

# **OLDMAN RIVER REGIONAL SERVICES COMMISSION**

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## **ANNUAL REPORT**







# MESSAGE FROM THE CHAIR AND CAO

Image, cover: Village of Stirling, ORRSC; Image, above: Town of Nanton, ORRSC

***“Synergy – the bonus that is achieved when things work together harmoniously” – Mark Twain***

On behalf of the Executive Committee, Board of Directors, and staff we are pleased to present to you the 2022 Annual Report of the Oldman River Regional Services Commission (ORRSC). As a shared service, we continue to realize and appreciate the benefits of our commission model for land use planning and GIS services.

The shared service model allows for more efficient use of resources. By combining resources and expertise, the Commission can provide quality planning and GIS services at a lower cost and these savings are passed on to our members, making land use planning and GIS more affordable for all. The model promotes collaboration and knowledge-sharing among different municipalities. This allows for a more holistic approach by considering the broader regional context, in addition to the needs of individual municipalities. As the Commission is comprised of representatives from multiple municipalities, there is a greater degree of oversight and input from a variety of stakeholders. By working together, we can create growth and development opportunities that can benefit and promote the entire region.

The Commission is an extension of our member municipalities and their organizational structure. This relationship allows municipal staff to work closely with Commission planning and GIS departments to fulfill the needs of your communities. The Commission has the professional experience and historical knowledge of our member municipalities to provide professional planning advice and specific GIS innovation to meet the desires of our members and their individual needs. However, the Commission's viability faces challenges from outside private planning and GIS consultants. The Commission's existence and success relies on the work provided to us by our members. To broaden service capabilities, ORRSC continually seeks to be fully staffed in a competitive job market and has worked to develop strong relationships with government ministries and outside agencies. Municipalities are encouraged to discuss their long-term planning and future GIS needs with ORRSC staff to allow for balanced workloads while considering municipal priorities.

# MESSAGE FROM THE CHAIR AND CAO

CONTINUED

We strongly believe that the shared service commission model will continue to be a success and by working together we can provide sound, affordable planning and GIS services that benefit our member municipalities and the region. The Commission looks forward to continuing its work with our member municipalities and creating a bright future for our communities in 2023. At the Executive level, we would like to thank Don Anderberg (Town of Pincher Creek), Christopher Northcott (Vulcan County), Jesse Potrie (Town of Coalhurst), Brad Schlossberger (Town of Claresholm), Neil Sieben (Town of Raymond), and posthumously Ian Sundquist (M.D. of Willow Creek), for their continued support and leadership.

Lastly, we thank you - each of our professional and dedicated staff, each of our member municipalities and each of our GIS partners - for your continued commitment and partnership. Together, we can work to ensure that the future of the Commission remains bright and continues to enrich your communities.



**GORD WOLSTENHOME**  
Chair



**LENZE KUIPER**  
Chief Administrative Officer

Image: Village of Milo, ORRSC





# ABOUT ORRSC

The Oldman River Regional Services Commission (ORRSC) provides a spectrum of land use planning, subdivision, GIS, drone photography, and assessment review services to municipalities spanning the Oldman, Milk, and Bow River watersheds. 2022 marked our 67-year anniversary of embodying an exemplary shared service approach to regional service delivery. Going forward, we will continue to champion municipal perspectives—sustaining the legacy of southern Alberta as a region where meaningful connections to place are experienced.

Established under Part 15.1 of the **Municipal Government Act (MGA)**, this service commission is a cooperative effort of its member municipalities in southwestern Alberta who have created an organization to provide municipal planning advice to its members.

## WHEN WAS ORRSC ESTABLISHED?

ORRSC has a long planning history in southern Alberta and has evolved from various forms since 1955 when it first started as the Lethbridge District Planning Commission. In 1996, following changes to the MGA a new chapter in regional planning had begun, and the Oldman River Intermunicipal Service Agency (ORISA) was formed. In 2003, as a result of consistent growth ORISA needed to expand outside their existing office space in the basement of the Lethbridge County building, resulting in the need to become a Regional Commission to satisfy property and liability needs of the organization, where it remains today.

## WHO IS ORRSC TODAY?

In 2022, ORRSC was comprised of 39 member municipalities, 40 appointed members to the Board of Directors, and 20 staff members. ORRSC continues to provide land use planning support and other services to our members.

Image: Vulcan County, ORRSC

# 1955-2022

67 YEARS SERVING  
SOUTHERN ALBERTA

# WHAT WE DO

The **Municipal Government Act** requires municipalities to manage land use, subdivision, and development by preparing bylaws and statutory long-range planning documents. ORRSC is contracted by its member municipalities and provides advice and assistance to Administration and Council regarding land use planning, subdivision, and other planning related concerns.

But ORRSC is not only planning services, we are also comprised of a robust GIS Department who offers a multi-faceted approach to the world of displaying and providing geographic information to our member municipalities and their residents. The GIS Department also provides services such as producing maps, plotting, GPS acquisition, and a variety of geographic analysis tools and modules.

