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2023 Annual Report

**Oldman River
Regional Services
Commission**



■ 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.

ORRSC's history is deeply rooted in southern Alberta and has evolved from various forms since 1955 when it first started as the Lethbridge District Planning Commission.

2023 marked our 68th year anniversary of embodying an exemplary shared services approach to regional service delivery. We are comprised of 39 member municipalities, 40 appointed members to the Board of Directors, and 21 staff members.

■ Our Intent

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

To continue to champion municipal perspectives sustaining the legacy of southern Alberta as a region where meaningful connections are experienced.

Cover: Town of Cardston
Below: ORRSC Office



■ 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 professional advice and assistance to Administration and Council regarding land use planning, subdivision, and other related planning concerns.



Above: Cardston County

■ Our Services

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

Statutory Plans
Subdivision Processing & Finalization
Regional Subdivision and Development
Appeal Board
Regional Assessment Review Board
Quarterly Periodical
Development Officer Training
Professional Planning Advice
GIS Services & Data Aquisition
Mapping Services
Drone Photography

■ Message from the Chair & CAO

"Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilization work."

– Vince Lombardi

It is with great pleasure that we present to you our 68th annual report, encapsulating our journey, achievements, and aspirations over the past year. As Chair and Chief Administrative Officer of the Oldman River Regional Services Commission, we are immensely proud of the strides we have made and the transformative impact we continue to have in our municipalities and beyond.

As we approach another milestone in our journey together, we find ourselves filled with gratitude and admiration for each one of you. In the face of challenges and triumphs alike, it is your unwavering dedication, resilience, and innovation that continue to propel us forward.

Throughout the year, we have achieved significant milestones across all facets of our operations. From optimizing our subdivision, development, and GIS processes, to enhancing operational efficiencies, each accomplishment reflects our unwavering dedication to driving positive change and creating long-term value for all stakeholders.

Our commitment to innovation remains at the forefront of our endeavors. By harnessing the power of emerging technologies, fostering strategic partnerships, and nurturing a culture of continuous improvement, we have positioned ourselves as experts in our profession and trusted advisors, poised to navigate new opportunities and future challenges with confidence.

Furthermore, our dedication to municipal social responsibility continues to guide our actions and decisions. Whether it be through our sustainability initiatives, community engagement programs, new plans, or through ethical professional practices, we remain steadfast in our commitment to making a meaningful difference in the municipalities that surround us.

As we reflect on the past year and look ahead to the future, we are filled with optimism and excitement for what lies ahead. With a talented team, a strong cooperative spirit, and a shared vision for success, there is no limit to what we will achieve as an organization.

In closing, we extend our heartfelt gratitude to our Executive, our Board, our colleagues, and our member municipalities for their unwavering support and dedication. It is through our collective efforts and collaboration that we continue to drive progress, inspire innovation, and create a brighter future for all.

Thank you for your continued trust and confidence in ORRSC. Together, let us embrace the opportunities that lie ahead and continue to write the next chapter of our success story. Here's to another year of growth, success, and meaningful impact.



Lenze Kuiper, Chief Administrative Officer



Gord Wolstenholme, Chair

■ Executive Committee

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 and 2 Urban Members to ensure their is equal representation of all Member Municipalities. At the Organizational Meeting held on December 1, 2022, the following members were elected:

Below: Village of Cowley



- **Gord Wolstenholme** Chair, Town of Fort Macleod
- **Don Anderberg** Vice Chair, Town of Pincher Creek
- **David Cody** County of Warner
- **Jesse Potrie** Town of Coalhurst
- **Christopher Northcott** Vulcan County
- **Brad Schlossberger** Town of Claresholm
- **Neil Sieben** Town of Raymond

"Leadership and learning
are indispensable to each
other."

