



Partners in Advocacy & Business

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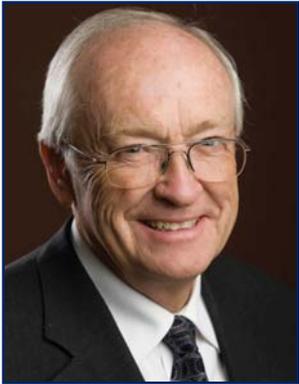
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President's Message Donald W. Johnson

'Change' is the word that best describes rural Alberta's political, economic and social situations in 2009. From the economic downturn to budget cuts, municipal viability to the law enforcement and land use frameworks—change has presented both challenges and opportunities. The AAMDC continues to support rural municipalities in facing the challenges and capitalizing upon the opportunities.

Bill 36, the Alberta Land Stewardship Act, was passed in the spring sitting of the Legislative Assembly. We continue to work with Alberta Sustainable Resource Development to ensure that rural interests are protected as policies and regulations develop. We also sought and have increased rural representation on the Regional Advisory Councils (RACs).



As mandated by the premier, 2009 presented an opportunity to re-frame law enforcement in Alberta. The process focuses on three areas: service delivery, governance and funding. The AAMDC is heavily involved in the consultation process through our Standing Committee, which ensures proper representation of the rural perspective.

The AAMDC began our rural connectivity gap analysis in the summer of 2009. The gap analysis defines the problem of rural broadband access and offers an overview of available service levels. The association looks forward to the final report and resulting broadband service initiatives to cover all areas of the province. We extend our thanks to all participating members.

The worldwide economic downturn that began in the fall of 2008 has had wide-reaching effects on municipalities. Though the federal government increased funding to stimulate the economy, it struggled to quickly implement public infrastructure programs in all provinces. Provincially, the dramatic decrease in provincial revenues led to a tighter budget. The 2009 Alberta budget decreased its municipal funding to cope with decreasing revenues. This decrease included cutbacks to MSI funding and the discontinuance of the Municipal Restructuring Grant. We are working closely with various provincial departments and with the federal government—through our membership in the Federation of Canadian Municipalities (FCM)—to ensure that our members receive equitable funding within the budget constraints.

Over the past several years, municipal viability and community sustainability have become topics of concern, with discussions offering more questions than answers. In the spring of 2009, Municipal Affairs defined this as a priority in a new mandate letter. Using member feedback from the Spring 2009 Convention, the AAMDC wrote and presented the minister with a position paper. By means of this paper, we hope to foster greater consultation for community members undergoing viability and sustainability assessments.

Our Business Services divisions experienced many changes in 2009. Jubilee Insurance made alterations to its insurance pool. Trade set a new volume record with \$42.12 million in overall sales and exceeded all expectations with the growth of Prairie Fuel Advisors.

Looking forward, the AAMDC pledges to maintain our commitment to excellence in meeting our members' diverse and changing needs. We look forward to continue sharing in new opportunities and meeting new challenges in 2010.

A handwritten signature in black ink, appearing to read 'Donald W. Johnson', written in a cursive style.

Donald W. Johnson

Executive Director's Message Gerald Rhodes

A smart organization recognizes that the key to its success lies in its people. The AAMDC is no exception. I am pleased to have a dedicated team working to find the best solutions to meet our members' needs. Our staff has met the past year's numerous challenges head-on and has brought the organization great success.

The 2008-09 year was full of milestones. The advocacy and communications department coordinated our one-of-a-kind Centennial Convention and released the Rural Matters! Symposium final report "One Vision, Many Voices: How to Build a Sustainable Rural Canada". They engaged our members in an important dialogue on municipal sustainability, culminating in our "Framework for Municipal Viability through Community Sustainability" position paper. Advocacy engaged members and gained input from Standing Issues Committees for provincial initiatives like the Law Enforcement and Land Use Frameworks. This was the busiest year on record for provincial bills and proposed legislative changes, which had staff busy keeping our membership informed.



On the aggregated purchasing side, the trade team had a record year in both sales volume and total commissions. Our new subsidiary, Prairie Fuel Advisors (PFA), completed its first full year of business. PFA set a revenue record, selling more litres of fuel and lubricants than in any previous year in the prairie provinces. New staff members acquired from PFA also became an important part of the AAMDC team.

