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President's Message

The 2010–11 fiscal year was one filled with changes for Alberta, particularly in the political landscape. I am honoured to have served my first year as your president representing rural municipalities during these shifting times.

Fortunately, the AAMDC faces such change and the challenges it brings by adhering to a strong mission, vision and values system. Our message is always about achieving strong and effective local government for our members, ensuring that we maintain a strong identity in changing times.

I spent many hours taking calls from and meeting with provincial ministers to discuss the many issues affecting rural municipalities. Your board and I worked diligently to foster relationships with provincial leaders to ensure continued positive, collaborative government interaction.

This year the board took a bit of a different approach when we had the leaders of the opposition come to the board table. We felt that the changing political landscape required the AAMDC board to take this opportunity to educate the opposition on what matters to rural municipalities. We felt that they needed to know the issues that we were working on, so that they could make informed votes in the Legislature.

I was also fortunate to represent our association and Alberta on the national stage, at meetings of the Federation of Canadian Municipalities (FCM). There is strength to be found by working together with other provinces, and I am pleased to be part of Alberta's leading role.

I am continually encouraged by the fact that the AAMDC remains well-respected by politicians, policy-makers and organizations across Alberta and Canada. Our values of accountability, transparency, responsiveness, awareness and credibility shine through in all that we do.

I am eager to learn what the future will hold for both our association and for rural Alberta. The next fiscal year promises even more change and excitement on the political front. With a new premier and the possibility of a provincial election in 2012, the political landscape is sure to be different from what we had known in the past. I look forward to working with the new premier and ensuring that rural still matters for our provincial decision-makers. Together, we shall create new opportunities, face new challenges and ensure that rural municipalities have a voice in the future of Alberta.

In closing, I would like to thank you, the members of AAMDC, for the opportunity to be your president. I would also like to thank the board and the AAMDC staff for all the help that they have given me this past year. The board works very well together with staff, and I believe that with your support the AAMDC will move ahead once again with rural matters.



Bob Barss
President, AAMDC Board of Directors



Executive Director's Message

The 2010–11 year was another successful year for the AAMDC. We focussed our strengthening our organization's operations and improving the level of service provided to our members. It was an exciting year, with interesting changes and developments.

Guiding me as your association's staff team leader was the adoption of the association's new three-year strategic plan at the Fall 2010 Convention. The AAMDC's vision, mission and values were confirmed by this process, and four new strategic priorities identified:

- Relationships and relationship building
- Advocacy efforts
- Aggregated business services
- Internal support systems



The association worked hard this year to implement this strategic plan with strategic objectives developed, operational plans developed and actions taken in all four strategic priority areas. For the first time, all the association's functions and departments have detailed operating plans with goals, objectives and staff accountabilities to fulfill the member-approved strategic priorities. I am proud of our staff efforts to embrace this strategic approach and their efforts to implement it.

On the governance side, after many years of little change on the board, we had a year that saw a new president and three new board members elected. As expected, the change in leadership has changed how we do some things. This said, we were able to hit the ground running, as our new president was an experienced board member with excellent existing relationships. These relationships include working with the provincial government and our advocacy partners with full knowledge of all our issues and positions. On your behalf, President Barss and your board take seriously the strategic priority of relationships and relationship building. I am pleased to work alongside and support Bob Barss in his role as your president—he has done a great job in his first year and I anticipate more of the same in the future.

In the following pages our management team reports on our year's activities and what they are doing to address our strategic priorities. You will note a theme of continuous improvement and forward thinking/anticipatory work in an effort to help our members better support their constituents. In our Advocacy and Communications department, Kim Heyman highlights the numerous efforts undertaking to represent your interests and keep you informed. These include numerous major papers to professionally represent and address member issues. In our Aggregated Business Services report, Duane Gladden summarizes operational changes and introduces his business manager reports, which highlight individual business activities for the year. Lastly, Janet Tomalty speaks to the activities her department undertook to support the association in its service delivery.

Read this report, ask questions and engage with us about what your association has done and can do. On behalf of all the staff, we look forward to another year serving rural Alberta.

A handwritten signature in black ink, appearing to read 'Gerald Rhodes'. The signature is fluid and cursive, with a large initial 'G'.

Gerald Rhodes, MBA, CLGM
Executive Director

Mission, Vision and Values

MISSION

Through advocacy, communication, education and the provision of aggregated business services, The AAMDC assists rural municipalities in achieving strong and effective local government.

VISION

The AAMDC is a progressive association of elected rural councils, representing the interests of rural Albertans, and committed to excellence in meeting the diverse and changing needs of its membership.

VALUES

Member Directed – Based on direction from the membership, the work of the AAMDC reflects the interests and priorities of its members. The primary source of this direction is from resolutions that are passed at conventions.

Accountable – The AAMDC preserves member direction in its business and advocacy efforts.

Transparent – The AAMDC conducts its business through open, honest and ethical practices.

Responsive – The AAMDC is flexible and adaptive to the ever-changing interests and priorities of its members. The AAMDC provides members with innovative, value-added services.

Informed – The AAMDC endeavours to be aware of and involved in issues impacting its members.

Credible – The AAMDC maintains a strong reputation with its external stakeholders through effective, long-standing and collaborative relationships.

Membership

The AAMDC's membership includes all of the province's rural municipalities: 64 incorporated municipal districts and counties, four incorporated specialized municipalities and the Special Areas Board. The AAMDC has also granted associate membership status to over 870 other local authorities, including cities, towns, villages, and other local authorities like school divisions and health authorities. Associate members may access services offered through the Aggregated Business Services divisions: Trade, Jubilee Insurance and Prairie Fuel Advisors. Associate members are not formally represented by the AAMDC and do not participate in its governance.

Strategic Priorities & Objectives

In 2010, the AAMDC released its new strategic plan—Mapping Success. This new strategic plan reaffirms and updates the AAMDC's mandate, vision, mission and values. Further, it guides the development of corporate-level operational planning and ensures that on-the-ground activities of the organization contribute to the overall achievement of our mission and fulfillment of our mandate. With a clear picture of organizational expectations in serving its members and clients, Mapping Success identified four strategic priorities and 18 objectives.

RELATIONSHIPS AND RELATIONSHIP-BUILDING

OBJECTIVES

- Communicate effectively with clients
- Proactively solicit and respond to client needs
- Aim to operate functions on cost-neutral basis
- Protect current revenue streams
- Update written organizational policies and procedures
- Recruit and retain skilled workforce
- Develop corporate education program
- Undertake regular organizational team building

ADVOCACY EFFORTS

OBJECTIVES

- Communicate effectively with clients
- Proactively solicit and respond to client needs
- Aim to operate functions on cost-neutral basis
- Investigate new revenue streams
- Reduce advocacy scope creep
- Recruit and retain skilled workforce

AGGREGATED BUSINESS SERVICES

OBJECTIVES

- Proactively solicit and respond to client needs
- Communicate effectively with clients
- Deliver business services at competitive prices
- Investigate new revenue streams
- Improve cash flow management
- Aim to operate functions on cost-neutral basis
- Protect current revenue streams
- Recruit and retain skilled workforce

INTERNAL SUPPORT SYSTEMS

OBJECTIVES

- Improve cash-flow management
- Investigate banking and investing services
- Improve technology cost-effectiveness
- Create process efficiencies in Trade/PFA billing
- Update electronic systems and software
- Improve internal reporting systems
- Update written organizational policies and procedures
- Achieve best use of human resources/contractors
- Recruit and retain skilled workforce
- Develop corporate education program
- Undertake regular organizational team building

Board of Directors

BOB BARSS, PRESIDENT

Bob was elected president at the Fall 2010 Convention. He previously served as director of the AAMDC's District 5 from 2001 to 2010.

Bob serves as reeve in the MD of Wainwright, where he was first elected as councillor for Division 7 in October 1995. Bob became reeve in 1997 and has served in this role ever since. He sits on a number of boards and committees for the MD of Wainwright, including insurance and bylaws, and agreements and regulations. He is a member of the Wainwright seed plant, the MD safety committee, municipal property committee, policy committee and public relations to Camp Wainwright. Before being elected to the MD, Bob worked in the oil industry.

Bob was born and raised in the Irma area. He and his wife, Susan, have two children and operate a grain farm.



CAROLYN KOLEBABA, VICE PRESIDENT

Carolyn was elected as the AAMDC vice president at the Fall 2010 Convention. She previously served as the association's first female vice president from 2005-2008.

Carolyn has served as reeve of Northern Sunrise County since 2000. She first entered municipal politics in 1998.

In her role as a municipal councillor and reeve, Carolyn is the chair of the Peace River Airport Society and the North West Corridor Development Committee (NCDL) joint committee. She is also co-chair of the Mackenzie Rail Working Group, and is on the executive of the Peace Regional Library, Mackenzie Municipal Planning Association and Peace Synergy Group.

Carolyn is an active volunteer in her community and previously worked in education as a certified teaching assistant with a structure of intellect background.

Carolyn was born in Peace River and raised in the MD of Peace. She and her husband, Mike, along with their sons, operate a trucking company in Northern Sunrise County. They operated a mixed farm for over 30 years, retiring in the spring of 2010.



BOB JONES, DIRECTOR, DISTRICT 1

Bob was elected to the AAMDC board in November 2007. He has been on council in the County of Warner since 1992. He has served as agriculture services chairman, deputy reeve and is currently in his sixth year as reeve.

Bob has served on the local hospital board, school board, FCSS, Chamber of Commerce, flying club and Warner ambulance. He is still an active volunteer firefighter with over 44 years of service. He has farmed for most of his life and has worked in the fertilizer and chemical industries.



Bob was raised on a farm east of Warner. He and his wife, Dixie, have two children.

AL KEMMERE, DIRECTOR, DISTRICT 2

Al Kemmere was elected to the AAMDC board at the Fall 2010 Convention. He is serving his third term as a councillor for Mountain View County, where he was elected councillor and served as reeve from 2004–2010. In his six years on council, Al has been involved in numerous committees, such as the Central Alberta Economic Partnership (CAEP), the Municipal Area Partnership, the Mountain View Waste Commission, the AAMDC Mayors'/Reeves' committee, and the AAMDC Standing Issues Committee on Social Issues. He has always tried to take a leadership approach when it comes to municipal partnerships and collaborations. He has been involved in many local and provincial organizations.



Al and his wife, Kathy, have raised three children on their farm north of Olds. Their farm consists of a dairy operation, mixed farming and custom farming.

JOHN WHALEY, DIRECTOR, DISTRICT 3

John Whaley was first elected to the AAMDC board of directors in November 2007. He is serving his fourth term as a Leduc County councillor. His previous three consecutive terms, from 2004-07, were served as reeve. In 2010 he was re-elected as mayor.

John and his wife, Fiona, are agricultural producers and ran a mixed farming operation in England for more than 20 years. They have two daughters. He is actively involved with a variety of community organizations, such as the Nisku-Leduc Rotary Club and 4-H clubs.



Board of Directors

TOM BURTON, DIRECTOR, DISTRICT 4

Tom was elected as director at the AAMDC Fall 2008 Centennial Convention. He was first elected to council for the MD of Greenview in 2001. He became a member of the DeBolt Fire and Rescue in 1993 and has held the position of chief for the past 13 years. He has been a registered Emergency Medical Responder (EMR) since 2001 and a director of the Grande Prairie Rural Crime Watch since 1993.

Tom has lived in the DeBolt area since 1976. His former occupations include surveyor, owner/operator of a trucking company, owner/operator of a service station and restaurant, general manager for the local agricultural society and is currently a heavy equipment operator.

Tom and his wife, Alisa, live in the hamlet of DeBolt. They have two children.



SOREN ODEGARD, DIRECTOR, DISTRICT 5

Soren Odegard was elected to the AAMDC board at the Fall 2010 Convention. He was first elected in the 2007 municipal elections as councillor for the County of Two Hills. He presently sits as the chairman of the Agriculture Service Board, chairman of the Alberta HUB at REDA.

Previous to his public service, Soren ran a small mobile catering business, building it into a top-five grossing business in the Edmonton area. In 1997, Soren moved to the Two Hills area, where he farmed commercial beef cattle and mixed grains until 2007.

Soren is extensively involved in the community through local organizations such as the Willingdon Agriculture Society, the Hairy Hill Elks 304 and the Willingdon and District Recreational Center.

Soren was born in Cold Lake and raised in Edmonton. He has two daughters.