Our services include:

- Preparing Statutory Plans - Municipal Development Plans, Intermunicipal Development Plans, Area Structure Plans, etc.
- Subdivision Processing & Finalization
- Regional Subdivision and Development Appeal Board
- Regional Assessment Review Board
- Quarterly Periodical
- Development Training
- Professional Planning Advice
- GIS Services & Data Acquisition
- Mapping Services
- Drone Photography

Image: Town of Fort Macleod, ORRSC

An aerial photograph of a town, likely Fort Macleod, showing a mix of residential and commercial areas with roads and green spaces. A large, bold yellow number '76' is superimposed on the right side of the image.

# 76

bylaw amendments were implemented for existing Intermunicipal Development Plans, Land Use Bylaws, and Municipal Development Plans in 2022\*

\*as of December 31, 2022



# EXECUTIVE COMMITTEE

Image: Municipal District of Willow Creek No. 26, ORRSC

The Executive Committee is elected by their peers on the Board of Directors and are delegated the responsibility of financial and administrative matters, such as budget preparation, approval of accounts, and policy and procedure review. In accordance with its governing Bylaw, the Board of Directors works to elect a minimum of 2 Rural Members to ensure their is equal representation of all Member Municipalities fulfilling the roles of the Executive Committee. At the Organizational Meeting held on December 2, 2021 the following Members were elected:

## **GORDON WOLSTENHOLME**

Chair, Town of Fort Macleod

## **DON ANDERBERG**

Vice Chair, Town of Pincher Creek

## **CHRISTOPHER NORTHCOTT**

Vulcan County

## **JESSE POTRIE**

Town of Coalhurst

## **BRAD SCHLOSSBERGER**

Town of Claresholm

## **NEIL SIEBEN**

Town of Raymond

## **IAN SUNDQUIST\***

Municipal District of Willow Creek

\*Mr. Ian Sundquist passed away on Saturday, August 21, 2022 after a long battle with cancer. Ian served as a Councillor in the Municipal District of Willow Creek for 27 years. During this time he spent 8 years on the Board of Directors, 5 of which were spent on the Executive Committee where he provided irreplaceable knowledge and experience to our organization. At the Regular Board of Directors Meeting held on Thursday, September 1, 2022 the Board chose to have the Executive Committee continue to operate as a membership of 6 in lieu of Ian's passing for the remainder of 2022.



# BOARD OF DIRECTORS

As of December 31, 2022, including former members of 2022.

Image: Village of Hill Spring, ORRSC

**Colin Bexte**  
Village of Arrowwood

**Kent Bullock**  
Village of Barnwell

**Dan Doell**  
Village of Barons

**Mike Wetzstein**  
Town of Bassano

**Ray Juska**  
City of Brooks

**Roger Houghton**  
Cardston County

**Allan Burton**  
Town of Cardston

**Sue Dahl**  
Village of Carmangay

**James Smith**  
Village of Champion

**Trevor Wagenvoort**  
Village of Champion - Former Member

**Brad Schlossberger**  
Town of Claresholm

**Jesse Potrie**  
Town of Coalhurst

**Tanya Smith**  
Village of Coutts

**Dave Slingerland**  
Village of Cowley

**Dave Filipuzzi**  
Municipality of Crowsnest Pass

**Dean Ward**  
Municipality of Crowsnest Pass

**Stephen Dortch**  
Village of Duchess

**Kole Steinley**  
Village of Duchess - Former Member

**Gordon Wolstenholme**  
Town of Fort Macleod

**Mark Peterson**  
Village of Glenwood

**Suzanne French**  
Village of Hill Spring

**Morris Zienstra**  
Lethbridge County

**Brad Koch**  
Village of Lomond

**Gerry Baril**  
Town of Magrath

**Peggy Losey**  
Town of Milk River

**Dean Melnyk**  
Village of Milo

**Victor Czop**  
Town of Nanton

**Marinus de Leeuw**  
Town of Nobleford

**Teresa Feist**  
Town of Picture Butte

**Henry de Kok**  
Town of Picture Butte - Former Member

**Tony Bruder**  
Municipal District of Pincher Creek

**Don Anderberg**  
Town of Pincher Creek

**Ronald Davis**  
Municipal District of Ranchland

**Neil Sieben**  
Town of Raymond

**Don Norby**  
Town of Stavely

**Matthew Foss**  
Village of Stirling

**John DeGroot**  
Municipal District of Taber

**John Turcato**  
Municipal District of Taber - Former Member

**Raymond Coad**  
Town of Vauxhall

**Christopher Northcott**  
Vulcan County

**Richard DeBolt**  
Town of Vulcan

**David Cody**  
County of Warner

**Marty Kirby**  
Village of Warner

**Scott Alexander**  
Village of Warner - Former Member

**Evan Berger**  
Municipal District of Willow Creek

**Ian Sundquist**  
Municipal District of Willow Creek - Former Member

**39**  
MEMBER  
MUNICIPALITIES



# ORRSC STAFF

## ADMINISTRATION

### **Lenze Kuiper**

Chief Administrative Officer (2005)

### **Raeanne Keer**

Executive Assistant (July 2022)

### **Sherry Johnson**

Bookkeeper (1981)

### **Tara Cyderman**

Executive Assistant (2020-April 2022)

## PLANNING

### **Mike Burla**

Senior Planner (1978)\*

### **Diane Horvath**

Senior Planner (2000)