It was a year of growth and maturity for our 60 year-old insurance agency. Jubilee Insurance's claims frequency and costs associated with member liability were significantly reduced, thanks in part to the implementation of RiskPro Training Program initiatives. Jubilee also demonstrated continued positive trending toward an environment of financial stability in the area of liability insurance. The agency faced a property insurance market correction caused by a cumulative increase in the magnitude and frequency of claims. The staff and our broker met this challenge, developing a multipoint plan to improve the situation for our next renewal. This next year will be busy, as the agency implements the plan and moves to a claims-rated insurance model.

I wish to acknowledge our finance and support services staff, who kept busy administering member accounts, making payments and supporting the organization's efforts. A record year in transactions and a new company made them busier than ever, and they took up the challenge with vigor.

Our annual member satisfaction survey results were compiled in the summer and indicated that we are on the right track meeting our members' needs. The survey confirmed we're doing the right things, with high importance placed on services delivered and a high satisfaction rating. The scoring confirms that changes made in the last few years are appreciated and on target. Most notable are the high marks given to the staff for their efforts— thank you for acknowledging our team and the work that they do. Thank you also to all members and clients who completed the survey—as a member-driven association, it is the single most important tool to get operational direction.

My sincere thanks to our staff, who help make the year's results possible through their dedication and responsiveness to member feedback. Thank you for a great year. I look forward to the next one.


Gerald Rhodes

Mission, Vision and Values

Mission statement

Through the provision of advocacy, trade and insurance services, the AAMDC will assist rural municipalities in achieving strong and effective local government.

Vision statement

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 challenging needs of its membership.

Values

Member-directed

The work of the AAMDC reflects the interests and priorities of its members.

Accountable

The AAMDC preserves member direction in our business and advocacy efforts.

Transparent

The AAMDC conducts our business through open, honest and ethical practices

Responsive

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

Informed

The AAMDC aims to be aware of and involved in issues that impact our members.

Credible

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

Membership

Membership in the AAMDC includes all of the province's rural municipalities: 65 incorporated municipal districts and counties, four incorporated Specialized Municipalities and the Special Areas Board.

The AAMDC has also granted Associate Membership status to some 800 other local authorities, including seven cities, 182 towns and villages and approximately 600 other local authorities, such as school divisions and health authorities. Associate members may access the services offered through the AAMDC Trade Division and Jubilee Insurance, but are not formally represented by the Association and do not participate in the governance of the AAMDC.

Objectives

Objective 1

Maintain an organizational structure that is flexible and adaptable to the interests and priorities of members.

Objective 2

Provide timely, concise and relevant information to support the decision-making and effective operations of AAMDC members.

Objective 3

Advocate the interests and priorities of rural municipalities to other orders of government – provincial and federal.

Strategies

- Continually review and adapt the AAMDC structure to meet the changing interests and priorities of members.
- Develop and implement processes to effectively determine the interests and priorities of the membership.
- Develop effective recruitment, retention and training strategies to further the internal expertise needed to support the needs of members.
- Provide board members with timely support and learning opportunities to assist in meeting the needs of members.

Strategies

- Facilitate the sharing of information between members both directly and through the Association.
- Facilitate members in using different technologies to enhance communication among members and with the Association.
- Provide and identify quality learning opportunities for members.
- Work with the Alberta Rural Municipal Administrators' Association to enhance communication with municipal staff.

Strategies

- Establish partnerships outside of the AAMDC membership where support for rural interests and priorities can be gained.
- Determine advocacy priorities for provincial and federal officials.
- Work with the provincial and federal governments to provide an overall rural perspective on key issues and priorities as they develop policy.

Objectives

Objective 4

Promote a broader understanding and awareness of rural interests and priorities within the membership, other forms of local government, industry, and the general public.

Objective 5

Through the AAMDC Trade Division provide enhanced buying power of goods and services to members.

Objective 6

Through Jubilee Insurance Agencies Ltd. provide comprehensive and stable insurance services to members.