- AAMDC Resolutions Committee
- AAMDC R.W. Hay Award Committee
- AAMDC Standing Issues Committees (SICs):
 - Social Issues & Concerns
 - Infrastructure, Transportation & Municipal Affairs
 - Intergovernmental Relations, Finance & Justice
 - Resources, Agriculture & the Environment
- Agricultural Operation Practices Act (AOPA)
- Agri-Environmental Partnership (AEP) Board
- Alberta Fire Chiefs Task Force on Retention and Recruitment
- Alberta Fusarium graminearum Action Committee
- Alberta Game Management Advisory Group (AGMAG)
- Alberta Municipal Health and Safety Association Board (AMHSA)
- Alberta Recycling Management Authority (ARMA)
- Alberta Rural Utilities Association (ARUA)
- Alberta Utilities Commission Act Stakeholder Advisory Committee
- Alberta Water Council (AWC) Board
- Alberta Urban Municipalities Association (AUMA) and AAMDC Strategic Alliance: Operating Committee
- Clean Air Strategic Alliance (CASA) Electricity Framework Review (EFR)
- Clean Air Strategic Alliance Board (CASA)
- Drought Advisory Group (DAG)
- Endangered Species Conservation Committee (ESCC)
- Energy Resource Conservation Board (ERCB) Chairman's Advisory Committee
- Federation of Canadian Municipalities (FCM) National Board of Directors
- Fire Services Advisory Committee (FSAC)
- Firesmart–Partners in Protection
- Foreign Animal Disease Emergency Support (FADES)
- Forest Protection Advisory Committee
- Government/Industry Joint Geophysical Steering Committee
- Great West Life Councillor Pension Plan Board of Trustees
- Justice Policy Advisory Committee (JPAC)
- Land Agent Program, Industry Advisory Committee
- Local Authorities Pension Plan (LAPP) Stakeholder Consultation Group
- Municipal Excellence Awards Review Committee
- NAIT Emergency Management Program Advisory Committee
- Provincial Agriculture Service Board (ASB)
- Resource Roads Application Committee
- Rural Integrated Community Clerkship (ICC) Stakeholders Committee
- Safety Codes Council–Coordinating Committee
- Septage and Onsite Wastewaters Strategic Advisory Committee (SOWSAC)
- Spatial Data Warehouse
- Strategic Transportation Advisory Committee
- Transportation Routing and Vehicle Information System (TRAVIS)
- Used Oil Management Association (UOMA)
- Utilities Consumer Advocate (UCA) Advisory Board
- Western Canada Municipal Associations

Staff

EXECUTIVE

Gerald Rhodes, Executive Director
Susan Valentine, Executive Administrative Coordinator

CORPORATE SERVICES

Janet Tomalty, Director of Corporate Services
Karen Mercer, Corporate Services Administrative Coordinator
Debbie Miskiwi, Manager of Human Resources & Facilities
Julie Thibeault, Financial Analyst
Barb Brazel, Accounting Clerk–Accounts Receivable
Leona Munro, Accounting Clerk–Accounts Payable
Loreto Nuñez, Receptionist

ADVOCACY & COMMUNICATIONS

Kim Heyman, Director of Advocacy & Communications
Tasha Blumenthal, Advocacy & Convention Administrative Coordinator
Kelly FitzGibbon, Communications & Web Coordinator
Michelle Hay, Policy Analyst
Kate Hovland, Policy Analyst

Stephanie Williston, Policy Analyst

AGGREGATED BUSINESS SERVICES

Duane Gladden, Director of Aggregated Business Services
Stephen Tamayo, Manager of Client Relations & Trade
Kaala Johnson, Aggregated Business Services Administrative Coordinator

JUBILEE INSURANCE AGENCY

Tony Wadsworth, Manager of Insurance
Linda Simmons, Risk Management Advisor
John Hackwell, Risk Management Advisor
Lindsay Mickanuck, Claims Manager
Tom Hirst, Claims Examiner
Christina Caskey, Insurance & Risk Advisor
Debbie Depeel, Insurance & Risk Advisor
Holly Neill, Insurance & Risk Advisor

PRAIRIE FUEL ADVISORS (PFA)

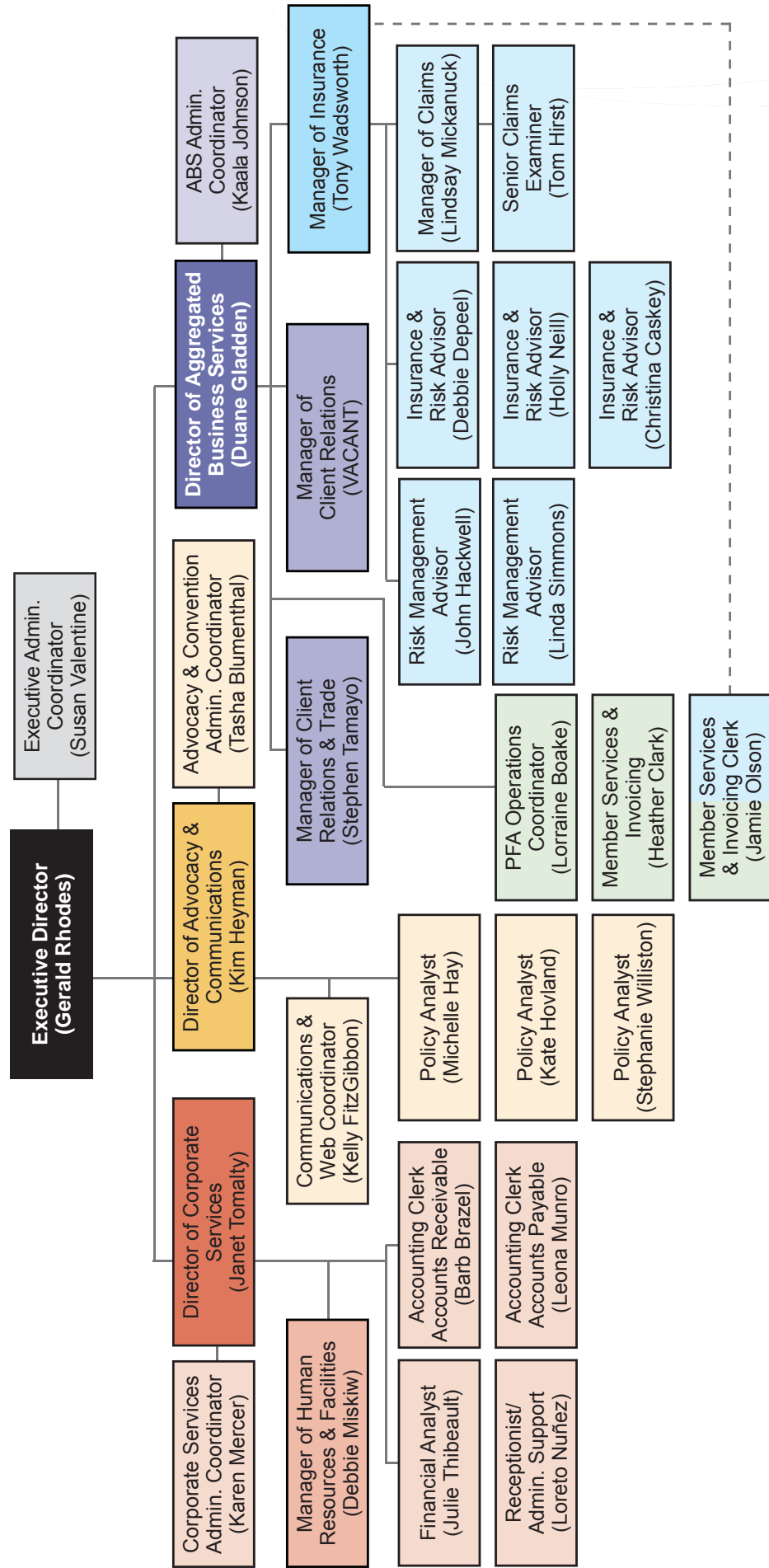
Lorraine Boake, Operations Coordinator
Heather Clark, Member Services & Invoicing
Jamie Olson, Member Services & Invoicing

We said goodbye to the following staff in 2010–11: Candice Van Beers, Shenaz Manji, Randi Khatra.



Organizational Chart

AAMDC Board of Directors



Advocacy Update

With about a thirty per cent turnover of elected officials in the October 2010 municipal election, the Advocacy department has been very busy! We have fielded general inquiries from new councillors on who we are and what we do, as well as specific questions regarding ongoing projects and existing positions. At our Fall 2010 Convention we held a new councillor orientation session, which was very well attended.

Added to this influx of new councillors are expected changes at the provincial level in fall 2011, including the election of a new Premier. In response, the Advocacy and Communications team released a new initiative—**Rural Still Matters: Moving Local Government Forward**.



Seizing the opportunity afforded us by this political change, our goal is to ensure the needs of rural municipalities are clearly understood and acknowledged. As councillors move forward on their path of community representation and service and changes occur at the Legislature, we want the rural message out there.

The message is pretty simple and very familiar to us who live it daily. Rural municipalities are more than just land banks—we are a vital part of this province's economy, culture and future. Long-term funding is a critical component of success; it must acknowledge the unique needs of rural municipalities.

The initiative was planned in July for a launch date of August 5 at **Cultivating Rural Relationships: A Leadership Event**. This event was intended not only to inform our members of the different leadership platforms but to educate the candidates themselves. Candidates would hear directly from our members about the unique challenges rural municipalities face every day.

The board of directors feels that in order for our members to see the complete current political picture, communication with opposition parties is in order. Consequently, the next step in Rural Still Matters is an opposition leader's forum scheduled for the last day of the Fall 2011 Convention.

In closing, I would like to thank my staff—**Michelle, Kate, Stephanie, Tasha** and **Kelly**—whose hard work and creativity make this department happen!

We look forward to your input and direction as we move forward in these exciting times.

Kim Heyman
Director of Advocacy and Communication

ALBERTA FIRST RESPONDERS RADIO COMMUNICATIONS SYSTEM (AFRRCS)

The AFRRCS will be a province-wide two-way radio network for public safety first responder agencies, including police, fire and ambulance. In the past year, the provincial government awarded the system's construction contract to Harris Corporation. Municipalities will be free to use the system upon completion, but will be responsible for the costs of replacing and maintaining their own equipment.

One potential issue for Advocacy is that, at this time, public works employees would be required to use any previous radio network. As such, municipalities may be responsible for the maintenance of two radio networks: one of the first responders and one for public works and parks staff. This concern has already been brought forward for government consideration.

MUNICIPAL CLIMATE CHANGE ACTION CENTRE (MCCAC)

The Municipal Climate Change Action Centre (MCCAC) is a partnership between the AAMDC, the Alberta Urban Municipalities Association (AUMA), Alberta Environment and Alberta Municipal Affairs. In May 2011, MCCAC introduced the Taking Action to Manage Energy (TAME) Buildings Initiative. This initiative encourages municipalities to submit an expression of interest for municipally-owned buildings. In turn, municipalities are provided with a dashboard report of a building's energy consumption and possible savings. They then have the option of proceeding through the TAME program to full energy assessments. TAME also offers financial incentives to municipalities that take concrete steps towards improving the efficiency of their facilities. The initiative aims to spur the retrofit of municipally-owned facilities to improve energy performance and to save operating costs. More information is available at www.mccac.ca.

LAND USE FRAMEWORK

The AAMDC has been involved in a number of initiatives surrounding the provincial Land Use Framework. These include Bill 10—the *Alberta Land Stewardship Amendment Act*, comprehensive regional infrastructure sustainability plans (CRISPs) and transfer development credits (TDCs). In 2010-11, the AAMDC reviewed the first completed draft regional plan: the Lower Athabasca Regional Plan. As this plan may set precedent, the association submitted input to the minister of Sustainable Resource Development on the proposed plan's general structure and content. The AAMDC succeeded in having the government include a five-year timeline for municipal alignment with regional plans in the draft regulations. The AAMDC remains attuned to developments related to the Land Use Framework and engages members where input is required.

MUNICIPAL GOVERNMENT ACT REVIEW

The AAMDC standing issue committee on Governance, Infrastructure and the Economy completed reviews of the Assessment and Planning, and Development parts of the *Municipal Government Act* (MGA) in 2010-11. The committee made a number of recommendations that should be considered when Municipal Affairs begins a review of the MGA.

RURAL CONNECTIVITY

The AAMDC launched the follow-up to its original gap analysis: the Rural Broadband Coverage Analysis. This time, the association has been working closely with Alberta Agriculture and Rural Development, Service Alberta and the AUMA to collect high quality information from the study. The AAMDC anticipates that municipalities will be able to access their broadband coverage before the end of 2011.