John F. Kennedy

Board of Directors

As of December 31, 2023, including former members of 2023

Colin Bexte

Village of Arrowwood

Kent Bullock

Village of Barnwell -Former Member

Jake Hiebert

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 F. Smith

Village of Champion

Brad Schlossberger

Town of Claresholm

Jesse Potrie

Town of Coalhurst - Former Member

Scott Akkermans

Town of Coalhurst

Tanya Smith

Village of Coutts

Dave Slingerland

Village of Cowley

Dean Ward

Municipality of Crowsnest Pass

Dave Filipuzzi

Municipality of Crowsnest Pass

Stephen Dortch

Village of Duchess

Gord Wolstenholme

Town of Fort Macleod

Mark Peterson

Village of Glenwood

Suzanne French

Village of Hill Spring

Morris Zeinstra

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

Tony Bruder

Municipal District of Pincher Creek

Don Anderberg

Town of Pincher Creek

Ron 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

Ray Coad

Town of Vauxhall

Christopher Northcott

Vulcan County

Richard DeBolt

Town of Vulcan

David Cody

County of Warner

Marty Kirby

Village of Warner

Evan Berger

Municipal District of Willow Creek

■ ORRSC Staff

■ Administration

Lenze Kuiper
Chief Administrative
Officer (2005)

Sherry Johnson
Bookkeeper (1981)

Raeanne Keer
Executive Assistant (2022)

■ Planning

Mike Burla*
Senior Planner (1978)

Steve Harty
Senior Planner (1998)

Diane Horvath
Senior Planner (2000)

Bonnie Brunner
Senior Planner (2007)

Gavin Scott
Senior Planner (2007)

Ryan Dyck
Planner (2013)

Jennifer Maxwell
Subdivision Technician (2015)

Maxwell Kelly
Planner (2019)

Madeleine Baldwin
Planner (2019 – March 2023)

Kattie Schlamp
Planner (2022)

Jack Shipton
Planner (March – Sept. 2023)

Tristan Scholten
Planning Intern (June 2023)

■ GIS

Jaime Thomas
GIS Analyst (2005)

Mladen Kristic
CAD/GIS Technologist (2006)

Jordan Thomas
GIS Analyst (2006)

Kaylee Sailer
CAD/GIS Technologist (2013)

Yueu Majok
CAD/GIS Technologist (2017–April 2023)

Carlin Groves
GIS Technician (2019)

121

bylaw amendments were
implemented for
Intermunicipal
Development Plans, Land
Use Bylaws, and Municipal
Development Plans in
2023**

*M. Burla retired in February 2022, and
has continued as a contracted
employee.

**as of December 31, 2023

■ Planning Projects

Below: Municipal District of Ranchland



With rising inflation and interest rates in 2023, riding on the coattails of the COVID-19 pandemic, many industries were impacted, such as development, construction, agriculture, and government. As a result, the Oldman River Regional Services Commission felt the trickle down, like many organizations, as the desire to subdivide land softened and an aversion to spending on Fee for Service projects due to economic conditions was felt. That being said, the Commission continues to provide strong professional support to our member municipalities, and foster opportunities for collaboration with outside agencies and landowners.

In 2023, we completed numerous statutory plans such as Municipal Development Plans and Area Structure Plans. Also, collaborative efforts have begun in several communities to amend and review Intermunicipal Development Plans.

Work continued with a variety of new, and amended Land Use Bylaws, to ensure that each member municipality's unique land use needs continue to be monitored and addressed. We also provided planning advice and support to assist our member's with intermunicipal matters, annexation discussions and applications, subdivision and development appeal board hearing, as well as participation in Provincial Board Hearings including the Land and Property Rights Tribunal, Natural Resources Conservation Board, and Alberta Utilities Commission. This year has also allowed for a number of new projects to be initiated such as land use strategies, policy reviews, and joint-use and planning agreements.

Our Planners continued to work closely with entities like the Miistakis Institute in developing various tools and studies. The results of these projects can be leveraged by our members and help facilitate bringing people and ideas together to promote healthy communities and landscapes. To this end, our quarterly periodical on various planning topics provides a conversation starter that can act as a bridge between municipalities, community stakeholders, academics, and other levels of government.

Moving into 2024, our Planners look forward to working diligently to provide valuable planning support to our members while completing and initiating important projects.