Strategies

- Provide tools to members to support their development and tracking of resolutions.
- Develop tools and best practices to assist members in communicating their issues and priorities within the membership as well as to their citizens.
- Provide an overall rural perspective on key issues.
- Work to broaden the awareness of rural interests and priorities among urban municipal governments and Aboriginal communities.
- Represent rural interests and priorities to industry and utility organizations impacting rural Alberta.
- Represent rural interests and priorities before regulatory bodies including but not limited to the areas of telecommunications, transportation, utilities and natural resources.

Strategies

- Provide service offerings that meet the needs of the membership.
- Increase awareness of trade services to existing and potential members.
- Build and maintain effective relationships with suppliers.
- Investigate the establishment of new offerings and strategic partnerships to benefit members.

Strategies

- Work to improve the efficiency of administrative and cost management.
- Increase the awareness of the risk management program.
- Provide knowledgeable and timely service to members.

Board of Directors

Donald W. Johnson, President

Elected as AAMDC president in November 2004, Donald W. Johnson has been a councilor with the Municipal District of Taber since 1995 and has farmed near Barnwell, Alberta, since 1989. In his role as AAMDC president, Don advocates for rural municipalities on numerous committees, including the National Board of Directors of the Federation of Canadian Municipalities (FCM) and the FCM Rural Forum, which he has chaired since 2006. As Director of Development for Mount Royal College in Calgary, he was a key liaison between the college, the provincial government and the business community. Don graduated from the University of Lethbridge with a Bachelor of Arts and Sciences degree in geography, resource development and planning in 1972.



In his role as municipal councilor, Don is chairman of the Taber and District Regional Waste Management Authority and the Town and MD of Taber Fringe Area Committee and vice-chair of the Municipal Planning Commission. He is past president of the Family and Community Support Services Association of Alberta (FCSSAA). As co-chair of the FCSS Redesign Committee, Don played a key role in developing the 1997 legislation that governs the FCSS program.

Gerald Soroka, Vice President

Gerald was elected to Vice President of the AAMDC at the Centennial Convention in 2008. He was first elected as a Yellowhead County councillor in 2004 and has served as mayor since 2007. During his time on council, Gerald was involved in numerous committees such as: the Agricultural Service Board, Pembina Agricultural Recreation Society, Capital Health Municipal Advisory Council, Yellowhead Regional Communications Committee and the County Assessment Review Board, among others.



Gerald's background includes representation on many boards, including President of the West Central Forage Association, Vice President of the Evansburg/Entwistle Chamber of Commerce and President of the Slovenic Cemetery Company.

Gerald has resided in Yellowhead County all his life. He is a grain farmer, along with his brother.

Board of Directors

Director Robert (Bob) Jones

Bob Jones was elected as Director of District 1 - Foothills-Little Bow in November 2007. He was elected to municipal council in 1992 and served as Agriculture Service chairman, Deputy Reeve and Reeve.

He has served on the local hospital board, school board, FCSS, Chamber of Commerce and is still an active volunteer firefighter, with 41 years of service.

Bob has farmed for most of his life, and has been in both the fertilizer and chemical industries.

He and his wife have one daughter and one married son.



Director Dwight Oliver

Dwight Oliver was elected to the AAMDC Board in November 2008, representing District 2 - Central. He is a councillor for Clearwater County and has acted as Chairman of the Counties Subdivision and Development Appeal Board and Caroline Ambulance Society. He acts as Deputy Chair of the Rocky Rural Electrification Association and is a member of the management Board for Central Alberta Economic Partnership.

Dwight has over 30 years experience on a variety of community boards and volunteer associations. He was chair of a private school board and a member of the Sundre RCMP Community Advisory Committee.

He is a lifetime farmer with three generations in the same community.



Director John Whaley

John Whaley was elected as Director of District 3 - Pembina, in November, 2007. He is currently serving his fourth term as Leduc County Councillor. He also served three consecutive terms as Reeve of Leduc County from 2004 to 2007.

John is an agricultural producer and is actively involved with a variety of community organizations such as the Nisku-Leduc Rotary Club and 4-H clubs. He was born in England, where he had a mixed farming operation for more than 20 years. He moved to Canada in 1990, and now resides in Leduc County just east of Calmar with his wife and two daughters.