Major Initiatives

SEPTAGE/MODEL PROCESS

In early 2011, the AAMDC announced the release of the revised *Model Process for Subdivision Approval and Private Sewage*. This document was originally developed in 2004 and provides a guide for the evaluation of a proposed subdivision that will rely on private sewage. The guide helps determine if private sewage systems are a suitable wastewater treatment method for the proposed subdivision.

With assistance from Alberta Municipal Affairs, the original *Model Process* was piloted in three member municipalities in 2009. The feedback from Rocky View County, Lac Ste. Anne County and the County of Vermilion River resulted in a much-improved resource for all rural municipalities. The Model Process now consists of three documents available online under advocacy reports.

To assist municipalities in becoming familiar with these documents and integrating them into their approval processes, the AAMDC offered five free training sessions across Alberta. A broad audience attended these sessions, including elected officials, senior administrators, development officers, planners, engineering staff and other interested municipal officials.

HIGH-SPEED RAIL

The *Study of High Speed Rail Impacts on Rural Alberta* report details a number of potential impacts, such as effects on long-term planning, potential traffic disruptions and farm severance. However, it does not choose a side for or against a high-speed rail line. What the report does clearly state is that the sooner municipalities know that high-speed rail is coming, the better they can plan for it. The AAMDC encourages the government to make decisions on high-speed rail support and routing as soon as possible.

LAW ENFORCEMENT FRAMEWORK

The AAMDC continued to monitor the changing *Law Enforcement Framework* that the Solicitor General had consulted on through 2009-10. The new *Law Enforcement Framework* dealing mostly with service delivery and governance issues was released in May 2011.

In the latter half of 2010, the association was consulted on potential funding formulas for rural municipalities and urban municipalities under 5,000 people to begin paying for policing. The AAMDC was adamantly against rural municipalities paying directly for policing. As well, the formulas that were brought forward were reflective of neither the service levels nor the governance required in rural settings. With political uncertainty looming, the Solicitor General's office did not force the issue of funding any further, though it may return after a provincial election. The AAMDC is using this time to research funding models and to be prepared to discuss the issue with the Solicitor General in the future.

COST SHARING WORKS

Much has been written and discussed about the financial condition of local government throughout Canada and the U.S. The discussion focuses mostly on how and why local municipalities are debit-ridden and unable to sustain the range and level of required funding. In Alberta, this has translated into considerable debate regarding cost and revenue sharing.

To that end, the AAMDC researched and evaluated various sharing throughout the province. The association concluded that residents are best served by cost sharing arrangements that are based on payment for benefit received. The AAMDC does not support revenue sharing among local governments as a means of addressing regional financing of initiatives.

In December 2010, *Cost Sharing Works: An Examination of Cooperative Inter-municipal Financing* was released detailing these findings.

The AAMDC recognizes the need for municipalities to re-commit themselves to finding local solutions to local problems. *Cost Sharing Works* is a principled position that supports rural municipalities in their continued collaborative efforts with neighbouring municipalities.

MUNICIPAL CAREERS AWARENESS TOOLKIT

In November 2010, the AAMDC released the *Municipal Careers Awareness Toolkit* to assist with municipal recruitment and retention strategies. The toolkit is the culmination of a multi-organizational partnership with the Alberta Rural Municipal Administrators' Association (ARMAA), the Alberta Urban Municipalities Association (AUMA), the Local Government Administration Association (LGAA) and the Society of Local Government Managers (SLGM).

In researching the toolkit, it became clear that Albertans' awareness of the breadth, diversity and benefits of municipal careers is lower than it should be. Without an effort to raise the general public's awareness about municipal careers, municipalities will continue to face challenges in attracting and retaining employees.

BROADENED ADVOCACY THROUGH RURAL RELATIONSHIPS

In line with a new strategic plan, the AAMDC refocused on how to best create broader awareness, foster relationships and maximize linkages to benefit members.

With the political landscape changing, the AAMDC identified an opportunity to build relationships across parties in the province. Learning about each other and opening communication channels helps the association inform other levels of government about rural municipal issues. To this end, the board mandated itself to meet with opposition leaders more regularly and, similarly, to increase member engagement through special events. The board also identified a number of non-political organizations where increased regular interaction would produce value-added results.

An example was the planning of an event in August 2011, Cultivating Rural Relationships, where the PC leadership candidates would have an opportunity to be informed by AAMDC members on current rural municipal issues.

EXECUTIVE REVIEW COMMITTEE

The AAMDC underwent a governance review conducted by the Executive Review Committee (ERC). The process resulted in excellent dialogue and evaluation. The ERC presented its final report to members at the Fall 2010 Convention. From the recommendations, the AAMDC revised its bylaws, as well as the organization's incorporating legislation, the *Alberta Association of Municipal Districts and Counties Act*.



Successful Resolution Advocacy

The AAMDC takes its responsibility to uphold member direction very seriously. The primary source by which members express their needs is through the resolution process. This direction comprises a significant portion of our advocacy strategy and the following identifies where this advocacy found success in 2010-11.

7-08F: Funding for Seniors Facilities

Budget 2011 included increases in various programs, including the Lodge Assistance Program (0.8 per cent), Affordable Supportive Living Initiative and the Alberta Seniors' Benefit (2.4 per cent). Since 1999, the Province has invested over \$500 million in capital funding to help build and modernize more than 10,000 affordable supportive living spaces and lodge units across Alberta. About 6,000 of these have been completed.

12-08F: Review of Off-Highway Vehicle Enforcement on Public Lands

The Solicitor General confirmed that as long as the statutes and locations are in accordance with their peace officer appointments, there is no reason a peace officer would be unable to enforce provincial statutes on Crown land.

13-08F: Review of Off-Highway Vehicle Legislation

Alberta Transportation is proposing mandatory helmet use for drivers and riders of off-highway vehicles (OHVs) when operated on public lands throughout the province. This initiative aims to reduce fatalities and injuries in support of Alberta's Traffic Safety Plan. Although the law would not apply to private property, it would continue educating Albertans on the value of consistent helmet use regardless of location.

5-09S: Critically Needed Dependable Operational Government Funding for Shock Trauma Air Rescue Society (STARS)

As part of a new Alberta Health Services (AHS) agreement, the STARS base in Grande Prairie began receiving partial funding similar to its Edmonton and Calgary bases. In the new funding model, AHS will support STARS with \$5.488 million annually over each of the next 10 years. Approximately 25 per cent of STARS's total mission cost is funded by AHS, with the remaining 75 per cent raised through fundraising and community partnerships.

5-09F: Seniors Facilities Remaining in Their Home Communities

More than 2,300 new spaces will be added to Alberta's continuing care system by March 2012, in addition to 360 hospital beds. These new and updated continuing care spaces should create additional capacity in Alberta's hospitals and emergency departments. It will also transition seniors currently occupying acute care hospital beds into more appropriate settings to better meet their needs. Continuing care facilities include supportive living, designated assisted living and long-term care spaces.

8-09F: First Nations Consultation

The Government of Alberta's First Nations Consultation Policy and Guidelines on Land Management and Resource Development is under review. The AAMDC was invited to participate in the review by leading consultation with its members. As the process moves forward, the AAMDC will monitor new policy developments and continue to meet the intent of this resolution.

9-09F: Provincial Transitional Funding for Dissolving Municipalities

The AAMDC has continued to stress the importance of transition funding in meetings with

Successful Resolution Advocacy

Municipal Affairs. In a March 2011 meeting, the minister advised that, under MSI, all municipalities get base funding (\$60,000 annually for summer villages and \$120,000 annually for other municipalities). The minister was prepared to maintain this funding to the receiving municipality for five years after dissolution. This would allow for appropriate funding without increases to Municipal Affairs budgets in a time of fiscal restraint.

19-09F: Home Support Advocacy

In June 2010, the government provided \$500,000 over a two-year period to support a new 'neighbours helping neighbours' initiative in pilot communities Jasper and Edmonton. The funds are available to programs that partner volunteers with seniors or those with disabilities to help them with everyday tasks and keep them connected to their communities. Community groups coordinate supports for seniors, which may include mowing lawns, providing rides to appointments or even social visits. Upon evaluation of the pilot programs, this initiative will be introduced in at least six other communities around Alberta within two to three years. The AAMDC will continue to monitor the initiative to ensure a broad implementation accessible by rural Albertans.

In December 2010, the Alberta Supports website was launched. It is a single source of reliable, consistent information for citizens, staff and service providers on over 30 programs and 100 services, including those related to seniors. Further, the Alberta Seniors' Benefit provides up to \$1,200 per year in funding to low-income seniors to support housekeeping, yard maintenance and snow removal.

1-10S: Addressing the Funding for Mountain Pine Beetle Control Work to the Province of Alberta

The AAMDC found the government's initial response unsatisfactory, as the need for diligent budgeting was not balanced with the need for ongoing beetle control. However, at a March 2011 meeting with the Minister of Sustainable Resource Development, the AAMDC was advised that work would continue with ground crews to ensure effective control efforts. This work would include addressing budget cycle concerns. The AAMDC accepts in principle that the minister is working to address the intent of this resolution.

3-10S Agricultural Service Board Act Review Regarding the Impact of Agrology Profession Act

The AAMDC was advised that the Agrology Profession Act already contains provisions that exempt persons, including municipal employees, who provide agrological services under the authority of other legislation.

4-10S Amend Statutes to Permit Interbasin Water Transfers to Rural Communities

The AAMDC is encouraged that Alberta Environment will be considering this proposed legislative change in its review of the water management allocation system. The AAMDC will monitor the progress of these legislative changes.

7-10S Compensation for Loss of Use and the Loss of Income from Riparian Lands

The Government of Alberta has committed to considering the intent of this resolution during policy development. The government is already moving towards a more market-based system to compensate for ecological goods and services. The AAMDC will monitor the progress and effects of these intended changes.

Successful Resolution Advocacy

9-10S: Promoting an Alberta Based Land Use Planning Program

The University of Alberta submitted a proposal to the Province to create an accredited undergraduate planning degree program. The proposal is currently under review, and indicators point to the roll out of an accredited planners program in Fall 2012.

ER1-10S Grasshopper Control Program 2010

Grasshopper control expenditures are eligible expenses under the AgriStability program.

3-10F Federal Government Stimulus Funding

The Federal Government announced that federal stimulus funding for municipal infrastructure projects would be extended, provided the process to approve the funding extension was followed.

5-10F Mountain Pine Beetle Crisis

In 2011, the Government of Alberta declared a forest health emergency for the mountain pine beetle. It committed a total of \$30 million from the Environmental Protection and Enhancement Fund for aggressive control and rehabilitation efforts. Alberta Sustainable Resource Development (SRD) continues to actively work towards mountain pine beetle eradication through its own work and municipal support. SRD is also working towards reforestation initiatives.

15-10F Provincial Strategy for Aggregate Resources Management

Alberta SRD offers municipalities the opportunity to request aggregate reserves for public works. In addition, Alberta Environment has made strides towards managing aggregate as it relates to water.

17-10F Regulation of Geothermal Drilling Industry

Both Alberta Environment and Alberta Energy support the objective of this resolution. They will conduct more research, provide more education and, where appropriate, introduce legislation to ensure geothermal activity is not at the expense of other environmental considerations.

Consultations

Agricultural Operations Practices Act

Through membership on the AOPA Policy Advisory Group, the AAMDC provided input to the Government of Alberta on the delivery of this Act. This input was informed by a member survey conducted in August 2010.

Public Lands Administration Regulation

The AAMDC surveyed members on the proposed new Public Lands Administration Regulation. The standing issue committee on Resources and the Environment provided recommendations based on survey results. An association position was communicated to the Province via meetings with the standing issue committee.

Safety Fitness Certificate Pre-qualification for Commercial Drivers

The AAMDC invited member municipalities to respond directly to Alberta Transportation on a renewed process on how to receive a safety fitness certificate.