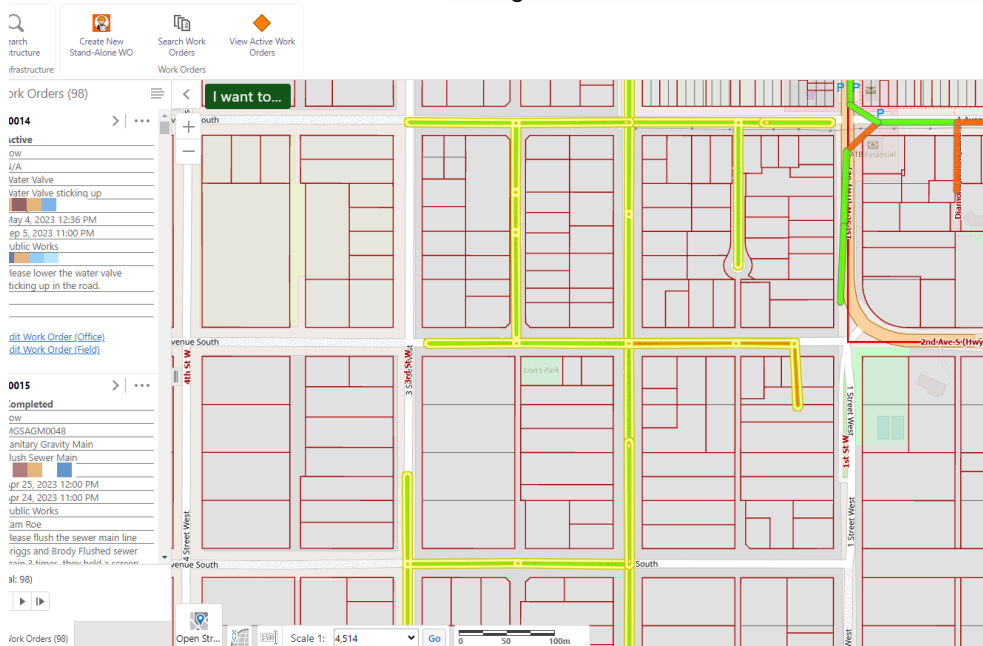
Geographic Information System (GIS) Projects

GIS staff completed three large projects in 2023, which resulted in great enhancements for the user experience.

The first project was adding the ability to attach documentation to all infrastructure features in the GIS. This functionality already existed for the property layer, but the demand existed to also add it to infrastructure features. Upon completion, users now can attach unlimited files to any infrastructure feature of their choice. Users may choose to simply attach photos of hydrants and curb stops or attach a full as-built drawing to a specific area.

GIS Staff made major enhancements to the existing cemetery layer in the GIS providing municipal staff the ability to not only add their own records but edit existing records using a customizable edit form tailored to their specific needs.

Photo: GIS Work Order Module, Town of Magrath



Cemetery information varies greatly from one cemetery to another, we worked alongside municipal staff to ensure each edit form was fully customized to meet the needs on their specific cemetery. Municipal staff can now add documents to specific plots (purchase agreements, headstone photos) and track the financing and purchasing directly in the GIS.

The largest undertaking by GIS staff in 2023 was the creation of the Work Order module within the GIS. This new module allows users to create, track and edit work orders from the office or in the field. A work order can be created on either a pre-existing infrastructure asset or a user defined area. The system then prompts a user to enter details about the work required to be completed such as priority, dates of completion, materials, and a detailed description of the project. The system then sends an auto-generated email to select employees responsible for conducting the work and at the same time, creates a new layer on the GIS showing the area of interest. The module comes equipped with capabilities to search work orders by status, priority, department, employee, and dates, and spatially creates a visual inventory of what work orders have been created and completed. This module has been highly successful and has been utilized very heavily by a number of municipalities who now rely solely on this module for their work order system.

2024 will bring another major enhancement to the GIS system as staff are in the preliminary steps of adding an asset management module to the GIS system. This module will assist municipalities with their annual Tangible Capital Asset (TCA) reporting as well as provide information on replacement valuation and long-term infrastructure capital planning.