### **Gavin Scott**

Senior Planner (2007)

### **Madeleine Baldwin**

Planner (2019)\*\*

### **Maxwell Kelly**

Assistant Planner (2019)

### **Hailey Winder**

Planner (2019-Dec 2022)

### **Steve Harty**

Senior Planner (1998)

### **Bonnie Brunner**

Senior Planner (2007)

### **Ryan Dyck**

Planner (2013)

### **Jennifer Maxwell**

Subdivision Technician (2015)

### **Kattie Schlamp**

Assistant Planner (April 2022)

## GIS

### **Jaime Thomas**

GIS Analyst (2005)

### **Mladen Kristic**

CAD/GIS Technologist (2006)

### **Yueu Majok**

CAD/GIS Technologist (2017)

### **Jordan Thomas**

GIS Analyst (2006)

### **Kaylee Sailer**

CAD/GIS Technologist (2013)\*\*

### **Carlin Groves**

GIS Technician (2019)

\* M. Burla retired in February 2022, and continued as a contracted employee for the remainder for 2022.

\*\* M. Baldwin and K. Sailer both left for maternity leave in February 2022.

Image: Municipal District of Pincher Creek No. 9, ORRSC



# RECOGNITION OF SERVICE

We would like to acknowledge the years of dedication of our long standing board members and staff for reaching milestones with our organization in 2022.

## BOARD OF DIRECTORS

### 5+ Years

Tanya Smith, Village of Coutts  
Dean Ward, Municipality of Crowsnest Pass  
Dave Filipuzzi, Municipality of Crowsnest Pass  
Suzanne French, Village of Hill Spring  
Morris Zienstra, Lethbridge County  
Peggy Losey, Town of Milk River  
Marinus de Leeuw, Town of Nobleford  
Henry de Kok, Town of Picture Butte  
David Cody, County of Warner  
Ian Sundquist, Municipal District of Willow Creek

### 10+ Years

Don Anderberg, Town of Pincher Creek

### 15+ Years

Gordon Wolstenholme, Town of Fort Macleod

### 20+ Years

Brad Koch, Village of Lomond

### 30+ Years

Ron Davis, Municipal District of Ranchland

## ORRSC STAFF

### 5+ Years

Ryan Dyck, Planner  
Yueu Majok, CAD/GIS Technologist  
Jennifer Maxwell, Subdivision Technician  
Kaylee Sailer, CAD/GIS Technologist

### 15+ Years

Bonnie Brunner, Senior Planner  
Mladen Kristic, CAD/GIS Technologist  
Lenze Kuiper, Chief Administrative Officer  
Gavin Scott, Senior Planner  
Jaime Thomas, GIS Analyst  
Jordan Thomas, GIS Analyst

### 20+ Years

Steve Harty, Senior Planner  
Diane Horvath, Senior Planner

### 40+ Years

Mike Burla, Senior Planner  
Sherry Johnson, Bookkeeper



# GIS & PLANNING PROJECTS

Image: Municipal District of Taber, ORRSC

## GIS Projects

### **Work Order Module (Completed)**

- This module allows users to create and track work orders associated with all types of municipal infrastructure. A geographic interface was developed to allow public works to create detailed planning when it comes to future and on-going infrastructure projects.

### **Asset Management Mapping and Reporting Module (Commenced)**

- This module will allow users to track asset inventories and create reports that will fulfill Tangible Capital Asset Program requirements.

## Planning Projects

As we continue to move through the lingering changes and challenges from the COVID-19 pandemic, a sense of normalcy has begun to return to planning projects and public engagement opportunities throughout 2022. Our professional support to our member municipalities, and collaboration with outside agencies, has continued to grow, ranging from traditional in-person meetings to virtual discussions, creating more opportunities to actively engage municipalities and landowners.

In 2022, we worked to complete numerous statutory plans, including Intermunicipal Development Plans, Municipal Development Plans, and Area Structure Plans. We also provided planning advice and support to assist our members with intermunicipal disputes and mediation, annexation discussions, and attendance at Provincial Board hearings. Work continued with a variety of Land Use Bylaw reviews and updates while working with our members to ensure that each of their unique land use needs continued to be addressed. The year also allowed for a number of new projects to be initiated such as land use strategies, new land use bylaws, recreational space designs, and policy reviews.



# GIS & PLANNING PROJECTS

CONTINUED

## Planning Projects CONTINUED

Again this year, our Planners were provided with the opportunity to work with the Miistakis Institute. Miistakis' mission is to bring people and ideas together to promote healthy communities and landscapes, and work to ensure that their innovative research is accessible to communities and decision makers. Planners assisted by participating in the Connectivity Risk Assessment Tool Working Group and advising on the Ecological Corridor Overland Feasibility Study. The results of those projects can be leveraged by member municipalities in their own planning processes.

Moving into 2023, our Planners continue to work towards completing several projects, initiating new projects, and continuing to provide valuable planning support to our members.