Development around abandoned well sites	The association encouraged members to respond directly to a survey distributed by Municipal Affairs regarding development around abandoned well sites.
Municipal Sustainability Strategy	Through the <i>Contact!</i> newsletter and a workshop at the Fall 2010 Convention, the AAMDC alerted members to the proposed Municipal Sustainability Strategy. Municipalities were encouraged to provide input directly to Municipal Affairs. The association submitted its input throughout the development of the proposed strategy.
ERCB changes to well spacing	The AAMDC invited member municipalities to respond directly to the Energy Resources Conservation Board (ERCB) regarding changes to well spacing requirements.
Municipal Accountability Action Plan	The AAMDC was invited to provide input regarding its four-point initiative intended to serve as an alternative to establishing a municipal auditor general. As a result of municipal input, the government will not proceed with any action concerning the release of audit management letters or the review of auditor independence.
Use of electronic messaging signs	The Province wrote a draft policy on electronic messaging signs that it forwarded to the AAMDC for comment. The association forwarded the policy for member comment on how it may affect municipalities.
Navigable Waters regulation on minor works	The AAMDC invited member municipalities to respond directly to Transport Canada on potential changes to the Navigable Waters regulation on developing a definition for minor works that could be conducted without federal approval processes.
Land-use Framework regional plans	The AAMDC has provided input into the general structure and content of the first draft regional plans. The association did not provide input on specific details of the plans because they are regional in scope. Rather, the association reviewed them from a provincial perspective, advised member municipalities of consultation processes and encouraged those affected to respond directly.
Proposed single energy regulator	The association and several member representatives have participated in a number of workshops held by Alberta Energy to ensure the concerns and perspectives of rural municipalities are considered.
New Home Warranty Program	The AAMDC participated in stakeholder meetings designed to provide input into a regulated framework for mandatory new home warranty in Alberta. The AAMDC will continue to monitor the outcome of this initiative.
Pit reclamation security and environmental assessments	The association had representation on a committee struck by Alberta Environment to deal with duplications of pit securities and environmental assessments requirements. Industry had presented this issue to the Minister of Environment, and the AAMDC thought it prudent to provide input. Members were consulted through a survey, and their input will be used to draft recommendations from the committee to the minister.

Services & Supports

The AAMDC continues to support members through the provision of innovative, value-added services and supports. The following outlines the association's 2010-11 efforts:

AAMDC Scholarship Program

The AAMDC awarded five \$1,000 scholarships to offset costs associated with higher education for outstanding students in rural communities.

Alberta Municipal Compensation Survey

The AAMDC, in conjunction with the Alberta Urban Municipalities Association (AUMA), delivered this annual survey, which benchmarks compensation across municipalities in order to assist with recruitment and retention strategies. The survey was conducted over the summer of 2010 with 83 per cent of the membership participating.

Alternative Dispute Resolution

The AAMDC assisted Municipal Affairs through a committee to establish and offer mediation services for municipalities. Further, the AAMDC continued to handle the receipt of funds and payment of bills related to the "Let's Resolve" courses.

Alberta Elected Officials Education Program (EOEP)

In its fourth year, the EOEP—a joint effort between the AAMDC and AUMA—benefitted from its expanded online e-learning modules. Online learning has helped increase accessibility across the province.

Peer Network

A select group of administrators and officials from across Alberta are called upon by their peers to provide advice and support in resolving local conflicts. The AAMDC continues to manage the grant funds for this program on behalf of the partnering organizations.

R.W. Hay Award

This award recognizes outstanding administrators in rural communities and is handed out at the AAMDC's fall convention. The AAMDC was pleased to recognize the contributions of 2010's winner, Lucien Turcotte of the MD of Smoky River.

Municipal Elections

The fall 2010 municipal election saw a number of new officials elected to AAMDC member councils. In order to educate these new elected officials about the AAMDC and its supports and services, the Advocacy team assembled a communications package that was distributed to individual councils post-election.

Standing Issue Committees

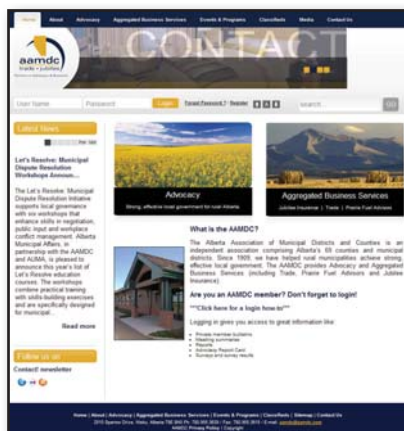
The Board called together the Standing Issues Committee (SIC) on Governance Infrastructure and the Economy in 2010 to review Part 9 and Part 17 of the *Municipal Government Act* (MGA). SICs also represented member interests on changes to policing and rural health issues. In December 2010, the AAMDC announced a new standing issues committee (SIC) structure based on a recommendation made in the 2010 Executive Review Committee report. The committees were realigned into four new SICs.

HIGHLIGHTS

Trade promotions: The Trade division distributed a number of promotional emails marketing new products and initiatives such as better tire prices, Trade 1.800 numbers and our commercial lighting solutions program, fabric shelter program, loader scale promotion, 100% Canadian bottled water program, etc.

Rural Routes: Three highly successful issues of Rural Routes were distributed in the 2010-11 fiscal year. Fall 2010 followed up the municipal elections; Winter 2011 dealt with municipal supports and resources; Summer 2011 investigated rural health care issues.

Twitter: The AAMDC kept our Twitter feed buzzing with weekly links to *Contact!* and regular links to the Advantage and Trade promotions, as well as on-the-spot updates at convention. Follow us @aamdc.



Website: We proudly launched our newly-redesigned website (www.aamdc.com) at the Spring 2011 Trade show. This new site features more user interactivity and scrolling news feeds and headers that take visitors to our latest content.

Communications Plan: In 2011 the AAMDC formalized our first-ever communications plan in alignment with our new strategic plan. This plan ensures that all communications activities support the AAMDC's member-driven goals.

Information Toolkit: This trifold brochure was created as an introduction to the association and was distributed to members and suppliers at our Spring 2011 Trade Show booth.



Elections Communications: The AAMDC distributed letters to new councillors informing them of the association's role and established supports for municipal elected officials.

Rural Still Matters! In July 2011 the Advocacy team revisited our 2008 Rural Matters! initiative and decided to launch a new communications effort: **Rural Still Matters!** This initiative can be found on the AAMDC website. It includes collateral publications such as an AAMDC information sheet, FAQ and one-pager.

BY THE NUMBERS

Between August 2010 and July 2011, the AAMDC published:

...49 issues of **Contact!**

...10 issues of **the Advantage**

...142 member bulletins

...110 Tweets



Events

FALL 2010 CONVENTION

- The Fall 2010 Convention was held at a new location—the Edmonton EXPO at Northlands. It featured keynote speaker Major General (Retired) Lewis MacKenzie.
- Breakout sessions included Ethics in Local Government and the Public Lands Act Regulation, as well as two governance sessions with consultant George Cuff.



- The Executive Review Committee shared its report and recommendations, which were later voted on by the membership.
- Members elected a number of new AAMDC board members, including Bob Barss as president, Carolyn Kolebaba as vice president, Al Kemmere as director of District 2 and Soren Odegard as director of District 5.

NEW COUNCILLOR ORIENTATION SESSION

- The AAMDC hosted a new councillor orientation session November 14 prior to the Fall 2010 Convention. It featured an overview of the association, presentations by the EOEP, ARMAA and SLGM, and an introduction to municipal governance session hosted by Gord McIntosh.



SPRING 2011 CONVENTION

- The spring convention opened with keynote speaker Frank O'Dea, sharing his inspiring story of transformation from homeless person to successful businessperson.
- Plenary speakers covered a range of topics, from cumulative effects management to oil and gas regulation.
- Breakout sessions included the Collaborative Governance Initiative, water management and perspectives from the Rural Physician Action Plan (RPAP).
- The AAMDC introduced Resolution 1-11S containing amendments to association bylaws.



SPRING 2011 TRADE SHOW

- The 2011 trade show was the AAMDC's largest ever, with over 130 exhibitor booths.
- The AAMDC launched its new website at the trade show; Advocacy staff spent the day demonstrating the new website's features and helping members register as users.
- Following the trade show, the Aggregated Business Services divisions hosted their first open house for AAMDC member delegates and approved trade suppliers.



3RD ANNUAL AGGREGATED BUSINESS SERVICES GOLF TOURNAMENT

AAMDC members, associate members and trade suppliers enjoyed a day of golfing at the Pheasantback Golf Course in Stettler on June 15, 2011.



RISKPRO SESSION 4

Equipment and Highway Vehicle Loss Prevention

The 2011 RiskPro 4 sessions were offered over a two-week period in June. There were 124 attendees representing 53 MDs and counties, and six towns and villages. The sessions were held in Airdrie, Vegreville, Leduc, Peace River and Lethbridge.

The one-day seminars covered the topic of equipment and highway vehicle loss prevention. The sessions were broken down into six segments with four presenters who discussed automobile insurance, underwriting and claims statistics.

CULTIVATING RURAL RELATIONSHIPS

The PC Leadership Candidates

After Premier Ed Stelmach announced his intention to step down in 2011, a number of Progressive Conservative (PC) leadership contenders began publicly campaigning. In order to ensure that the next provincial leader had an understanding of municipal issues and rural concerns, the AAMDC planned a unique opportunity for members to hear candidates' platforms and ask questions.



Aggregated Business Services Update

The 2010-11 fiscal year has been a very exciting one for the AAMDC Aggregated Business Services Division (ABS), which includes Jubilee Insurance Agencies, the Trade Division, and Prairie Fuel Advisors.

In its first full year, ABS has fulfilled many of the efficiencies intended in its development. As well, ABS continues a planned reorganization within its various divisions. This reorganization has led to the creation and staffing of the Jubilee Insurance claims department. The claims department is tasked with one primary focus: to improve the customer service delivered through the Jubilee Insurance claims experience. This will include expedited claims processing, enhanced communication and better access to claims staff.



Technology improvements have also been a top priority within for ABS this year. We are very pleased to have completed development of a claims program, and are excited to be deploying a new accounting and insurance system shortly. These programs will provide staff and members with better data in less time. Access to claims and accounting will also soon be available online. This will enhance access to Trade division account information and discounts matrices.

In 2010-11, we made an effort to improve our current services and add staff to create a better service capacity. ABS staff members have completed more focused member visits in the past fiscal year than ever before. We are listening to our member and making improvements based on their feedback.

Our Trade division undertook focused buys. Prairie Fuel Advisors (PFA) increased its program capacity through additional programming and server additions, and increased its lubricant offerings. Jubilee Insurance increased its staff to improve service.

While we have received solid numbers on the most recent member satisfaction survey, we remain focused on continuous improvement. 2011-12 will see more member visits and greater service improvements.

We look forward to seeing all of our members soon!

Duane Gladden, MBA
Director of Aggregated Business Services



For most members, the activities undertaken by the Trade Division in 2010-11 were unlike years past. Our strategy was simply to focus on members' needs through increased member visits and easy access to products and services. Specifically, we deployed an unprecedented 210 visits—the most ever in the Trade Division's history! Members may also have noticed both an increase in trade programs and new forms of communicating and marketing these programs. Trade activities logged a total of \$37.9 million in volume during the past fiscal year.



The economic events of 2010-11 made for some interesting developments affecting the procurement landscape. Besides news headlines, the earthquake in Japan also generated a price spike and a backlog in product. The Canadian dollar surpassing the U.S. greenback impacted many trade agreements, while continued turmoil in the Middle East put a strain on the availability of raw materials. Closer to home, extreme weather conditions such as devastating wildfires and heavy rainfall throughout Alberta caused many organizations to exceed budgets. Obviously, what used to be a predictable business climate has suddenly caused many organizations to prepare and plan for future events and outcomes. As such, the Trade Division has accepted our role in protecting members from price volatility with our large trade volume and ensuring optimal customer service.

Given the economic setbacks, it is a Trade Division priority to preserve our culture of cooperative collaboration. We will achieve this by urging members to give feedback at all points of the procurement process, and creating and deploying focused programs/buys for each target market. In doing so, member participation will help the Trade Division adapt to better respond to members' needs.

In the 2011-12 fiscal year, members will see new focused approach on customer service eliciting member participation. First, the focus will be to thoroughly understand the needs and issues of members related to their procurement of products and services through frequent visitations. Second, there will be an increased awareness of focus buys, which will require the feedback of our membership. Focus buys serve to aggregate large quantities of a single product, and negotiating a significant price arrangement with vendors on behalf of the membership. Lastly, the Trade Division will be deploying events to encourage the collaboration amongst members. This is a cause of much excitement for the Trade Division, and we are geared and ready for another fantastic year!