Board of Directors

Director Tom Burton

Tom Burton was elected as director for District 4 - Northern, at the November 2008 centennial convention. Since then, Tom has been active on many committees, including the AAMDC Standing Issues Committee on Social Services, Forest Protection Advisory Committee, Fire Services Advisory Committee and Endangered Species Conservation.

Tom was first elected to the Municipal District of Greenview council 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 EMR since 2001 and a director of the Grande Prairie Rural Crime Watch since 1993.

Tom has lived in the DeBolt area since 1976.

Tom and his wife reside in the hamlet of DeBolt and have two grown children.



Director Bob Barss

Bob Barss is the Director for District 5-East. He represents the AAMDC on the AEUB Advisory Committee, AEUB Alternate Dispute Resolutions Committee and the Alberta Utilities Commission Act Advisory Committee. He has served two years on the AWC from 2004-2006.

Bob is Reeve for Division 7 in the Municipal District of Wainwright. He was first elected as councillor in 1995. Bob became the reeve in 1997.

He has sat on the following boards and committees for the MD of Wainwright: Insurance, Bylaws, Agreements and Regulations, Intermunicipal Development Committee, 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 and has lived there his entire life. He and his wife have two daughters. Bob and his wife operate a mixed farm.



Committees

One important function of the AAMDC's advocacy efforts is committee involvement. The AAMDC Board members sit on a number of provincial, inter-organizational and AAMDC committees. Through their committee involvement, Board members can gain valuable information concerning current and future government initiatives, build relationships with key stakeholders and influence policy-making.

- AAMDC Board
- AAMDC R.W. Hay Evaluation Committee
- AAMDC Resolutions Committee Chair
- AAMDC Standing Issues Committees:
 - Infrastructure, Resource & Environment
 - Governance, Finance & Economy
 - Social, Policy & Services
- Agricultural Operation Practices Act (AOPA)
- Agri-Environmental Partnership (AEP) Board
- Alberta Communities Crime Prevention (ACCP) Grant Program
- Alberta Drought Management Committee (ADMC)
- Alberta Energy & Utilities Board (AEUB) Alternate Dispute Resolutions Committee
- Alberta Energy and Utilities Board (AEUB) Advisory Committee
- Alberta Energy and Utilities Board (AEUB) Fracing of Shallow Gas or Coalbed Methane Wells
- Alberta Environmental Farm Plan (AEFP)
- Alberta Fire Chiefs Task Force. Retention & Recruitment
- Alberta Game Management Advisory Group
- Alberta Law Enforcement Response Teams Ltd. (ALERT)
- Alberta Municipal Health and Safety Association (AMHSA) Board
- Alberta Recycling Management Authority (and Assessment Committee)
- Alberta Rural Integrated Community Clerkship Stakeholder Committee
- Alberta Rural Utilities Association (ARUA)
- Alberta Safety Codes
- Alberta Utilities Commission Act Stakeholder Advisory Committee (UAC-SAC)
- Alberta Water Council
- Alberta Water Council-Water Allocation Transfer System Project Team (WATSUP)
- Barrier-Free Transportation - Advisory Committee
- Cabinet Policy Committee (CPC) - Community Services
- Cabinet Policy Committee (CPC) - Economy
- Cabinet Policy Committee (CPC) - Health
- Cabinet Policy Committee (CPC) - Public Safety & Services
- Cabinet Policy Committee (CPC) - Resources & the Environment
- Canada-Alberta Building Canada Fund-Communities Component-Oversight Committee (BCF-CC) - formerly CAMRIF
- CBM Multi-Stakeholder Advisory Committee II (MAC II)
- Clean Air Strategic Alliance (CASA) Board
- Clean Air Strategic Alliance(CASA) EFR-Electricity Framework Review
- Clean Air Strategy (CASA) Project Team (CAS)
- Clean Air Strategy (CASA) Flaring & Venting (FVPT)
- District #1 - Foothills Little Bow
- District #2 - Central
- District #3 - Pembina
- District #4 - Northern
- District #5 - Edmonton East
- Endangered Species Conservation Committee (ESCC)
- Environmental Protection Advisory Committee (EPAC)
- FCM National Board of Directors
- Foreign Animal Disease Emergency Support (FADES)
- Fire Services Advisory Committee (FSAC)
- Firesmart - Partners in Protection
- Forest Protection Advisory Committee
- Government-Industry Joint Geophysical Steering Committee