Image: County of Warner, ORRSC



# CHINOOK INTERMUNICIPAL SDAB

The Chinook Intermunicipal Subdivision and Development Appeal Board (SDAB) was established in 2019 and is an independent quasi-judicial board comprised of appointed persons from the participating member municipalities. The Chinook Intermunicipal SDAB is a Regional Board which provides numerous benefits to its member municipalities, such as shared access to a large pool of trained Board members, supplied trained Clerks, less recruitment initiatives, and less time, commitment and cost on administration of an individual municipality to manage their community specific SDAB. ORRSC offers in-house training for both member and non-member municipalities to ensure board members meet the legislative training requirements.

**36**

Individuals trained for Subdivision and Development Appeals Boards over 5 training sessions

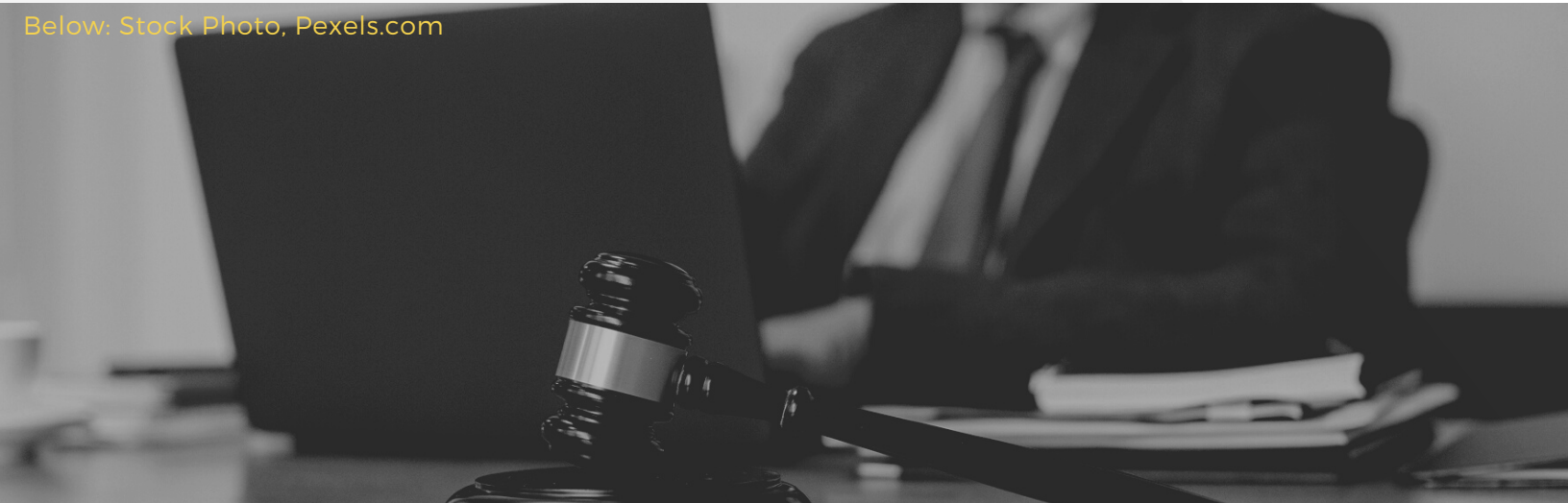
**13**

Subdivision and Development Appeal Board hearings processed

**54**

Members appointed to the Chinook Intermunicipal Subdivision and Development Appeal Board

Below: Stock Photo, Pexels.com



# REGIONAL ASSESSMENT REVIEW BOARD

The Regional Assessment Review Board (ARB) is a long-standing quasi-judicial board established under the **Municipal Government Act**, and is responsible for making decisions regarding property assessment complaints. The assessment complaint system was founded on the principle that taxpayers have the right to an understandable, effective, timely, efficient, objective, and procedurally fair complaint appeal process. The Regional ARB is comprised of both appointed lay-members and Councillors from participating municipalities; in 2022 the ARB was comprised of 32 Board Members,

ARB's are intended to ensure that complaints are administered consistently throughout the province and that qualified people, who have completed the mandatory training, consistently administer and adjudicate complaints throughout the province.



18 Assessment Review Board Hearings held  
across various Member Municipalities



16 Residential Assessment Complaints Filed  
16 Commercial Assessment Complaints Filed



14 Assessment Complaints Withdrawn

Below: Stock Photo, Pexels.com





# SUBDIVISION STATISTICS

A total of 190 subdivision applications were processed during the 2022 calendar year.  
The status of these applications, as of December 31, 2022, are as follows:

**168** Approved or  
Approved on Conditions

**20** Pending

**1** Withdrawn or Expired

**5** Appeals

MEMBER MUNICIPALITY	# of Subdivisions	Boundary Line Adj	DECISION				NEWLY CREATED LOTS (By Use)								
			A or A/C	R	W/E	P	Res	Com	Ind	CR	Ag	Inst	Rec	Misc	TOTAL
Cardston County	25	3	22	1	1	1	7	-	-	14	11	-	2	-	34
City of Brooks	5	2	3	-	-	2	4	-	-	-	-	-	-	-	4
County of Warner No. 5	10	6	10	-	-	-		-	-	6	2	3	-	-	11
Lethbridge County	29	5	26	-	-	3	1	1	2	18	4	1	-	-	27
Municipal District of Pincher Creek No. 9	11	3	9	-	-	2	-	-	2	5	2	-	-	-	9
Municipal District of Ranchland No. 66	0	0	-	-	-	-	-	-	-	-	-	-	-	-	0
Municipal District of Willow Creek No. 26	13	1	13	-	-	-	4	2	1	9	1	-	-	-	17
Municipal District of Taber	27	7	23	-	-	4	35		2	18	1	-	-	-	56
Municipality of Crowsnest Pass	14	9	12	-	-	2	42	1	-	-	-	1	-	-	44
Town of Bassano	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Town of Cardston	2	2	2	-	-	-	-	-	-	-	-	-	-	-	0
Town of Claresholm	3	6	1	-	-	2	-	2	-	-	-	-	-	-	2
Town of Coalhurst	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Town of Fort Macleod	2	1	1	-	-	1	-	-	-	-	1	-	-	-	1
Town of Magrath	2	1	2	-	-	-	1	-	-	-	-	-	-	-	1
Town of Milk River	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Town of Nanton	1	-	1	-	-	-	1	-	-	-	-	-	-	-	1
Town of Nobleford	3	2	3	-	-	-	6	-	-	-	-	-	-	-	6
Town of Picture Butte	3	2	3	-	-	-	1	-	-	-	-	-	-	-	1
Town of Pincher Creek	2	1	2	-	-	-	-	-	-	-	-	-	1	-	1
Town of Raymond	9	3	8	-	-	1	60	2	-	-	-	7	-	-	69
Town of Stavely	1	-	1	-	-	-	1	-	-	-	-	-	-	-	1
Town of Vauxhall	2	-	2	-	-	-	5	-	-	-	-	-	-	-	5
Town of Vulcan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Arrowwood	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Barnwell	1	-	1	-	-	-	1	-	-	-	-	-	-	-	1
Village of Barons	1	-	1	-	-	-	1	-	-	-	-	-	-	-	1
Village of Carmangay	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Champion	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Coutts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Cowley	1	-	1	-	-	-	-	-	-	-	-	-	-	-	0
Village of Duchess	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Glenwood	2	-	2	-	-	-	18	-	-	-	-	-	-	-	18
Village of Hill Spring	1	-	1	-	-	-	1	-	-	-	-	-	-	-	1
Village of Lomond	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Milo	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Stirling	1	-	1	-	-	-	1	-	-	-	-	-	-	-	1
Village of Warner	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Vulcan County	19	9	17	-	-	2	-	-	18	8	3	-	3	1	33
TOTAL	190	63	168	1	1	20	190	8	25	78	25	12	6	1	345

NOTE: Lot count includes Pending Decisions as of December 31, 2022

# PERIODICAL

## 2022 EDITIONS

**Spring 2022**  
**Confined Feeding**  
**Operations**

**Summer 2022**  
**Cryptocurrency Mining**

**Fall 2022**  
**Short-term Rentals**

**Winter 2022**  
**Wildfire Resilience**

Image: Town of Magrath, ORRSC



## WHAT IS THE PERIODICAL?

The ORRSC Periodical is a quarterly publication focusing on planning topics of a regional interest and the promotion of planning best practices.

The Periodical is researched, written, and designed in house by ORRSC Staff.

## WHAT IS THE GOAL?

- To provide a regular research based topic report for municipalities for educational purposes, and for use at other levels, such as academic institutions and professional organizations.
- To help facilitate planning discussions and support informed and effective decision making namely in land use bylaws and statutory plans.
- To bring attention to matters of a regional interest.
- To provide operational efficiency by reducing redundancy in staff research and reporting.

## WHERE CAN I READ IT?

Copies of current and past editions of the Periodical can be found at [www.orrsc.com](http://www.orrsc.com).

# **FINANCIAL STATEMENTS**

The following pages consist of the Independent Auditor's Report prepared by KMPG LLP.





Financial Statements of

**OLDMAN RIVER  
REGIONAL SERVICES  
COMMISSION**

And Independent Auditor's Report thereon

Year ended December 31, 2022



KPMG LLP  
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Lethbridge AB T1K 7T5  
Canada  
Tel 403-380-5700  
Fax 403-380-5760

## INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Oldman River Regional Services Commission

### ***Opinion***

We have audited the financial statements of Oldman River Regional Services Commission (the Commission), which comprise:

- the statement of financial position as at December 31, 2022
- the statement of operations for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Commission as at December 31, 2022, and its results of operations, changes in net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards, including the 4200 series of standards for government not-for-profit organizations.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Commission in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.





## ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, including the 4200 series of standards for government not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Commission's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Commission or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Commission's financial reporting process.

## ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Commission to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represents the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font and is underlined with a single horizontal stroke.