■ Recognition of Service

Board of Directors

5+ Years

Tanya Smith
Dean Ward
Suzanne French
Morris Zeinstra
Peggy Losey
Marinus de Leeuw
Don Norby
David Cody

10+ Years

Dave Filipuzzi
Don Anderberg

15+ Years

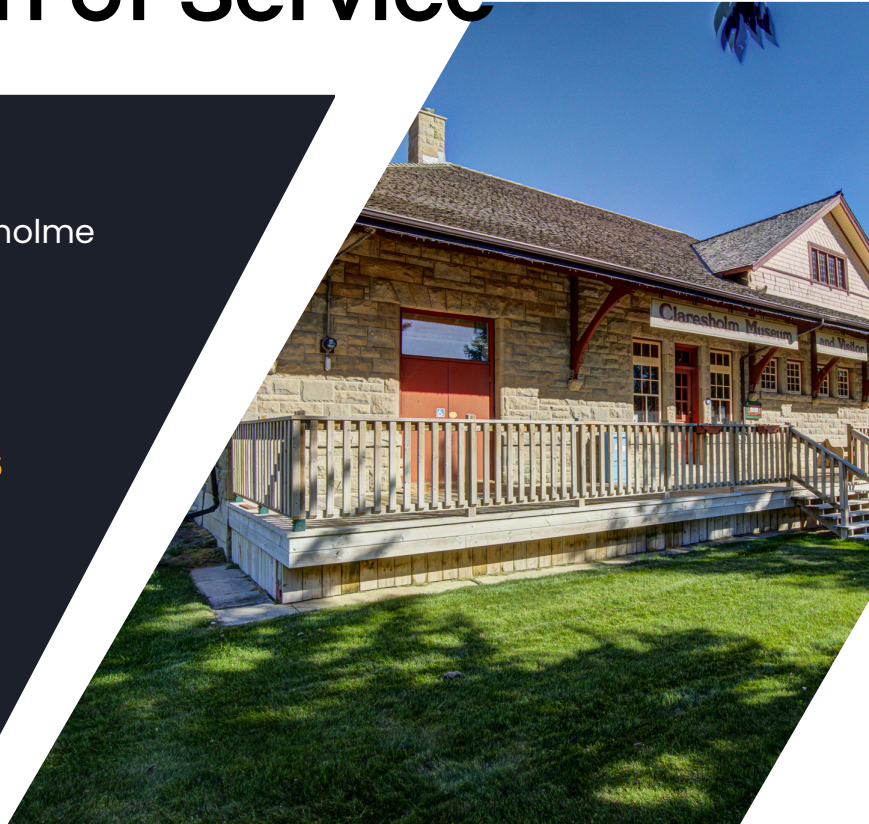
Gord Wolstenholme

20+ Years

Brad Koch

40+ Years

Ron Davis



Above: Town of Claresholm

■ Recognition of Service

ORRSC Staff

5+ Years

Jennifer Maxwell

10+ Years

Ryan Dyck
Kaylee Sailer

15+ Years

Bonnie Brunner
Mladen Kristic
Lenze Kuiper
Gavin Scott
Jaime Thomas
Jordan Thomas

20+ Years

Steve Harty
Diane Horvath

40+ Years

Mike Burla
Sherry Johnson

Subdivision Statistics

A total of 160 Subdivision applications were processed during the 2023 calendar year. The status of these applications, as of December 31, 2023 are as follows:

144 Approved or Approved on Condition

14 Pending

1 Refused

1 Withdrawn

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	14	1	11	1	-	2	-	-	-	18	3	-	-	-	21
City of Brooks	3	-	2	-	-	1	-	2	-	-	1	-	-	-	3
County of Warner No. 5	11	-	9	-	-	2	-	-	1	12	2	-	-	-	15
Lethbridge County	29	17	28	-	-	1	3	4	16	12	2	-	-	-	37
Municipal District of Pincher Creek No. 9	9	1	9	-	-	-	5	-	-	6	-	-	-	-	11
Municipal District of Ranchland No. 66	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Municipal District of Willow Creek No. 26	15	10	13	-	1	1	-	-	6	7	2	-	-	-	15
Municipal District of Taber	19	5	18	-	-	1	-	-	-	14	2	-	-	-	16
Municipality of Crowsnest Pass	10	3	8	-	-	2	20	-	-	-	-	-	6	-	26
Town of Bassano	1	1	1	-	-	-	-	-	-	-	-	-	-	-	0
Town of Cardston	4	1	4	-	-	-	12	2	3	-	-	-	-	-	17
Town of Claresholm	3	1	3	-	-	-	1	1	-	-	-	-	-	-	2
Town of Coalhurst	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Town of Fort Macleod	7	-	4	-	-	3	10	-	2	-	-	1	2	-	15
Town of Magrath	4	1	4	-	-	-	8	-	-	-	-	-	-	-	8
Town of Milk River	1	1	1	-	-	-	-	-	-	-	-	-	-	-	0
Town of Nanton	1	-	1	-	-	-	1	2	-	-	-	-	-	-	3
Town of Nobleford	2	-	2	-	-	-	1	1	-	-	-	-	-	-	2
Town of Picture Butte	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Town of Pincher Creek	1	-	1	-	-	-	1	-	-	-	-	-	-	-	1
Town of Raymond	3	2	3	-	-	-	14	-	-	-	-	-	-	-	14
Town of Stavely	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Town of Vauxhall	4	-	4	-	-	-	8	-	3	-	-	-	-	-	11
Town of Vulcan	1	-	1	-	-	-	-	1	-	-	-	-	-	-	1
Village of Arrowwood	1	1	1	-	-	-	-	-	-	-	-	-	-	-	0
Village of Barnwell	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Barons	1	-	1	-	-	-	-	-	-	-	-	1	-	-	1
Village of Carmangay	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Champion	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Coutts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Cowley	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Duchess	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Glenwood	1	-	1	-	-	-	4	-	-	-	-	-	-	-	4
Village of Hill Spring	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Lomond	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Milo	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Stirling	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Village of Warner	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Vulcan County	15	16	14	-	-	1	1	1	-	7	2	-	-	-	11
TOTAL	160	61	144	1	1	14	89	14	31	76	14	2	8	0	234

■ Chinook Intermunicipal SDAB

The Chinook Intermunicipal Subdivision and Development Appeal Board (SDAB) is a quasi-judicial board comprised of appointed persons from participating municipalities. The Chinook Intermunicipal SDAB is a regional board which provides municipalities with shared access to a large pool of certified board members and board clerks. ORRSC offers regular in-house training to board members to ensure the legislative requirement is met.

13 SDAB Appeals Received

10 SDAB Hearings Held

13 SDAB Members Trained
(new and recertified)

49 Board Members Appointed

■ Regional Assessment Review Board

The Regional Assessment Review Board (ARB) is long-standing quasi-judicial board established under the Municipal Government Act, and is responsible for making decisions regarding property assessment complaints. The Regional ARB is comprised of both appointed lay-members and Councillors from participating municipalities who have completed the provincially mandated training.



