with the following goals:**
    - To effectively communicate the new agreement and the formula to municipalities.
    - To raise the value of municipal governments and the functions of municipal governments amongst society in general.
    - To raise the level of understanding of municipal finance (including reserves) amongst MLAs.
    - To raise public awareness of the effectiveness of the MSI transfers.

## **BENEFITS OF THE NEW PROVINCIAL-MUNICIPAL AGREEMENT**

To conclude, AUMA would like to outline the major benefits arising from a new Provincial-Municipal Agreement such as the one proposed in this paper.

1. The Agreement will help municipal governments address critical capital and operating deficits, ultimately benefitting all Albertans.

2. The transfers will follow the Provincial economy, therefore providing more revenues when the Province is growing, and communities need to respond quickly and effectively to growth and less when Provincial revenues are under pressure from economic downturns.
3. Each municipality will have a heightened interest in the overall performance of the provincial economy and will be more willing to work together for the greater interest of a region or the Province when all parties receive a share of Provincial revenues.
4. An Annual Municipal Sustainability Report, signed off on by the Mayor and CAO and filed with the Provincial Auditor General to verify that the transfers have been spent on key municipal requirements set by the community, will increase municipal accountability.
5. The Agreement will take pressure off the need for the property tax system to meet all the growth pressures.
6. Long-term financial planning will be enhanced and will be more effective for both the Government of Alberta and municipal governments.
7. Through provision of more sustainable and predictable revenues for municipal governments, the Government of Alberta will be in a better position to examine roles and responsibilities of government and to better align accountability.
8. Sustainable and predictable revenue flows for municipal governments will allow the Government of Alberta to address other critical provincial issues that are of importance to all Albertans.
9. If the Government of Alberta shifts responsibilities to municipal governments, the formula allows for adjustments that will ensure the new municipal responsibilities are compensated with adequate financial transfers.
10. Municipalities will become better economic development partners with the Province.
11. The Agreement strongly reinforces the philosophy that there is only one taxpayer supporting all orders of government.
12. The Agreement will form a solid foundation of the NEW DEAL for municipalities.
13. With a new and innovative system of municipal-provincial sustainability reporting, the partnership will clearly demonstrate best practices and leadership throughout Canada.
14. MSI funding will enable municipalities to be stronger partners in working with the Government of Alberta to meet its goals in regards to enhancing the Province's competitive advantage and providing an enhanced quality of life for Albertans, as well as fulfilling environmental and social priorities such as combating crime and climate change.

## APPENDIX A

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Managing growth pressures – Government of Alberta Media Release

September 14, 2007

### **Landmark initiative gives municipalities 10 years of stable funding**

#### ***Province provides flexibility for municipalities to target spending in future years***

*Edmonton...* After consultation with municipalities, Premier Ed Stelmach is announcing the funding formula for the Municipal Sustainability Initiative (MSI). This historic 10-year funding arrangement will provide municipalities with more flexibility on how to spend their MSI funds in subsequent years and fulfills the Premier's commitment to all Alberta municipalities to address growth pressures.

"This is historic," said Stelmach. "Never before have Alberta's municipalities been able to bank on such a substantial package of sustainable funding."

"This arrangement gives municipalities flexibility to target MSI funding towards their specific high-priority projects while ensuring accountability to taxpayers," said Ray Danyluk, Minister of Municipal Affairs and Housing. "The 10-year funding will help municipalities achieve a predictable and sustainable revenue source for the future."

The funding formula is a hybrid of population, education property tax requisitions, and kilometres of road. It also includes base funding for all municipalities.

This initiative ensures the continued need for municipal accountability and recognizes that if provincial revenues fall, the MSI may have to be adjusted.

The MSI program fulfills the Premier's commitment to provide municipalities with new funding of \$400 million for this year, \$500 million in 2008-09, \$600 million in 2009-10 and ramping up to \$1.4 billion annually in 2010-11. The total funding over the 10-year period is estimated to be \$11.3 billion.

This initiative is one of the actions under Premier Stelmach's plan to manage growth pressures. Other priorities for the government are to govern with integrity and transparency, improve Albertans' quality of life, build a stronger Alberta, and provide

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Media enquiries may be directed to:

Tracy Balash, Communications  
Municipal Affairs and Housing  
(780) 427-8862

Tom Olsen, Director of Media Relations  
Office of the Premier  
(780) 422-4905  
(780) 718-3034 (cell)

## APPENDIX A

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September 14, 2007

MSI funding formula for municipalities – Government of Alberta Backgrounder

MSI funding for 2008-09 and future years will be calculated and allocated to municipalities on the following basis:

- Municipalities will receive base funding of \$35,000 in 2008-09 and 2009-10. In 2010-11, base funding will increase to \$120,000 annually. Municipalities with populations less than 100 will receive pro-rated base funding of \$350 per capita in 2008-09 and 2009-10 and \$20,000 plus \$1,000 per capita in 2010-11 and the years following. Summer villages will receive 50 per cent of base allocation.
- Municipalities with under 10,000 population and limited local assessment bases will also receive sustainable investment funding. A total of \$15 million will be allocated in each budget year to qualifying municipalities.
- The remaining funds which constitute the large majority of MSI funding will be allocated by a formula incorporating the following: 48 per cent allocated on a per capita basis; 48 per cent allocated based on education property tax requisitions; and four per cent allocated based on kilometres of local roads.
- Various municipalities had their own preferred allocation formulas for the MSI. This hybrid formula delivers within 85.9% and 91.3% of their preferred models.

Final funding allocations for all Alberta municipalities will be announced later this year and posted on <http://www.municipalaffairs.gov.ab.ca/> once official municipal population lists and final education tax requisitions are determined.

Preliminary estimates indicate that once the program is ramped up to \$1.4 billion per year in 2010-11:

- Calgary will receive approximately \$406.7 million per year and \$3.3 billion over 10 years.
- Edmonton region of 24 municipalities will receive \$380.4 million per year or \$3.1 billion over 10 years (City of Edmonton will receive approximately \$260.7 million per year and \$2.1 billion over 10 years).
- Other Alberta municipalities will receive the balance of the funding, which is approximately \$732.6 million per year or \$5.9 billion over 10 years.

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### Alberta Urban Municipalities Association Member Notice and Media Speaking Points

September 14, 2007

#### **Province Announces Municipal Sustainability Initiative**

The AUMA participated in a provincial government news conference today where the new funding formula for the Municipal Sustainability Initiative (MSI) was announced. AUMA President Bob Hawkesworth provided qualified support for this significant government announcement.

The following components make up the MSI Distribution (source: Government of Alberta News Release, September 14, 2007):

- Municipalities will receive base funding of \$35,000 in 2008-09 and 2009-10. In 2010-11, base funding will increase to \$120,000 annually. Municipalities with populations less than 100 will receive pro-rated base funding of \$350 per capita in 2008-09 and 2009-10 and \$20,000 plus \$1,000 per capita in 2010-11 and the years following. Summer villages will receive 50 per cent of base allocation.
- Municipalities with under 10,000 population and limited local assessment bases will also receive sustainable investment funding. A total of \$15 million will be allocated in each budget year to qualifying municipalities.
- The remaining funds which constitute the large majority of MSI funding will be allocated by a formula incorporating the following: 48 per cent allocated on a per capita basis; 48 per cent allocated based on education property tax requisitions; and four per cent allocated based on kilometres of local roads.

What AUMA likes about the MSI Announcement:

- \$1.4 B will be distributed annually to municipalities in Alberta when the MSI fully ramps up in 2010.
- These are significant dollars for Alberta municipalities to address growth pressures.
- The MSI is long-term, it lays out 10 years, and there is a provision for a 5-year renewal after 10 years, allowing municipalities to address infrastructure in a very sustainable way.
- Onerous conditions have been removed so that communities can plan what communities need.
- Housing is not part of the MSI after 2007, and will be addressed separately by the Government of Alberta.
- Allocations will be adjusted yearly for the components in the formula.
- The MSI takes some pressure off the property tax payer to meet community growth demands.

However, AUMA has some reservations with regard to the allocation formula chosen by the Government of Alberta:

- The formula disadvantages a group of largely urban municipalities whose property assessment base is largely residential in nature. This is partially due to the fact that the Alberta Municipal Infrastructure Program (AMIP) is distributed on a per capita basis which rolls into the new MSI formula in 2010. The AUMA Board of Directors advocated for a distribution similar to the AMIP formula.

AUMA recognizes the efforts Premier Ed Stelmach and Minister of Municipal Affairs and Housing, Ray Danyluk for championing to the goal of municipal sustainability. AUMA will follow up on all of the recommendations submitted in August to the Government of Alberta through the AUMA's MSI Analysis and Recommendations Report.

The Department of Municipal Affairs and Housing has advised that they will release each Municipality's allocation within the next few weeks. AUMA will be adding the road component into our formula to provide an estimate to municipalities as soon possible.

AUMA will support the government in the delivery of this important sustainability initiative and help our members plan and address their long-term, sustainable critical growth demands. The next step is to ensure all municipal governments have the tools to implement the overall mandate of the initiative and meet citizens' needs.

For further information, please contact Sue Welke, AUMA Director of Policy and Advocacy by email at [swelke@auma.ca](mailto:swelke@auma.ca), or by telephone at 310-AUMA or 780-431-4531.

Thank you,

Bob Hawkesworth  
President

John McGowan  
Chief Executive Officer