Chartered Professional Accountants

Lethbridge, Canada

April 13, 2023

# OLDMAN RIVER REGIONAL SERVICES COMMISSION

Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
<b>Assets</b>		
Current assets:		
Cash and short-term deposits	\$ 460,068	\$ 580,803
Accounts receivable (note 3)	51,631	66,082
Prepaid expenses and deposits	11,356	15,689
	523,055	662,574
Cash not available for current operations	350,035	342,707
Capital assets (note 4)	502,140	533,872
	\$ 1,375,230	\$ 1,539,153

## Liabilities

Current liabilities:		
Accounts payable and accrued liabilities	\$ 241,114	\$ 266,194
Deferred revenue	20,000	20,000
	261,114	286,194
Long-term debt	40,000	40,000
Net assets:		
Unrestricted	221,941	336,380
Invested in capital assets	502,140	533,872
Internally restricted	350,035	342,707
	1,074,116	1,212,959
Commitments (note 6)		
	\$ 1,375,230	\$ 1,539,153

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# OLDMAN RIVER REGIONAL SERVICES COMMISSION

## Statement of Operations

Year ended December 31, 2022, with comparative information for 2021

	2022 Budget (note 13)	2022 Actual	2021 Actual
Revenue:			
Municipal contributions	\$ 941,573	\$ 941,570	\$ 926,318
GIS member fees	556,608	556,608	572,026
Application fees	300,000	249,815	260,410
Other revenue	59,700	99,058	56,977
Service fees	400,000	85,759	729,264
Finalization fees	-	64,144	63,246
Interest income	12,000	24,509	5,439
Extension fees	-	6,210	9,245
	2,269,881	2,027,673	2,622,925
Expenses:			
Salaries and benefits	2,014,830	1,855,012	2,023,814
Occupancy costs	34,200	48,193	36,937
Software licenses and equipment	104,000	44,384	56,783
Repairs and maintenance	15,001	36,855	37,055
Telephone	16,000	27,895	25,997
Miscellaneous	1,250	22,798	16,232
Staff travel	13,000	13,945	15,476
Consulting	1	11,465	5,519
Public relations	2,000	10,513	12,567
Professional fees	13,000	9,000	11,480
Office and general	5,500	8,233	9,927
Janitorial	6,000	7,502	5,389
Members' fees	5,000	6,144	6,700
Staff training and conferences	7,000	5,170	2,120
Printing and duplicating	4,500	4,937	6,735
Advertising	5,000	4,863	5,850
Postage	7,500	4,135	10,803
Land titles office	2,500	3,008	2,002
Members' travel	8,000	1,646	1,564
Interest and bank charges	-	1,014	585
Amortization	-	39,804	49,133
	2,264,282	2,166,516	2,342,668
Excess (deficiency) of revenues over expenses before the undernoted item	5,599	(138,843)	280,257
Other income:			
Gain on disposal of capital assets	-	-	15,773
Excess (deficiency) of revenues over expenses	\$ 5,599	\$ (138,843)	\$ 296,030

See accompanying notes to financial statements.



# OLDMAN RIVER REGIONAL SERVICES COMMISSION

## Statement of Changes in Net Financial Assets

December 31, 2022, with comparative information for 2021

	Budget	2022	2021
Excess of revenue over expenses	\$ 5,599	\$ (138,843)	\$ 296,030
Acquisition of tangible capital assets	--	(8,072)	(23,472)
Proceeds on disposal of tangible capital assets	--	--	23,055
Gain on disposal of tangible capital assets	--	--	(15,773)
Amortization of tangible capital assets	--	39,804	49,133
	5,599	31,732	32,943
Increase (decrease) of prepaid expenses	--	4,333	(7,018)
Change in net financial assets	5,599	(102,778)	321,955
Net financial assets, beginning of year	663,398	663,398	341,443
Net financial assets, end of year	\$ 668,997	\$ 560,620	\$ 663,398

See accompanying notes to financial statements.

# OLDMAN RIVER REGIONAL SERVICES COMMISSION

## Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenue over expenses	\$ (138,843)	\$ 296,030
Items not involving cash:		
Amortization	39,804	49,133
Gain on disposal of capital assets	-	(15,773)
	(99,039)	329,390
Changes in non-cash operating working capital:		
Accounts receivable	14,452	12
Prepaid expenses and deposits	4,333	(7,018)
Accounts payable and accrued liabilities	(25,081)	42,249
Deferred revenue	-	20,000
	(105,335)	384,633
Capital activities:		
Purchase of capital assets	(8,072)	(23,472)
Proceeds on sale of capital assets	-	23,055
	(8,072)	(417)
Financing activities:		
Proceeds of long-term debt	-	40,000
Increase (decrease) in cash and short-term deposits	(113,407)	424,216
Cash and short-term deposits, beginning of year	923,510	499,294
Cash, end of year	\$ 810,103	\$ 923,510
Cash is represented by:		
Cash and short-term deposits	\$ 460,068	\$ 580,803
Cash not available for current operations	350,035	342,707
	\$ 810,103	\$ 923,510

See accompanying notes to financial statements.

# OLDMAN RIVER REGIONAL SERVICES COMMISSION

Notes to Financial Statements

Year ended December 31, 2022

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## **Nature of operations:**

Oldman River Regional Services Commission (the "Commission") is a regional planning commission created by an order in Council of the province of Alberta on October 21, 2003. It was created pursuant to the Municipal Government Act of Alberta. Members of the Commission are restricted to municipal authorities. The Commission is exempt from income tax under Section 149 of the Canadian Income Tax Act.