7 Hearings Held*

*11 Appeals were held concurrently in 1 Hearing



22 Residential Complaints Filed

8 Commercial Complaints Filed



10 Complaints Withdrawn

Right: Town of Coalhurst



■ ORRSC Periodical

2023 Editions

Spring 2023
Campgrounds

Summer 2023
Temporary Uses

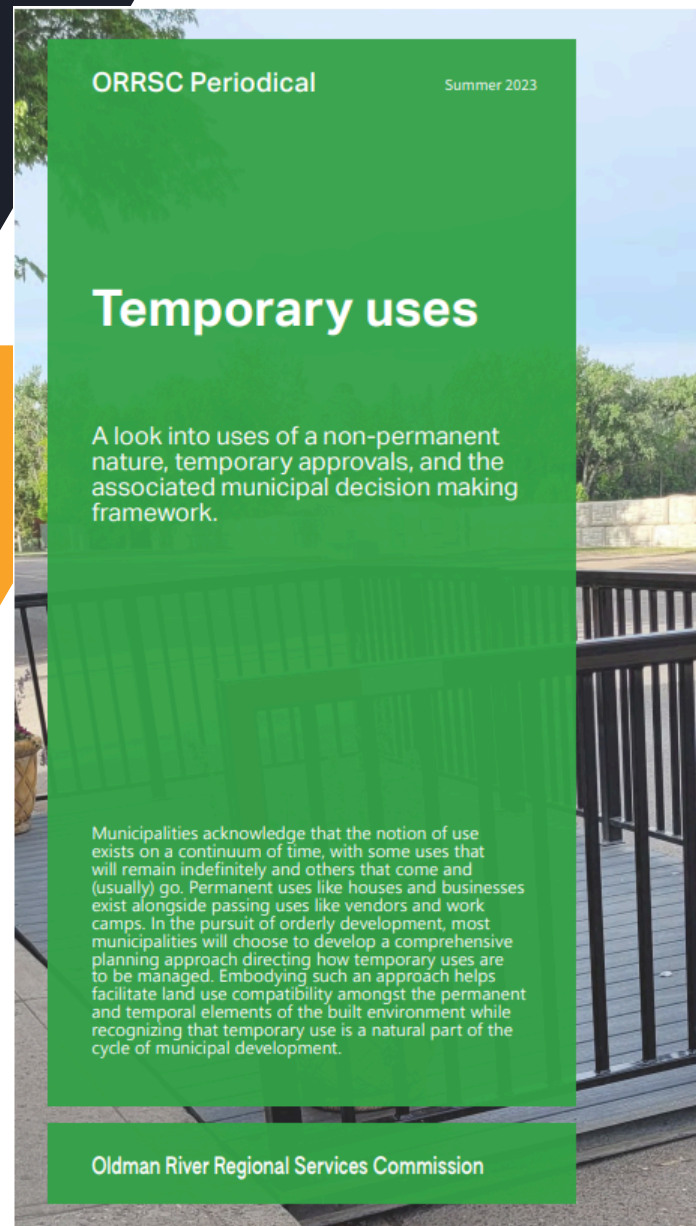
Fall 2023
Liquor and Land Use

Winter 2023
Slope Adaptive Development

■ What is the Periodical?

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

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



Copies of the current and past editions of the Periodical can be found at **www.orrsc.com**.

Financial Statements

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

Financial Statements of

**OLDMAN RIVER REGIONAL
SERVICES COMMISSION**

And Independent Auditor's Report thereon

Year ended December 31, 2023

**KPMG LLP**

3410 Fairway Plaza Road South
Lethbridge, AB T1K 7T5
Canada
Telephone 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, 2023
 - 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, 2023, 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 auditor's 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 auditor's report that includes our opinion.

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

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of 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 auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the 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. Below the signature is a long, horizontal, slightly wavy line.

Chartered Professional Accountants

Lethbridge, Canada

April 11, 2024

OLDMAN RIVER REGIONAL SERVICES COMMISSION

Statement of Financial Position

DRAFT

December 31, 2023, with comparative information for 2022

	2023	2022
Financial assets		
Cash and short-term deposits	\$ 215,450	\$ 460,068
Accounts receivable (note 4)	62,895	51,631
Cash not available for current operations	192,986	350,035
	471,331	861,734
Financial liabilities		
Accounts payable and accrued liabilities	\$ 225,957	\$ 241,114
Deferred revenue	20,000	20,000
Debt	40,000	40,000
	285,957	301,114
Net financial assets	185,374	560,620
Non-financial assets		
Prepaid expenses and deposits	7,522	11,356
Capital assets (note 5)	630,982	502,140
	638,504	513,496
Accumulated surplus (note 10)	823,878	1,074,116
Commitments (note 6)		

See accompanying notes to financial statements.