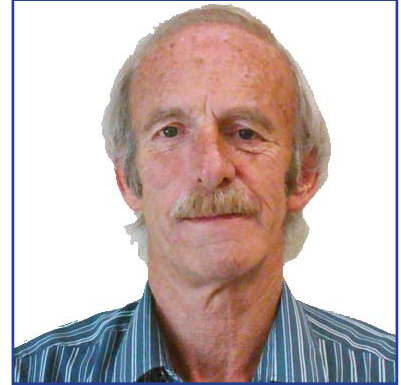
Stephen Tamayo
Manager of Client Relations and Trade



Jubilee Insurance Update

In the 2010–11 year, our board has taken significant steps towards consolidating and strengthening Jubilee's ability to better serve members while reducing members' insurance costs.

Both of our reciprocal insurance exchanges enjoyed a profitable year of operations. This has enhanced the levels of our surplus reserves to act as cushions to meet any unexpected or adverse future claims costs. May's devastating forest fire in the Slave Lake region was a vivid reminder of why these reserves are needed: to protect our members' interests. I am pleased to report that, on this occasion, our program was indeed fortunate in escaping a major financial hit from this recent tragedy.



In all other areas, we enjoyed similarly rewarding results, thereby adding to the continued successes our members derive from the RiskPro training program. This year, the province-wide Risk Pro workshops focussed on our heavy equipment and automobile operation risks. Our objective was to assist members in further driving down the cost of this essential insurance protection.

We began several initiatives in 2010–11, the most notable being the introduction of our AAMDC Property Insurance Appraisal Program and the new in-house claims department. This claims department was set up in order for Jubilee to manage our own reciprocal insurance claims, rather than sub-contract to a third-party vendor. As a result, our members can expect several things. First, they can derive peace of mind knowing that their insurance values will be more reflective of accurate replacement costs in the future. Also, any losses they do sustain will be handled expeditiously by a team of municipal insurance claims experts of the highest calibre. We expect to realize significant cost savings for our reciprocals in very short order. I look forward to reporting on this specifically in next year's report.

We again wish to commend all of our members for their continued support, loyalty and belief in their insurance program. We also commend the efforts of the dedicated and committed individuals that make up the Jubilee team and serve you to their best abilities.

Tony Wadsworth
Manager of Insurance



Prairie Fuel Advisors Update



Prairie Fuel Advisors (PFA) had another exciting year in 2010-11—our overall volume increased to approximately 53.5 million litres, with Alberta accounting for approximately 40.5 million litres. Despite seeing over 11 per cent growth in Alberta, the Manitoba version of the PFA program saw the largest percentage growth at 13 per cent.

This year, PFA successfully completed contractual arrangements with the Association of Municipalities of Ontario (AMO) and the Union of British Columbia Municipalities (UBCM). Both of these arrangements open the PFA program to large markets. The additional volume that is realized through these areas will serve to

enhance the overall buying power of all PFA members.

PFA has not wavered from its mandate of providing stable and inexpensive access to petroleum products. We are thrilled that an additional 30 municipalities joined our program in the last year for the reasons included in our mandate.

As our PFA program grows, so does its technical requirements. In response to those needs, PFA has upgraded many components—including the supplier interfaces—to ensure that timely, accurate service continues to be a program benchmark.

Pricing-wise, volatility was the issue in the 2010-11 year. International and domestic crude markets, as well as international economic and political issues, placed petroleum in very volatile situations. The PFA pricing model still employs a wholesale rack-plus-margin system, which was again able to level out the pricing conditions for PFA members. Also, for the first time since 2009 PFA was fortunate to have a critical services status. This was essential as parts of Alberta and Manitoba were hit with diesel shortages. PFA is happy to report that members were kept at operational levels, while private industry and those outside the program were forced to make expensive arrangements.

PFA will once again focus on an overall improvement of its full service basket, but with a particular focus on improving communication. We look forward to seeing and hearing for all our members in 2011-12.

Duane Gladden, MBA
Director of Aggregated Business Services



Corporate Services Update

I am pleased to provide the Corporate Services report for the 2010-11 fiscal year.

The following staff members make up the Corporate Services team: **Barb Brazel**—Accounts Receivable, with us for twenty-two years; **Debbie Miskiw**—Human Resources and Facilities Manager, who has been here for fifteen years; **Leona Munro**—Accounts Payable, with the AAMDC for five years; **Julie Thibeault**—Financial Analyst, here for four years; **Loreto Nuñez**—Receptionist, who's been with us for two years, and; **Karen Mercer**—Administrative Coordinator, and the newest member of our staff with less than one year.



Our restructuring late last year defined and coordinated the following services under the purview of Corporate Services:

- Finance/ Budget/ Accounting
- Information Technology (IT) Services
- Facilities/Property/Equipment Management
- Human Resources Support
- Strategic Planning/ Policy
- Administrative Services

Restructuring has proven to be a sound business decision. We have been able to secure efficiencies and better meet the needs of the Advocacy and Aggregated Business Services departments. Corporate Services has compiled the budgets for the upcoming year and has developed its first operational plan. This plan lays the foundation for us to manage the hefty objectives identified in the new strategic plan, adopted in 2010.

Along with Advocacy staff, we have coordinated the biannual member satisfaction survey and results reporting. On our financial side, the AAMDC, along with Jubilee Insurance Agencies Ltd. and Prairie Fuel Advisors (2008) Ltd.—which, along with Trade comprise the Aggregate Business Services Division—remain strong. Our business units are continuously growing and changing so that they are able to improve service offerings. Through the notable patronage of our members in each of the ABS areas, the AAMDC has been able to provide members with over \$4 million in dividends over the past five years.

On our systems side, we were able to completely upgrade the AAMDC's hardware and software systems to a system that better serves us and, consequently, our members. The process is going well and we expect to finalize the upgrades within the next year. Our building has required some repairs this year and we have developed plans to better use the current space, continuing our environmentally friendly practices.

We undertook a full review of the association's policies and implemented a formal review process. Continuous upgrading and education are core staff strengths; we are proud that a number are pursuing further education both outside and within the organization. Corporate Services is also pleased to have coordinated regular scheduling of full staff educational and team building sessions.

We look forward to this next year, as it will be an exciting one! Please feel free to contact us with any questions you may have. As always, we will be happy to assist you.

Janet Tomalty, CMA
Director of Corporate Services

Financial Statements: Management's Responsibility

To the Members of the Alberta Association of Municipal Districts and Counties:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian generally accepted accounting principles and ensuring that all information in the annual report is consistent with the statements. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

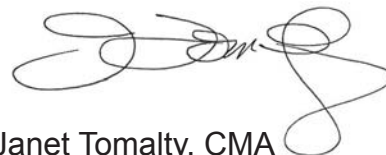
In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The board of directors is composed primarily of directors who are neither management nor employees of the Association. The board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The board is also responsible for recommending the appointment of the Association's external auditors.

Meyers Norris Penny LLP, an independent firm of chartered accountants, is appointed by the Board to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.



Gerald Rhodes, MBA
Executive Director



Janet Tomalty, CMA
Director of Corporate Services



Financial Statements July 31, 2011

AUDITOR'S REPORT: AAMDC

To the Members of the Alberta Association of Municipal Districts and Counties:

We have audited the accompanying financial statements of The Alberta Association of Municipal Districts & Counties, which comprise the statement of financial position as at July 31, 2011, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, 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.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Alberta Association of Municipal Districts and Counties as at July 31, 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

September 30, 2011
Edmonton, Alberta
Meyers Norris Penny LLP
Chartered Accountants

Financial Statements July 31, 2011

STATEMENT OF FINANCIAL POSITION JULY 31, 2011

	2011	2010
ASSETS		
Current		
Cash	\$ 602,029	\$ 2,065,224
Cash—restricted (Note 8)	458,464	449,836
Accounts receivable	3,591,804	2,458,368
Prepaid expenses	<u>97,239</u>	<u>60,686</u>
	4,749,536	5,034,114
Property and equipment (Note 6)	2,016,897	2,040,110
Computer software	884,820	673,039
Investment in Jubilee Insurance Agencies Ltd. (Note 3)	1,246,837	1,065,594
Investment in Prairie Fuel Advisors (2008) Ltd. (Note 4)	<u>297,585</u>	<u>197,127</u>
	<u>\$ 9,195,675</u>	<u>\$ 9,009,984</u>
LIABILITIES		
Current		
Accounts payable & accrued liabilities	\$ 3,199,649	\$ 2,939,618
Deferred income	867,359	851,000
Deficiency in Alberta Elected Officials Education Program Corporation (Note 5)	1,971	17,066
Deferred grant revenue (Note 8)	<u>549,831</u>	<u>514,560</u>
	<u>4,618,810</u>	<u>4,322,244</u>
NET ASSETS		
Net assets invested in property and equipment and computer software	2,901,717	2,713,149
Net assets restricted internally for dividend reserve	326,760	383,892
Unrestricted net assets	<u>1,348,388</u>	<u>1,590,699</u>
	<u>4,576,865</u>	<u>4,687,740</u>
	<u>\$ 9,195,675</u>	<u>\$ 9,009,984</u>

STATEMENT OF OPERATIONS FOR THE YEAR ENDED JULY 31, 2011

	2011	2010
Revenues		
Commissions	\$ 1,350,847	\$ 1,392,221
Convention registration and tickets	817,615	704,086
Grants (Note 8)	250,980	179,682
Interest	9,790	1,341
Membership fees	850,280	808,922
Rent and licensing fees	93,000	93,000
Service charges	52,935	46,403
Sundry income (expense)	<u>27,719</u>	<u>14,234</u>
	<u>3,453,166</u>	<u>3,239,889</u>
Expenses		
Advertising and promotion	69,809	37,562
Amortization	113,952	94,989
Automobile	19,773	9,158
Board and Ad hoc committees	568,443	596,284
Building operations	92,988	75,700
Computer	33,534	54,399
Consulting	22,200	40,864
Convention	739,992	613,788
Grant expenses	251,051	180,293
Insurance	53,815	18,080
Interest	1,388	1,104
Memberships and subscriptions	3,830	5,332
Office supplies	21,169	25,498
Postage	12,833	22,977
Professional fees	100,912	49,653
Salaries and benefits	1,208,285	1,146,811
Telephone	<u>11,886</u>	<u>11,717</u>
	<u>3,325,860</u>	<u>2,984,209</u>
Surplus from operations	127,306	255,680
Other income (expense)		
Dividends	181,846	529,303
Increase (decrease) in equity in Jubilee Insurance Agencies Ltd. (Note 3)	29,053	56,839
Increase in equity in Prairie Fuel Advisors (2008) Ltd. (Note 4)	5,702	17,748
Increase (decrease) in equity in Alberta Elected Officials Education Program Corporation (Note 5)	<u>15,090</u>	<u>(15,391)</u>
	<u>231,691</u>	<u>588,499</u>
Excess of revenues over expenses	<u>\$ 358,997</u>	<u>\$ 844,179</u>



Financial Statements July 31, 2011

STATEMENTS OF CASH FLOWS FOR THE YEAR ENDED JULY 31, 2011

	2011	2010
Cash was provided by (used in) operating activities:		
Excess of revenue over expenses	\$ 358,997	\$ 844,179
Add (deduct) non-cash items:		
Net income of Jubilee Insurance Agencies Ltd. (Note 3)	(210,899)	(586,142)
(Increase) decrease in equity of Prairie Fuel Advisors (2008) Ltd. (Note 4)	(5,702)	(17,748)
(Increase) decrease in equity of Alberta Elected Officials Education Program Corporation (Note 5)	(15,090)	15,391
Amortization	113,952	94,989
Loss (Gain) on disposal of property and equipment	<u>(800)</u>	<u>(1,000)</u>
	240,458	349,669
Decrease (increase) in current assets:		
Accounts receivable	(1,133,436)	1,763,546
Prepaid expenses	(36,553)	(1,284)
Increase (decrease) in current liabilities:		
Accounts payable	260,027	(1,230,398)
Deferred income	<u>16,359</u>	<u>42,978</u>
	<u>(653,145)</u>	<u>924,511</u>
Cash was provided by (used in) financing activities:		
Dividends paid	<u>(469,872)</u>	<u>(945,340)</u>
Cash was provided by (used in) investing activities:		
Dividends received from Jubilee Insurance	181,846	529,303
Net transactions with Jubilee Insurance Ltd.	(152,190)	81,260
Net transactions with Prairie Fuel Advisors (2008) Ltd.	(94,757)	3,132
"Purchase of property and equipment and computer software"	(302,520)	(129,752)
Proceeds on disposal of property and equipment	800	1,000
Increase (decrease) in deferred grant revenue	35,271	(161,196)
(Increase) decrease in restricted cash	<u>(8,628)</u>	<u>2,305</u>
	<u>(340,178)</u>	<u>326,052</u>
Increase (decrease) in cash position	(1,463,195)	305,223
Cash position, at beginning of year	<u>2,065,224</u>	<u>1,760,001</u>
Cash position, at end of year	<u>\$ 602,029</u>	<u>\$ 2,065,224</u>

NOTES TO FINANCIAL STATEMENTS JULY 31, 2011

1. Nature of Operations

The Association was incorporated under the Alberta Association of Municipal Districts and Counties Act by chapter 67 of the Statutes of Alberta, 1923, which was amended by chapters 116 and 69 of the Statutes of Alberta, 1971 and 1984 respectively.