## **1. Significant accounting policies:**

These financial statements are prepared in accordance with Canadian public sector accounting standards including the 4200 standards for government not-for-profit organizations. The Commission's significant accounting policies are as follows:

### **(a) Revenue recognition:**

The Commission follows the deferral method of accounting for contributions. Externally restricted contributions are recognized as revenue in the year in which the related expenses are recognized. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted investment income is recognized as revenue in the year in which the related expenses are recognized. Unrestricted investment income is recognized as revenue when earned.

Approval fees, sales of maps revenue and fee for service revenue are recognized as revenue in the period in which the service is delivered or in which the transaction or events that gave rise to the revenue occurred.

# OLDMAN RIVER REGIONAL SERVICES COMMISSION

Notes to Financial Statements (continued)

Year ended December 31, 2022

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## 1. Significant accounting policies (continued):

### (b) Capital assets:

Capital assets are stated at cost, less accumulated amortization. Amortization is provided using the following methods and annual rates:

Asset	Basis	Rate
Building	Declining balance	4%
Vehicles	Declining balance	30%
Computer	Straight-line	4 years
General contents	Straight-line	5 years

Capital assets are reviewed for impairment whenever events or changes in circumstances indicate that the asset no longer has any long-term service potential to the Commission. Any such impairment is measured by a comparison of the carrying amount of an asset to estimated residual value.

### (c) Cash and cash equivalents:

Cash and cash equivalents include cash on hand and short-term deposits, which are highly liquid with original maturities of less than three months from the date of acquisition. These financial assets are convertible to known amounts of cash and are subject to an insignificant risk of changes in value.

# OLDMAN RIVER REGIONAL SERVICES COMMISSION

Notes to Financial Statements (continued)

Year ended December 31, 2022

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## 1. Significant accounting policies (continued):

### (d) Financial instruments:

A contract establishing a financial instrument creates, at its inception, rights and obligations to receive or deliver economic benefits. The financial assets and financial liabilities portray these rights and obligations in the financial statements. The Commission recognizes a financial instrument when it becomes a party to a financial instrument contract.

Financial instruments consist of cash and cash equivalents, accounts receivable, portfolio investments, bank indebtedness, accounts payable and accrued liabilities, debt and other liabilities. Unless otherwise noted, it is management's opinion that the Commission is not exposed to significant credit and liquidity risks, or market risk, which includes currency, interest rate and other price risks.

Portfolio investments in equity instruments quoted in an active market and derivatives are recorded at fair value. All other financial assets and liabilities are recorded at cost or amortized cost and the associated transaction costs are added to the carrying value of items in the cost or amortized cost upon initial recognition. The gain or loss arising from de-recognition of a financial instrument is recognized in the Statement of Operations. Impairment losses such as write-downs or write-offs are reported in the Statement of Operations.

There are no remeasurement gains or losses and as such, a statement of remeasurement gains and losses has not been prepared.

### (e) Employee future benefits:

The Commission participates in a multi-employer defined pension plan call the Local Authorities Pension Plan ("LAPP"). This pension plan is a multi-employer defined benefit pension plan that provides pension benefits for the Commission's participating employees, based on years of service and earnings.

The plan is accounted for as a defined contribution plan whereby contributions are expensed as incurred.



# OLDMAN RIVER REGIONAL SERVICES COMMISSION

Notes to Financial Statements (continued)

Year ended December 31, 2022

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## 1. Significant accounting policies (continued):

### (f) Use of estimates:

The preparation of the financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Significant items subject to such estimates and assumptions include the carrying amounts of capital assets. Actual results could differ from those estimates.

### (g) Contaminated sites liability:

The Commission uses Public Sector Accounting Standards section 3260 - liability for contaminated sites. Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or retroactive or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of a contaminated site is recognized when a site is not in productive use and is management's estimate of the cost of post-remediation including operation, maintenance and monitoring. At December 31, 2022 the Commission did not have any liabilities associated with contaminated sites.

## 2. Future accounting pronouncements:

The following summarizes the upcoming changes to the Public Sector Accounting Standards by the Public Sector Accounting Standards Board ("PSAB"). In 2023, the Commission will continue to assess the impact and prepare for the adoption of these standards. While the timing of standard adoption can vary, certain standards must be adopted concurrently.

### (i) PS 3280 - Asset retirement obligations:

This section provides guidance on how to account for and report a liability for retirement of a tangible capital asset. This section is effective for fiscal years beginning on or after April 1, 2022.

### (ii) PS 3400 - Revenue:

This section provides guidance on how to account for and report on revenue, specifically addressing revenue arising from exchange transactions and unilateral transactions. This section is effective for fiscal years beginning on or after April 1, 2023.