On behalf of the Board:

OLDMAN RIVER REGIONAL SERVICES COMMISSION

Statement of Operations

Year ended December 31, 2023, with comparative information for 2022

	2023 Budget (note 13)	2023 Actual	2022 Actual
Revenue:			
Municipal contributions	\$ 985,947	\$ 985,948	\$ 941,570
GIS member fees	560,753	526,463	556,608
Application fees	310,000	203,605	249,815
Other revenue	59,700	96,523	99,058
Service fees	400,000	127,557	85,759
Finalization fees	-	56,780	64,144
Interest income	12,000	47,353	24,509
Extention fees	-	5,520	6,210
	2,328,400	2,049,749	2,027,673
Expenses:			
Salaries and benefits	2,071,015	1,995,158	1,855,012
Occupancy costs	34,700	59,436	48,193
Equipment	104,000	55,294	44,384
Repairs and maintenance	15,001	41,971	36,855
Telephone	16,000	24,931	27,895
Staff travel	13,000	15,415	13,945
Miscellaneous	1,250	11,207	22,798
Professional fees	13,000	10,450	9,000
Members' fees	5,000	7,383	6,144
Members travel	8,000	7,105	1,646
Consulting fees	1	6,720	11,465
Advertising	5,000	6,338	4,863
Janitorial	6,000	6,000	7,502
Public relations	2,000	4,924	10,513
Staff training and conferences	7,000	4,792	5,170
Printing and duplicating	4,500	2,134	4,937
Land titles office	2,500	2,051	3,008
Office and general	5,500	1,376	8,233
Interest and bank charges	-	647	1,014
Postage	7,500	16	4,135
Amortization	-	36,119	39,804
	2,320,967	2,299,467	2,166,516
Deficiency of revenues over expenses before the undernoted item	7,433	(249,718)	(138,843)
Other expense:			
Loss on sale of capital assets	-	(520)	-
Deficiency of revenues over expenses	\$ 7,433	\$ (250,238)	\$ (138,843)

See accompanying notes to financial statements.

OLDMAN RIVER REGIONAL SERVICES COMMISSION

Statement of Cash Flows

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by (used in):		
Operations:		
Deficiency of revenue over expenses	\$ (250,238)	\$ (138,843)
Items not involving cash:		
Amortization	36,119	39,804
Loss on sale of capital assets	520	-
	(213,599)	(99,039)
Changes in non-cash operating working capital:		
Accounts receivable	(11,264)	14,452
Prepaid expenses and deposits	3,834	4,333
Accounts payable and accrued liabilities	(15,157)	(25,081)
	(236,186)	(105,335)
Capital activities:		
Purchase of capital assets	(165,481)	(8,072)
Decrease in cash and short-term deposits	(401,667)	(113,407)
Cash and short-term deposits, beginning of year	810,103	923,510
Cash, end of year	\$ 408,436	\$ 810,103
Cash is represented by:		
Cash and short-term deposits	\$ 215,450	\$ 460,068
Cash not available for current operations	192,986	350,035
	\$ 408,436	\$ 810,103

See accompanying notes to financial statements.

OLDMAN RIVER REGIONAL SERVICES COMMISSION

Statement of Changes in Net Financial Assets

Year ended December 31, 2023, with comparative information for 2022

	Budget	2023	2022
Excess of revenue over expenses	\$ 7,433	\$ (250,238)	\$ (138,843)
Acquisition of tangible capital assets	--	(165,481)	(8,072)
Loss on disposal of tangible capital assets	--	520	--
Amortization of tangible capital assets	--	36,119	39,804
	7,433	(128,842)	31,732
Decrease in prepaid expenses	--	3,834	4,333
Change in net financial assets	7,433	(375,246)	(102,778)
Net financial assets, beginning of year	560,620	560,620	663,398
Net financial assets, end of year	\$ 568,053	\$ 185,374	\$ 560,620

See accompanying notes to financial statements.

OLDMAN RIVER REGIONAL SERVICES COMMISSION

Notes to Financial Statements

Year ended December 31, 2023

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, 2023

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, 2023

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 called 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, 2023

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, 2023 the Commission did not have any liabilities associated with contaminated sites.