The purpose of the Alberta Association of Municipal Districts and Counties is to assist rural municipalities in their endeavours to achieve strong and effective local government.

As a not-for profit municipal association under the Income Tax Act, the Association is not subject to either federal or provincial income taxes.

2. Accounting Policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles. The significant accounting policies used in the preparation of these financial statements are as follows:

a) Revenue Recognition

The Association follows the deferral method of accounting for membership fee income and government grants. Under this method, income is recognized as revenue in the year in which the related expenses are incurred.

Membership fee and convention registration income is recognized in the year to which it applies. Fees collected prior to July 31, in respect of the next fiscal period, are recorded on the statement of financial position as deferred income.

Government grant revenue is recognized in income as related expenses are incurred. Grant revenues which have not been expended at July 31 are deferred and recorded on the balance sheet as deferred grant revenue until the related expenses are incurred.

Commission income is recognized as earned at the time a customer is invoiced, and collection is reasonably assured.

Dividend income is recognized at the time it is received.

Interest income is recognized when earned. Rental revenue is recognized evenly over the term of the lease.

b) Property and Equipment

Property and equipment are stated at cost less accumulated amortization. In the year of acquisition, amortization is calculated at the annual rate. No amortization is taken in the year of disposal. Major renewals and betterments are capitalized, maintenance and repairs are expensed as incurred. Amortization on computer software under development is deferred until the software development is complete and put into use. Cost of property sold or otherwise disposed of or permanently impaired and the related accumulated amortization are removed from the accounts at the time of disposal or recognition of impairment and any gain or loss is included in income. Property and equipment are

Financial Statements July 31, 2011

STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED JULY 31, 2011

	Net assets invested in property and equipment	Net assets restricted for dividend reserve	Unrestricted net assets	2011 total	2010 total
Balance at beginning of year	\$2,713,149	\$ 383,892	\$ 1,590,699	\$ 4,687,740	\$4,788,901
Excess of revenues over expenses	(113,952)	—	472,949	358,997	844,179
Internally imposed restrictions	—	(57,132)	57,132	—	—
Investment in property and equipment and computer software	302,520	—	(302,520)	—	—
Dividends paid and adjustment	—	—	(469,872)	(469,872)	(945,340)
Balance at end of year	\$ 2,901,717	\$ 326,760	\$ 1,348,388	\$ 4,576,865	\$ 4,687,740

amortized over their estimated useful lives at the following rates and methods:

Automobile	33.3% straight line
Building	2.5% straight line
Computer equipment	33.3% straight line
Office equipment	20.0% straight line

c) Computer software

Computer software is under development and is not subject to amortization until it is ready for use.

d) Use of estimates

The preparation of the financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Significant estimates include the valuation of accounts receivable, property and equipment and accrued liabilities, as well as the estimated useful lives of property and equipment. By their nature, these estimates are subject to measurement uncertainty and the effect on the financial statements of changes in such estimates in future periods could be significant.

e) Investment in Jubilee Insurance Agencies Ltd., Prairie Fuel Advisors (2008) Ltd. and Alberta Elected Officials Education Program Corporation

The Association records its investment in its wholly-owned subsidiaries, Jubilee Insurance Agencies Ltd. and Prairie Fuel Advisors (2008) Ltd., using the equity method.

Under the equity method, the Association's share of its subsidiaries' earnings is recorded as income and added to the carrying value of the investment shown on the statement of financial position. Dividends received are considered a return of capital and are accordingly deducted from the carrying value of the investment.

Jubilee Insurance Agencies Ltd. is a non-taxable corporation, wholly owned by the Alberta Association of Municipal Districts and Counties. The business of the corporation is to provide comprehensive and affordable insurance coverage to Alberta local authorities.

Prairie Fuel Advisors (2008) Ltd. is also a non-taxable corporation, and became a wholly owned subsidiary of the Alberta Association of Municipal Districts and Counties in 2008. The business of the corporation is to assist municipalities, school divisions and related organizations in managing their fuel costs.

The Association also records its investment in Alberta Elected Officials Education Program Corporation using the equity method. The Corporation was formed in 2008 and is equally owned by the Alberta Association of Municipal Districts and Counties and the Alberta Urban Municipalities Association. It is also a non-taxable corporation. The business of the corporation is to provide an education training program for municipal elected officials in Alberta.

f) Dividend Reserve

Approximately 20% of the previous year's net income from trading operations is appropriated for a reserve for the future payment of dividends. Each year's reserve appropriation is held for five years and paid out to the then existing members of the Association.

g) Pension Benefits

Contributions for current and past service pension benefits are recorded as expenditures in the year in which they become due.

h) Restrictions on Net Assets

Internally restricted net assets are not available for other purposes without the approval of the Board of Directors.

i) Cash Equivalents

Cash equivalents includes term deposits and other short-term securities with terms to maturity of less than 90 days.

Financial Statements July 31, 2011

j) Financial Instruments

Held for trading:

The Association has classified the following financial assets and liabilities as held for trading: cash, cash-restricted and its investments in Jubilee Insurance Agencies Ltd., Prairie Fuel Advisors (2008) Ltd., and Alberta Elected Officials Education Program Corporation. These instruments are initially recognized at their fair value. Fair value is approximated by the instrument's initial cost in a transaction between unrelated parties. Transactions to purchase or sell these items are recorded on the trade date and transaction costs are immediately recognized as expenses.

Held for trading financial instruments are subsequently measured at their fair value without any deduction for transactions costs incurred on sale or other disposal. Net gains and losses arising from changes in fair value are recognized immediately in excess of revenue over expenses.

Loans and receivables:

The Association has classified the following financial assets as loans and receivables: accounts receivable. These assets are initially recognized at their fair value. Fair value is approximated by the instrument's initial cost in a transaction between unrelated parties. Transactions to purchase or sell these items are recorded on the trade date, and transaction costs are immediately recognized as expenses.

Loans and receivables are subsequently measured at their amortized cost, using the effective interest method. Under this method, estimated future cash receipts are exactly discounted over the asset's expected life, or other appropriate period, to its net carrying value. Amortized cost is the amount at which the financial asset is measured at initial recognition less principal repayments, plus or minus the cumulative amortization using the effective interest method of any difference between that initial amount and the maturity amount, and less any reduction for impairment or uncollectability. Net gains and losses arising from changes in fair value are recognized in excess of revenue over expenses upon derecognition or impairment.

Other financial liabilities:

The Association has classified the following financial liability as other financial liabilities: accounts payable and accrued liabilities. These liabilities are initially recognized at their fair value. Fair value is approximated by the instrument's initial cost in a transaction between unrelated parties. Transactions to purchase or sell these items are recorded on the trade date, and transaction costs are immediately recognized as expenses.

Other financial liabilities are subsequently measured at amortized cost using the effective interest method. Under this method, estimated future cash payments are exactly discounted over the liability's expected life, or other appropriate period, to its net carrying value. Amortized cost is the amount at which the financial liability is measured at initial recognition less principal repayments, and plus or minus the cumulative amortization using the effective interest method of any difference between that initial amount and the maturity amount. Net gains and losses arising from changes in fair value are recognized in excess of revenue over expenses upon derecognition or impairment.

k) Future Accounting Pronouncements

A lease that transfers substantially all of the benefits and risks of ownership is classified as a capital lease. At the inception of a capital lease, an asset and a payment obligation are recorded at an amount equal to the lesser of the present value of the minimum lease payments and the property's fair market value. Assets under capital leases are amortized on a straight-line basis, over their estimated useful lives (lease term). All other leases are accounted for as operating leases and rental payments are expensed as incurred.

l) Future Accounting Pronouncements

Accounting standards for not-for-profit organizations

In October 2010, the Accounting Standards Board (AcSB) approved the accounting standards for private sector not-for-profit organizations (NFPOs) to be included in Part III of the CICA Handbook-Accounting ("Handbook"). Part III will comprise:

- The existing "4400 series" of standards dealing with the unique circumstances of NFPOs, currently in Part V of the Handbook; and
- The new accounting standards for private enterprises in Part II of the Handbook, to the extent that they would apply to NFPOs.

Effective for fiscal years beginning on or after January 1, 2012 private sector NFPOs will have the option to adopt either Part III of the Handbook or International Financial Reporting Standards (IFRS). Earlier adoption is permitted. The Association expects to adopt Part III of the Handbook as its new financial reporting standards. The Association has not yet determined the impact of the adoption of Part III of the Handbook on its financial statements.

3. Investment in Jubilee Insurance Agencies Ltd.

	2011	2010
Net income of Jubilee Insurance Agencies Ltd	\$ 210,899	\$ 586,142
Deduct dividends paid to AAMDC	<u>(181,846)</u>	<u>(529,303)</u>
Increase (decrease) in equity for the year	29,053	56,839
Equity, at beginning of year	<u>1,146,468</u>	<u>1,089,629</u>
Equity, at end of year	1,175,521	1,146,468
Shares, at cost	600	600
Net advances (to) from AAMDC	<u>70,716</u>	<u>(81,474)</u>
	<u>\$ 1,246,837</u>	<u>\$ 1,065,594</u>



Financial Statements July 31, 2011

A financial summary of Jubilee Insurance Agencies Ltd. as at July 31, 2011 and 2010 and for the years then ended is as follows:

	2011	2010
Financial Position		
Total assets	<u>\$ 9,567,952</u>	<u>\$ 9,548,545</u>
Total liabilities	<u>\$ 8,391,831</u>	<u>\$ 8,401,477</u>
Shareholders' equity	<u>1,176,121</u>	<u>1,147,068</u>
	<u>\$ 9,567,952</u>	<u>\$ 9,548,545</u>
Results of Operations		
Total revenues	\$ 2,938,041	\$ 3,324,863
Total expenses	<u>2,727,142</u>	<u>2,738,721</u>
Net income	<u>\$ 210,899</u>	<u>\$ 586,142</u>
Cash Flows		
Operating activities	\$ (212,307)	\$ 429,118
Financing activities	(21,116)	(625,102)
Investing activities	<u>33,063</u>	<u>(3,955)</u>
Decrease in cash	(200,360)	(199,939)
Cash, at beginning of year	<u>796,839</u>	<u>996,778</u>
Cash, at end of year	<u>\$ 596,479</u>	<u>\$ 796,839</u>

4. Investment in Prairie Fuel Advisors (2008) Ltd.

	2011	2010
Net income of Prairie Fuel Advisors (2008) Ltd.	\$ 5,702	\$ 17,747
Deduct dividends paid to AAMDC	nil	nil
Increase in equity for the year	5,702	17,747
Equity, at beginning of year	<u>132,263</u>	<u>114,516</u>
Equity, at end of year	137,965	132,263
Shares, at cost	100	100
Advances from AAMDC	<u>159,520</u>	<u>64,764</u>
	<u>\$ 297,585</u>	<u>\$ 197,127</u>

6. Property and Equipment

	2011			2010
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	\$ 260,000	\$ –	\$ 260,000	\$ 260,000
Building	2,024,178	373,415	1,650,763	1,699,567
Automobile	39,320	21,747	17,573	–
Computer equipment	124,802	79,378	45,424	16,349
Office equipment	<u>318,614</u>	<u>275,477</u>	<u>43,137</u>	<u>64,194</u>
	<u>\$ 2,766,914</u>	<u>\$ 750,017</u>	<u>\$ 2,016,897</u>	<u>\$ 2,040,110</u>

7. Bank Indebtedness

As at July 31, 2011, the Association has a line of credit with a limit of \$2,000,000 of which \$nil (2010–\$nil) had been drawn at year-end. The line of credit bears interest at prime plus 1% and is secured by the land and building with a net book value of \$1,910,763 (2010–\$1,959,567).