# OLDMAN RIVER REGIONAL SERVICES COMMISSION

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 3. Accounts receivable:

	2022		2021	
Trade receivables	\$	46,990	\$	61,150
Goods and services tax		4,641		4,932
	\$	51,631	\$	66,082

## 4. Capital assets:

			2022	
	Cost	Accumulated amortization	Net book value	
Land	\$ 80,000	\$ -	\$	80,000
Building	773,397	392,071		381,326
General contents	280,461	267,448		13,013
Other equipment	13,678	13,097		581
Vehicles	53,411	42,499		10,912
Computer	173,446	157,138		16,308
	\$ 1,374,393	\$ 872,253	\$	502,140

			2021	
	Cost	Accumulated amortization	Net book value	
Land	\$ 80,000	\$ -	\$	80,000
Building	773,397	376,182		397,215
General contents	275,986	264,000		11,986
Other equipment	13,678	13,097		581
Vehicles	53,411	37,822		15,589
Computer	169,849	141,348		28,501
	\$ 1,366,321	\$ 832,449	\$	533,872

# OLDMAN RIVER REGIONAL SERVICES COMMISSION

Notes to Financial Statements (continued)

Year ended December 31, 2022

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## 5. Financial risks and concentration of risk:

### (a) Liquidity risk:

Liquidity risk is the risk that the Commission will be unable to fulfil its obligations on a timely basis or at a reasonable cost. The Commission manages its liquidity risk by monitoring its operating requirements. There has been no change to the risk exposures from 2021.

### (b) Market risk:

Market risk is the risk that changes in market price such as interest rates will affect the Commission's income or value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters.

### (c) Interest rate risk:

The Commission is exposed to interest rate risk on its fixed interest rate financial instruments and floating rate operating line of credit.

### (d) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Commission is exposed to credit risk with respect to accounts receivable and has processes in place to monitor accounts receivable balances. The Commission believes that it is not exposed to significant credit risk arising from its financial instruments.

# OLDMAN RIVER REGIONAL SERVICES COMMISSION

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 6. Commitments:

- (a) The Commission leased equipment under agreements expiring on dates ranging from June, 2026 to August, 2026. The base rent obligation under the leases for the next year is approximately \$7,284.
- (b) The Commission has signed contracts for electricity and natural gas for its facilities, which expired on December 31, 2018, however it is to continue on a year to year basis until written notice of termination on December 31, 2023.

## 7. Economic dependence:

The Commission receives a significant portion of its revenue directly and indirectly from its members, as such, the Commission is economically dependent on its members.

## 8. Debt limits:

Section 276(2) of the Municipal Government Act requires that debt and debt limits as defined by Alberta Regulation 76/2000 for the Commission be disclosed as follows:

	2022	2021
Total debt limit	\$ 1,013,836	\$ 1,311,463
Total debt	(40,000)	(40,000)
Amount of debt limit unused	\$ 973,836	1,271,463
Debt servicing limit	\$ 202,767	262,293
Debt servicing	(40,000)	-
Amount of debt servicing limit unused	\$ 162,767	\$ 262,293

The debt limit is calculated at 0.5 times revenue of the Commission (as defined in Alberta Regulation 76/2000) and the debt service limit is calculated at 0.1 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities which could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the Commission. Rather, the financial statements must be interpreted as a whole.

# OLDMAN RIVER REGIONAL SERVICES COMMISSION

Notes to Financial Statements (continued)

Year ended December 31, 2022

## 9. Accumulated surplus

	2022	2021
Net assets:		
Unrestricted	221,941	336,380
Investment in capital assets	502,140	533,872
Internally restricted	350,035	342,707
	1,074,116	1,212,959

Internally restricted net assets is comprised of the following:

	2022	2021
Operating reserve fund	175,017	171,353
Capital reserve fund	175,018	171,354
	350,035	342,707



# OLDMAN RIVER REGIONAL SERVICES COMMISSION

Notes to Financial Statements (continued)

Year ended December 31, 2022

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## **10. Local Authorities Pension Plan:**

Employees of the Commission participate in the Local Authorities Pension Plan, which is one of the plans covered by the Public Sector Pension Plans Act. The plan covers approximately 281,764 employees of approximately 435 non-government employer organizations such as municipalities, hospitals, and schools (non-teachers).

The Commission is required to make current service contributions to the Plan of 8.45% of pensionable payroll up to the year's maximum pensionable earnings under the Canada Pension Plan, and 12.80% on pensionable earnings above this amount.

Employees of the Commission are required to make current service contributions of 7.45% of pensionable salary up to the year's maximum pensionable earnings under the Canada Pension Plan, and 11.80% on pensionable salary above this amount.

Total current and past service contributions by the Commission to the Local Authorities Pension Plan in 2022 were \$137,670 (2021 - \$156,677). Total current and past service contributions by the employees of the Commission to the Local Authorities Pension Plan in 2022 were \$123,539 (2021 - \$142,045).

At December 31, 2021 the Plan disclosed an actuarial surplus of \$11.9 billion.

## **11. Contractual rights:**

Contractual rights are rights of the Commission to economic resources arising from contracts or agreements that will result in both assets and revenues in the future when the terms of those contracts or agreements are met.

The Commission has entered into agreements to provide services to municipal members. The timing and extent of the fees collected in the future depend upon the timing and extent of services provided and as such will vary in the future.

The Commission collects municipal contributions from its members, the amounts collected depend upon participation and population of member communities and as such will vary in the future.

## **12. Budget information:**

The budget information was approved by the Board on December 2, 2021.

# OLDMAN RIVER REGIONAL SERVICES COMMISSION

Notes to Financial Statements (continued)

Year ended December 31, 2022

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## **13. Comparative information:**

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted in the current year.





*OLDMAN RIVER REGIONAL SERVICES COMMISSION*

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