Committees

- Great West Life Councillor Pension Plan - Board of Trustees
- Jubilee Reciprocal Insurance Exchange, Genesis Reciprocal, Jubilee Insurance Agency Board
- Justice Policy Advisory Committee (provincial) JPAC
- Labour Force Strategy Implementation
- Local Authorities Pension Plan
- Municipal Excellence Review Committee & Awards
- Prairie Association of Rural Municipalities (PARM)
- Provincial Agriculture Service Board (ASB) Committee
- Provincial Game Management Advisory Group
- Procedure Review Steering Committee (POPA)
- Rural Integrated Community Clerkship (ICC) Stakeholders Committee
- Resource Roads Application Committee
- Septage & Onsite Wastewaters Initiatives Strategic Advisory Committee
- Septage Waste Disposal Advisory Committee
- Spatial Data Warehouse Board
- Strategic Transportation Advisory Committee (STAC)
- TRAVIS
- Used Oil Management Association (UOMA)

AAMDC Standing Issues Committees

The SICs were created to replace the need for most ad hoc committees. The SICs review and provide recommendations on three main issues: infrastructure, resources and the environment; governance, finance and the economy; and social policy and services. The committee can be called at any time to better support the Board's work.



AAMDC Staff

Executive

Gerald Rhodes, Executive Director
Susan Valentine, Executive Administrative Coordinator

Accounting and Support Services

Frank Johnson, Director of Finance & Business Services
Debbie Miskiw, Manager, Accounting & Support Services
Barb Brazel, Accounts Payable
Leona Munro, Accounts Receivable
Julie Thibeault, Accounting Administrative Support
Loreto Nuñez, Receptionist

Trade and Prairie Fuel Advisors

Duane Gladden, Manager of Marketing, Trade & Business Development
Kaala Johnson, Marketing Coordinator
Peter Pellatt, Fuel Pricing Analyst
Lidia Cronin, PFA Invoicing & Member Services
Lorraine Boake, Fuel Program Administrator & Operations Advisor
Julie Sorensen, PFA Invoicing & Member Services

Advocacy and Communications

Kim Heyman, Director of Advocacy & Communications
Kate Hovland, Policy Analyst
Michelle Hay, Policy Analyst
Stephanie Betts, Policy Analyst
Shari LaPerle, Policy Analyst
Candice Van Beers, Administration & Convention Coordinator
Kelly FitzGibbon, Communications & Web Coordinator

Jubilee Insurance

David Clarke, Manager of Insurance Operations
Pam Graham, Risk Management Advisor
Linda Simmons, Risk Management Advisor
Holly Neill, Customer Service Representative
Shenaz Manji, Insurance Administration Technical Assistant
Debbie Depeel, Senior Customer Service Representative

Staff who left in 2008-09:

Chantal Scott
Adele Parks
Burgandy Goodwin



Advocacy Update

The provincial government was very busy in 2009, leading the advocacy department to step up its efforts to include the rural perspective in policy debates. Late 2008 and early 2009 saw a significant economic change that left the Government of Alberta with a tighter budget and less available municipal funding. Advocacy re-prioritized its focus to help ensure an appropriate allocation of grant and budget funds for rural Alberta.

Several high-profile bills passed through the Legislative Assembly in the spring: Bill 19, the Land Assembly Project Area Act; Bill 202, the Municipal Auditor General Act; Bill 36, the Alberta Land Stewardship Act; and Bill 23, the Municipal Government Amendment Act. The AAMDC consulted with the government and brought members' viewpoints to the table on these bills.

Bill 50, the Electrical Statutes Amendment Act, passed first reading on June 1. Second reading was adjourned until the fall sitting. The debate on Bill 50 promises to be lively; the AAMDC is ready for another busy session as this and other significant bills progress through the legislative process.

Two issues that loomed large over 2009 were the Land Use Framework and municipal viability and sustainability. The legislation for the Land Use Framework (Bill 36) passed final reading in the spring. We are closely monitoring the regulation development as the different Regional Advisory Councils (RACs) work through their processes. The AAMDC has been a strong advocate for more rural municipal representation on these RACs. We are anxious to see the composition of the next RACs as they are announced.