A financial summary of investment in Prairie Fuel Advisors (2008) Ltd. as at July 31, 2011 and 2010, and for the years then ended is as follows:

	2011	2010
Financial Position		
Total assets	<u>\$ 802,715</u>	<u>\$ 815,920</u>
Total liabilities	<u>\$ 664,650</u>	<u>\$ 683,557</u>
Shareholders' equity	<u>138,065</u>	<u>132,363</u>
	<u>\$ 802,715</u>	<u>\$ 815,920</u>
Results of Operations		
Total revenues	\$ 491,702	\$ 450,929
Total expenses	<u>485,999</u>	<u>433,182</u>
Net income	<u>\$ 5,702</u>	<u>\$ 17,747</u>
Cash Flows		
Operating activities	\$ 19,304	\$ 41,767
Financing activities	12,040	(64,908)
Investing activities	–	(101,666)
Increase (decrease) in cash	31,346	(124,807)
Cash at beginning of year	<u>(22,028)</u>	<u>102,779</u>
Cash at end of year	<u>\$ 9,318</u>	<u>\$ (22,028)</u>

5. Deficiency in Alberta Elected Officials Education Program Corporation ("EOEP")

	2011	2010
	50%	50%
Net Income (Loss) of EOEP	<u>\$ 15,090</u>	<u>\$ (15,391)</u>
Increase (Decrease) in equity for the year	15,090	(15,391)
Equity, at beginning of year	<u>(26,566)</u>	<u>(11,180)</u>
Equity, at end of year	(11,476)	(26,566)
Shares, at cost	5	5
Advances to EOEP	<u>9,500</u>	<u>9,500</u>
	<u>\$ (1,971)</u>	<u>\$ (17,066)</u>

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8. Deferred Grant Revenue

Deferred grant revenue as at July 31 is as follows:

	Balance 2010	Grant received 2011	Interest earned 2011	Expenditures 2011	Balance 2011
Septage Management Study	\$ 9,708	\$ –	\$ –	\$ –	\$ 9,708
Assessment Shared Services Environment Project	439,026	–	4,256	–	443,282
PEER Network	–	15,000	–	2,834	12,166
Dispute Resolution Peer Network Grant (ADR)	10,846	16,870	125	12,659	15,182
Rural Broadband Gap Analysis	–	250,000	–	180,507	69,493
Website Redevelopment Grant	–	–	–	–	–
Model Process Sewage Treatment	54,980	–	–	54,980	–
Rural Connectivity Gap Analysis	–	–	–	–	–
	<u>\$ 514,560</u>	<u>\$ 281,870</u>	<u>\$ 4,381</u>	<u>\$ 250,980</u>	<u>\$ 549,832</u>

The grants received on the Dispute Resolution Peer Network Grant are comprised of seminar registrations received.

Cash in the amount of \$458,464 (2010–\$449,836) is restricted for expenditures on the above programs. As a result, these funds have been disclosed separately.

Cash flows arising from the above grants (held in trust) are as follows:

	<u>2011</u>	<u>2010</u>
Grants, registrations and interest received	\$ 286,251	\$ 19,097
Grant expenditures	250,980	180,293

9. Employee Future Benefits

The Association participates in the Local Authorities Pension Plan, a multi-employer pension plan, with other local authorities and approved bodies. The plan is a contributory defined benefit plan administered by the Local Authorities Pension Plan Corporation, which pays pension and other benefits on behalf of the employer.

Current and prior service costs, included in these financial statements, are funded by the Association and its employees at rates which are expected to provide for all benefits payable under the Plan. The rates for the Association are 1.0% higher than for the employees. Both employer and employee current and prior services paid to July 31, 2011 were \$137,876 (2010–\$127,450).

As the Plan is a multi-employer plan, it is not possible to determine, on an individual basis, each employer's potential unfunded liability or surplus. At December 31, 2010 the Plan had an actuarial deficit of \$4.6 billion (2009–\$3.9 billion) which is expected to be eliminated within the next 15 years from employer and employee contributions and investment earnings.

10. Commitments

The Association's total obligations under various operating leases for office equipment are as follows:

2012	29,980
2013	29,980
2014	29,980
2015	29,980
2016	29,980
2017	7,495

11. Financial Instruments

All significant financial assets, financial liabilities and equity instruments of the Association are either recognized or disclosed in the financial statements together with other information relevant for making a reasonable assessment of future cash flows, interest rate risk and credit risk. It is management's opinion that the Association is not exposed to significant interest, currency, cash flow, price, or credit risk except as otherwise disclosed.

Risk management policy

The Association, as part of operations, has established a policy of closely aligning expenditures to the budget and keeping unrestricted funds secure for future use as risk management objectives. In seeking to meet these objectives, the Association follows a risk management policy approved by its Board of Directors. This policy includes keeping

Financial Statements July 31, 2011

excess unrestricted funds in secure, fixed income investments as well as using strict budgets to monitor its expenditures.

Fair value disclosure

The carrying amount of cash, cash-restricted, accounts receivable, and accounts payable and accrued liabilities approximate their fair value due to the short-term maturities of these items.

It is impractical within the constraints of cost and timeliness to determine the fair value of the Association's investments in Jubilee Insurance Agencies Ltd., Prairie Fuel Advisors (2008) Ltd. and the Alberta Elected Officials Education Program Corporation, as these investments are not traded in an organized financial market.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets or liabilities, known as price risk. In seeking to minimize the risks from interest rate fluctuations, the Association manages exposure through purchasing securities with fixed interest rates and short term maturities. The Association is exposed to interest rate risk primarily relating to its term deposits, which are at fixed interest rates and mature within one year.

12. Related Party Transactions

During the year the Association rented office space to Jubilee Insurance Agencies Ltd., its wholly owned subsidiary, for total consideration of \$42,000 plus GST (2010–\$42,000 plus GST). In addition, the Association charged a licensing fee to Jubilee Insurance Agencies Ltd. for the use of the enterprise business software, for a total consideration of \$44,000 plus GST (2010–\$44,000 plus GST). The Association also sells a variety of goods and services from third party suppliers through its cooperative operations to Jubilee Insurance Agencies Ltd. These goods and services, as well as the rent and licensing fee are provided in the normal course of operations and are measured at fair value.

The Association also purchases insurance coverage from Jubilee Insurance Agencies Ltd. in the normal course of operations at fair value which is the exchange amount. Total premiums paid were \$53,610 (2010–\$52,903).

During the year the Association received \$7,800 plus GST (2010–\$7,800 plus GST) in rent from Prairie Fuel Advisors (2008) Ltd.

13. Guarantee

As at July 31, 2011, the Association has guaranteed the demand credit facility of Prairie Fuels Association (2008) Ltd., a wholly-owned subsidiary, up to a maximum amount of \$473,468 (2010–\$548,027). Payment under this guarantee, which will remain in place until June 30, 2013, is required in the event of default by Prairie Fuels Association (2008) Ltd. As at July 31, 2011, no liability has been recorded associated with this guarantee. The guarantee is secured by a Land Mortgage Amending Agreement increasing the principal sum to \$2,755,000.

14. Cash Flows

The Association uses the indirect method of reporting cash flows. During the year cash flows arising from interest and dividends were as follows:

	<u>2011</u>	<u>2010</u>
Interest received	\$ 9,790	\$ 1,341
Interest paid	\$ 388	\$ 6
Dividends received	\$ 181,846	\$ 529,303
Dividends paid	\$ 469,635	\$ 945,340



Financial Statements July 31, 2011

AUDITORS' REPORT: JUBILEE INSURANCE

To the Shareholder of Jubilee Insurance Agencies Ltd.:

We have audited the accompanying financial statements of Jubilee Insurance Agencies Ltd., which comprise the balance sheet as at July 31, 2011, and the statements of income, retained earnings and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, 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.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Jubilee Insurance Agencies Ltd. as at July 31, 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

September 30, 2011
Edmonton, Alberta
Meyers Norris Penny LLP
Chartered Accountants

Financial Statements July 31, 2011

BALANCE SHEET JULY 31, 2011

	2011	2010
ASSETS		
Current		
Cash	\$ 119,737	\$ 330,151
Cash equivalents	476,742	466,688
Accounts receivable	8,964,122	8,572,800
Prepaid expenses	—	43,544
Due from Prairie Fuel		
Advisors (2008) Ltd. (Note 6)	5,999	14,155
Due from the Alberta Association of Municipal Districts and Counties	—	81,860
	9,566,600	9,509,198
Property and equipment (Note 3)	1,352	39,347
	<u>\$ 9,567,952</u>	<u>\$ 9,548,545</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities	\$ 8,321,117	\$ 8,401,477
Due to the Alberta Association of Municipal Districts & Counties (Note 6)	70,714	—
	<u>8,391,831</u>	<u>8,401,477</u>
SHAREHOLDER'S EQUITY		
Share capital		
Authorized:		
200 common shares		
Issued:		
6 common shares	600	600
Retained earnings	1,175,521	1,146,468
	<u>1,176,121</u>	<u>1,147,068</u>
	<u>\$ 9,567,952</u>	<u>\$ 9,548,545</u>

STATEMENT OF INCOME FOR THE YEAR ENDED JULY 31, 2011

	2011	2010
Revenue:		
Administration fees	680,252	662,458
Commissions	\$ 2,235,296	\$ 2,249,672
Gain on disposal of assets	—	100
Interest	22,493	10,579
Refund of premiums	—	402,054
	<u>2,938,041</u>	<u>3,324,863</u>
Expenses:		
Amortization	4,932	21,753
Automobile and travel	9,834	7,571
Board and executive	4,824	5,164
Computer and equipment	98,501	79,139
Insurance	105,314	103,384
Loss prevention	3,058	6,319
Loss on disposal of capital assets	—	—
Office	24,369	46,849
Postage	11,131	11,827
Professional fees	103,606	44,109
Rent	43,260	44,288
Risk Pro premium credit	211,564	339,554
Salaries and benefits	870,450	711,696
Seminars, Promotion and Risk Pro program	94,471	180,122
Service fee	1,125,000	1,125,000
Staff education	5,903	4,267
Telephone	10,925	7,679
	<u>2,727,142</u>	<u>2,738,721</u>
Net income	<u>\$ 210,899</u>	<u>\$ 586,142</u>



STATEMENT OF RETAINED EARNINGS FOR THE YEAR ENDED JULY 31, 2011

	2011	2010
Retained earnings, at beginning of year	\$ 1,146,468	\$ 1,089,629
Net income	<u>210,899</u>	<u>586,142</u>
	1,357,367	1,675,771
Dividends paid to The Alberta Association of Municipal Districts and Counties	(181,846)	(529,303)
Retained earnings, at end of year	<u>\$ 1,175,521</u>	<u>\$ 1,146,468</u>

Financial Statements July 31, 2011

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED JULY 31, 2011

	2011	2010
Cash was provided by (used for) operating activities:		
Net income	\$ 210,899	\$ 586,142
Add (deduct) items not requiring an outlay of cash		
Amortization	4,932	21,753
(Gain) Loss on disposal of capital assets	—	(100)
	215,831	607,795
Decrease (increase) in current assets		
Accounts receivable	(391,322)	1,145,370
Prepaid expenses	43,544	(616)
(Decrease) in current liabilities		
Accounts payable and accrued liabilities	(80,360)	(1,323,431)
	(212,307)	429,118
Cash was provided by (used for) financing activities:		
Advances from (to) the Alberta Association of Municipal Districts and Counties	152,574	(81,644)
Advances from (to) Prairie Fuel Advisors (2008) Ltd.	8,156	(14,155)
Dividends paid to The Alberta Association of Municipal Districts and Counties	(181,846)	(529,303)
	(21,116)	(625,102)
Cash was provided by (used for) investing activities:		
Purchase of property and equipment	—	(4,055)
Proceeds from transfer/disposal of capital assets	33,063	100
	33,063	(3,955)
Decrease in cash	(200,360)	(199,939)
Cash, at beginning of year	796,839	996,778
Cash, at end of year	<u>\$ 596,479</u>	<u>\$ 796,839</u>
Cash is represented by:		
Cash	\$ 119,737	\$ 330,151
Cash equivalents (term deposits)	476,742	466,688
	<u>\$ 596,479</u>	<u>\$ 796,839</u>

NOTES TO FINANCIAL STATEMENTS JULY 31, 2011

1. Nature of Operations

Jubilee Insurance Agencies ("Jubilee") is a not-for-profit corporation, wholly-owned by the Alberta Association of Municipal Districts and Counties. The business of the Corporation is to provide comprehensive and affordable insurance coverage to Alberta local authorities.

2. Accounting Policies

a) Revenue Recognition

Commission and administration fee income is recognized as revenue when an insurance policy contract is renewed or executed, and collection is reasonably assured.