OLDMAN RIVER REGIONAL SERVICES COMMISSION

Notes to Financial Statements (continued)

Year ended December 31, 2023

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 2024, 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 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 standard has been deferred by PSAB and is now effective for fiscal years beginning on or after April 1, 2023

(ii) PSG-8 - Purchased Intangibles:

The Canadian Public Sector Accounting Board issued a new guideline, PSG 8 - Purchased Intangibles. This new guideline explains the scope of the intangibles now allowed to be recognized in financial statements given the removal of the recognition prohibition relating to purchased intangibles in Section PS 1000. The key aspects of this guideline are:

- A definition of purchased tangibles.
- Examples of items that are not purchased intangibles.
- References to other guidance in the PSA Handbook on intangibles.
- Reference to the asset definition general recognition criteria and the GAAP hierarchy for accounting for purchased intangibles.

(iii) PS 3160 - Public Private Partnerships:

The Canadian Public Sector Accounting Board issued a new standard, PS 3160, Public Private Partnerships in April 2021. This section establishes standards for the recognition, measurement, presentation, and disclosure of infrastructure procured through certain types of public private partnership arrangements.

This section is effective for fiscal years beginning on or after April 1, 2023 and may be applied retroactively with or without prior period restatement. Early adoption is permitted.

3. Change in accounting policy :

Effective January 1, 2023, the Commission adopted the new accounting standard PS 3280 Asset Retirement Obligations and applied the standard using the modified retroactive approach. The adoption had no effect on the financial statements.

OLDMAN RIVER REGIONAL SERVICES COMMISSION

Notes to Financial Statements (continued)

Year ended December 31, 2023

4. Accounts receivable:

	2023		2022	
Trade receivables	\$	51,254	\$	46,990
Goods and services tax		11,641		4,641
	\$	62,895	\$	51,631

5. Capital assets:

			2023	
	Cost	Accumulated amortization	Net book value	
Land	\$ 80,000	\$ -	\$	80,000
Building	773,397	407,324		366,073
General contents	408,053	272,851		135,202
Other equipment	13,678	13,097		581
Vehicles	83,140	54,691		28,449
Computer	171,216	150,539		20,677
	\$ 1,529,484	\$ 898,502	\$	630,982

			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

OLDMAN RIVER REGIONAL SERVICES COMMISSION

Notes to Financial Statements (continued)

Year ended December 31, 2023

6. 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 2022.

(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, 2023

7. 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, 2024.

8. 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.

9. 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:

	2023	2022
Total debt limit	\$ 1,024,874	\$ 1,013,836
Total debt	(40,000)	(40,000)
Amount of debt limit unused	\$ 984,874	973,836
Debt servicing limit	\$ 204,975	202,767
Debt servicing	(40,000)	(40,000)
Amount of debt servicing limit unused	\$ 164,975	\$ 162,767

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, 2023

10. Accumulated surplus

	2023	2022
Net assets:		
Unrestricted	-	221,941
Investment in capital assets	630,982	502,140
Internally restricted	192,896	350,035
	823,878	1,074,116

Internally restricted net assets is comprised of the following:

	2023	2022
Operating reserve fund	175,228	175,017
Capital reserve fund	17,668	175,018
	192,896	350,035

OLDMAN RIVER REGIONAL SERVICES COMMISSION

Notes to Financial Statements (continued)

Year ended December 31, 2023

11. 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 291,259 employees of approximately 437 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 12.23% 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 11.23% on pensionable salary above this amount.

Total current and past service contributions by the Commission to the Local Authorities Pension Plan in 2023 were \$147,035 (2022 - \$137,670). Total current and past service contributions by the employees of the Commission to the Local Authorities Pension Plan in 2023 were \$130,483 (2022 - \$123,539).

At December 31, 2022 the Plan disclosed an actuarial surplus of \$12.7 billion.

12. 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.

13. Budget information:

The budget information was approved by the Executive on November 10, 2022.