Interest income is recognized as revenue when earned.

b) Property and Equipment

Property and equipment are stated at cost less accumulated amortization. In the year of acquisition, amortization is calculated at the annual rate. No amortization is taken in the year of disposal. Major renewals and betterments are capitalized; maintenance and repairs are expensed as incurred. Cost of property sold or otherwise disposed of or permanently impaired and the related accumulated amortization are removed from the accounts at the time of disposal or recognition of impairment and any gain or loss is included in income. Property and equipment are amortized over their estimated useful lives at the following rates and methods:

Automobile	33.3% straight line
Computer equipment	33.3% straight line
Office equipment	20.0% straight line

c) Income Taxes

The Company is exempt from the payment of federal and provincial income taxes under the Canadian Income Tax Act because it is a wholly-owned subsidiary of a municipal association.

d) Pension Benefits

Contributions for current and past service pension benefits are recorded as expenditures in the year in which they become due.

e) Use of Estimates

The preparation of the financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Significant estimates include the valuation of accounts receivable, property and equipment, amortization and accrued liabilities. By their nature, these estimates are subject to measurement uncertainty and the effect on the financial statements of changes in such estimates in future periods could be significant.

f) Financial Instruments

Held for trading:

The Company has classified the following financial assets as held for trading: cash and cash equivalents. These instruments are initially recognized at their fair value. Fair value is approximated by the instrument's initial cost in a transaction between unrelated parties. Transactions to purchase or sell these items are recorded on the trade date and transaction costs are immediately recognized as expenses.

Held for trading financial instruments are subsequently measured at their fair value without any deduction for transactions costs incurred

Financial Statements July 31, 2011

on sale or other disposal. Net gains and losses arising from changes in fair value are recognized immediately in excess of revenue over expenses.

Loans and receivables:

The Company has classified the following financial assets as loans and receivables: accounts receivable and due from Prairie Fuel Advisors (2008) Ltd. These assets are initially recognized at their fair value. Fair value is approximated by the instrument's initial cost in a transaction between unrelated parties. Transactions to purchase or sell these items are recorded on the trade date, and transaction costs are immediately recognized as expenses.

Loans and receivables are subsequently measured at their amortized cost, using the effective interest method. Under this method, estimated future cash receipts are exactly discounted over the asset's expected life, or other appropriate period, to its net carrying value. Amortized cost is the amount at which the financial asset is measured at initial recognition less principal repayments, plus or minus the cumulative amortization using the effective interest method of any difference between that initial amount and the maturity amount, and less any reduction for impairment or uncollectability. Net gains and losses arising from changes in fair value are recognized in excess of revenue over expenses upon derecognition or impairment.

Other financial liabilities:

The Company has classified the following financial liabilities as other financial liabilities: accounts payable and accrued liabilities and due to the Alberta Association of Municipal Districts and Counties. These liabilities are initially recognized at their fair value. Fair value is approximated by the instrument's initial cost in a transaction between

unrelated parties. Transactions to purchase or sell these items are recorded on the trade date, and transaction costs are immediately recognized as expenses.

Other financial liabilities are subsequently measured at amortized cost using the effective interest method. Under this method, estimated future cash payments are exactly discounted over the liability's expected life, or other appropriate period, to its net carrying value. Amortized cost is the amount at which the financial liability is measured at initial recognition less principal repayments, and plus or minus the cumulative amortization using the effective interest method of any difference between that initial amount and the maturity amount. Net gains and losses arising from changes in fair value are recognized in excess of revenue over expenses upon derecognition or impairment.

g) Cash Equivalents

Cash equivalents includes term deposits and other short-term securities with terms to maturity of less than 90 days.

h) Recent accounting pronouncements—Private Entity accounting standards

In December 2009, the Accounting Standards Board issued the final accounting standards for private enterprises in Canada. The new standards specifically address financial reporting needs of small and medium-sized Canadian private enterprises and simplify recognition, measurement, presentation and disclosure requirements significantly. Accounting standards for private enterprises will replace current Canadian GAAP for fiscal years beginning on or after January 1, 2011, however early adoption is permitted. The Company has not yet determined the impact of the adoption of the new standards on its financial statements.

3. Property and Equipment

			2011	2010
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Automobile	\$ 62,508	\$62,508	\$ –	\$ –
Computer equipment	66,421	65,069	1,352	39,347
Office equipment	<u>18,291</u>	<u>18,291</u>	<u>–</u>	<u>–</u>
	<u>\$ 147,220</u>	<u>\$ 145,868</u>	<u>\$ 1,352</u>	<u>\$ 39,347</u>

4. Contingent Liability

Certain portions of commission income recorded are potentially refundable to customers if an insurance policy is cancelled. At July 31, 2011 the maximum amount of commission income potentially refundable if all insurance policies were cancelled was approximately \$929,122 (2010 –\$819,066).

5. Future Employee Benefits

The Company participates in the Local Authorities Pension Plan, a multi-employer pension plan, with other local authorities and approved bodies. The plan is a contributory defined benefit plan administered by the Local Authorities Pension Plan Corporation, which pays pension and other benefits on behalf of the employer.

Current and prior service costs, included in these financial statements, are funded by the Company and its employees at rates which are expected to provide for all benefits payable under the Plan. The rates for the Company are 1.0% higher than for the employees. Both employer

Financial Statements July 31, 2011

and employee current and prior services paid to July 31, 2011 were \$95,904 (2010–\$104,277).

As the Plan is a multi-employer plan, it is not possible to determine, on an individual basis, each employer's potential unfunded liability or surplus. At December 31, 2010 the Plan had an actuarial deficit of \$4.6 billion (2009–\$3.9 billion) which is expected to be eliminated within the next 15 years from employer and employee contributions and investment earnings.

6. Related Party Transactions

The majority of the customers of Jubilee Insurance Agencies Ltd. are members of the Alberta Association of Municipal Districts and Counties. The Alberta Association of Municipal Districts and Counties owns 100% of the shares of Jubilee Insurance Agencies Ltd.

During the year the Company paid \$42,000 plus GST (2010–\$42,000 plus GST) in rent to the Alberta Association of Municipal Districts and Counties, and \$44,000 plus GST (2010–\$44,000) for a licensing fee for the use of the enterprise business software.

During the year the Company collected insurance premiums of \$53,610 (2010–\$52,903) from the Alberta Association of Municipal Districts and Counties.

The Company also purchases a variety of goods and services from third party suppliers through the cooperative operations of the Alberta Association of Municipal Districts and Counties. These goods and services are provided in the normal course of operations and are measured at fair value which is the exchange amount. In addition, the Company has a payable to the Alberta Association of Municipal Districts and Counties for \$70,714 (2010 had a receivable of \$81,860), and a receivable from Prairie Fuel Advisors (2008) Ltd. of \$5,999 (2010–\$14,155), both of which are non-interest bearing and have no set terms of repayment.

7. Financial Instruments

All significant financial assets, financial liabilities and equity instruments of the Company are either recognized or disclosed in the financial statements together with other information relevant for making a reasonable assessment of future cash flows, interest rate risk and credit risk. It is management's opinion that the Company is not exposed to significant interest, currency, cash flow, price, or credit risk except as otherwise disclosed.

Risk management policy

The Company, as part of operations, has established a policy of closely aligning expenditures to the budget and keeping funds secure for future use as risk management objectives. In seeking to meet these objectives, the Company follows a risk management policy approved by its Board of Directors. This policy includes keeping excess funds in secure, fixed income investments as well as using strict budgets to monitor its expenditures.

Fair value disclosure

The carrying amount of cash, cash equivalents, accounts receivable,

due from Prairie Fuel Advisors (2008) Ltd., accounts payable and accrued liabilities and due to the Alberta Association of Municipal Districts and Counties approximate their fair value due to the short-term maturities of these items.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets or liabilities, known as price risk. In seeking to minimize the risks from interest rate fluctuations, the Company manages exposure through purchasing securities with fixed interest rates and short term maturities. The Company is exposed to interest rate risk primarily relating to its term deposits, which are at fixed interest rates and mature within one year.

8. Capital Management

The Company's objective when managing capital is to safeguard the entity's ability to continue as a going concern, so that it can continue to provide returns for its shareholder.

The Company sets the amount of capital in proportion to risk and manages the capital structure and makes adjustments to it in light of changes to economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to the shareholder.

9. Cash Flows

The Company uses the indirect method of reporting cash flows. During the year cash flows arising from interest and dividends were as follows:

	2011	2010
Interest received	\$ 22,493	\$ 10,579
Dividends paid	\$ 181,846	\$ 529,303



Statement of Dividends Declared

Trade Division

Dividends declared for the
year ending July 31, 2011

Dividends declared 2010–11

MD of Acadia	90.05
Athabasca County	1,617.82
County of Barrhead	1,127.14
Beaver County	1,315.28
MD of Big Lakes	1,338.71
MD of Bighorn	298.81
Birch Hills County	1,008.20
MD of Bonnyville	2,162.13
Brazeau County	1,557.68
Camrose County	984.63
Cardston County	635.41
Clear Hills County	912.11
Clearwater County	1,425.90
Municipality of Crowsnest Pass	332.89
Cypress County	2,391.56
MD of Fairview	793.51
Flagstaff County	2,083.99
MD of Foothills	2,637.54
County of Forty Mile	1,463.50
County of Grande Prairie	5,069.06
MD of Greenview	2,361.41
Kneehill County	1,434.58
Lac La Biche County	1,835.28
Lac St. Anne County	2,002.47
Lacombe County	3,113.19
Lamont County	1,143.36
Leduc County	3,139.62
MD of Lesser Slave River	1,196.37
County of Lethbridge	2,145.64
Mackenzie County	1,948.62
County of Minburn	1,961.40
Mountain View County	2,214.69
County of Newell	1,767.77
County of Northern Lights	873.24
Northern Sunrise County	973.79
MD of Opportunity	4,897.49

AAMDC Insurance Patronage

Dividends declared for the
year ending July 31, 2011

Dividends declared 2010–11

507.38
2,350.06
1,173.20
1,468.69
1,777.67
537.46
888.90
2,638.12
1,670.29
1,804.45
1,186.56
1,080.38
2,432.16
313.50
2,137.93
754.67
1,428.72
2,953.46
1,955.35
4,096.02
1,871.96
1,591.80
2,368.71
2,325.56
2,129.86
1,119.35
3,000.58
1,166.01
2,541.59
2,496.10
1,096.23
2,575.80
1,852.55
1,145.58
1,290.87
2,561.65

Statement of Dividends Declared

Trade Division

Dividends declared for the
year ending July 31, 2011

Dividends declared 2010–11

County of Paintearth	1,708.76
Parkland County	2,916.18
MD of Peace	368.04
MD of Pincher Creek	927.73
Ponoka County	2,318.06
MD of Provost	707.00
MD of Ranchland	180.46
Red Deer County	590.97
Rocky View County	2,283.64
Saddle Hills County	732.36
Smoky Lake County	1,719.98
MD of Smoky River	1,091.32
Special Areas Board	1,526.49
MD of Spirit River	593.34
County of St. Paul	2,180.48
Starland County	1,869.16
County of Stettler	1,896.04
Strathcona County	7,904.52
Sturgeon County	4,414.50
MD of Taber	1,598.60
County of Thorhild	533.02
County of Two Hills	1,430.27
County of Vermilion River	3,901.70
Vulcan County	3,207.52
MD of Wainwright	1,705.91
County of Warner	1,074.59
Westlock County	1,182.25
County of Wetaskiwin	1,887.28
Wheatland County	2,651.29
MD of Willow Creek	1,035.21
RM of Wood Buffalo	26.30
Woodlands County	1,920.53
Yellowhead County	2,030.19
AAMDC	285.58
Associate Members	<u>\$ 47,101.74</u>
	<u>\$ 169,755.85</u>

AAMDC Insurance Patronage

Dividends declared for the
year ending July 31, 2011

Dividends declared 2010–11

1,404.41
4,275.85
593.51
1,004.76
1,372.20
1,459.29
212.42
3,330.58
4,487.72
1,199.58
1,991.00
1,011.46
794.06
378.94
2,329.28
1,532.32
2,061.79
12,568.93
3,136.16
1,971.60
1,404.89
1,500.46
3,087.45
1,436.34
1,427.29
1,407.93
1,936.18
2,637.79
3,123.42
1,879.19
–
1,370.57
2,666.24
1,511.88
<u>\$ 74,797.95</u>
<u>\$ 211,592.61</u>