The Law Enforcement Framework is another legislated review that could have significant impacts on rural municipalities. The AAMDC Standing Issue Committee on Community Services convened to provide the Board with some direction with respect to the proposed governance, service delivery and funding pillars of the review. Currently we are waiting for a draft position from the government to determine what next steps the AAMDC can take to ensure an equitable outcome for rural municipalities.

Besides advocacy efforts, our staff did a tremendous job with papers, projects and publications in 2009. A septage model process pilot project was begun in three Alberta municipalities. These municipalities will integrate the process and recommend changes to the project guide by 2010. The advocacy team also published a paper on highway infrastructure—*Building a Highway Network*—and a municipal viability and sustainability paper, which was presented to the Minister of Municipal Affairs initially in September and continues to be the source of much discussion between the Ministry and AAMDC. We are hopeful that the Minister will consider our position and recommendations as his Ministry continues its review of processes for dealing with municipalities challenged on many fronts.

The Fall 2008 Convention was our centennial event, featuring top draw workshops and the largest gala the AAMDC has ever held! We were indeed honoured at the Spring 2009 Convention where the Premier chose to launch the new Alberta Brand.

Much of what we have been dealing with will spill over into 2010. We are anticipating an exciting and challenging year ahead, and look forward to any comments and direction our members may have for us. See you at convention!

Kim Heyman
Director of Advocacy & Communications

Advocacy: Major Issues

Alberta First Responders Radio Communications System (AFRRCS)

The AFRRCS initiative is being conducted by the Alberta Solicitor General and Public Security. This project will replace the existing government and RCMP province-wide radio communications systems. It will also extend the radio system to municipalities that use the towers for municipal emergency services. The networked radio system will connect more than 700 emergency responder and government agencies during serious incidents or natural disasters. Construction of the new system began in 2009 and will be operational by 2012. The majority of new towers required for the system will be within rural municipalities. Representatives from the Solicitor General and Service Alberta discussed AFRRCS at the Fall 2008 AAMDC Convention, and sent out requests for proposal in October 2008. Municipal participation was optional.

The AAMDC supports the province, as the towers may present an opportunity for increased rural internet connectivity levels. The association worked with the Solicitor General's office: to ensure that municipalities would be given the choice to take part in the system, to develop a strategy for locating towers that works for municipalities and to identify opportunities for rural connectivity improvements. The AAMDC will work to ensure costs for municipalities are at a manageable level, that there is appropriate rural municipal representation at the governance level and that towers may be used to enhance rural connectivity throughout Alberta.

Ambulance Transition

In May 2008, the Government of Alberta announced that the responsibility for ground ambulance services would be transferred from municipalities to the new provincial health authority. The transition took full effect on April 1, 2009.

On August 22, 2008, the AAMDC met with Alberta Health and Wellness Minister Ron Liepert, who clarified that all first responders will be incorporated into the provincial ambulance system. While fire departments remain a municipal responsibility, the refinement of the provincial ambulance system considers their operations and role as first responders. The minister assured the AAMDC that service levels will remain unchanged for one year, and any changes after that time will be done in consultation with all affected communities. He stressed that the goal is to increase the quality of services and efficiencies by sharing best practices throughout the province.

The Alberta Health Services (AHS) EMS transition team worked on the best approach to develop a standard contract for delivering emergency medical services across the province. Its objective was to implement new EMS governance and funding models without gaps or degradation in levels of current service. This task is complicated by the need to create operational contracts that meet the requirements of all parties, whether on a permanent or temporary basis. Leading up to the April 1 transition deadline, the transition team hosted five contract orientation meetings.

Building Canada Fund

In August 2008, Alberta Premier Ed Stelmach and Federal Minister of Transport, Infrastructure and Communities John Baird, signed the Building Canada Framework Agreement. The Government of Canada provided a total of over \$2.1 billion in guaranteed funding between 2007 and 2014 for infrastructure initiatives in Alberta. The centerpiece of the overall plan is the Building Canada

Advocacy: Major Issues

Fund, with more than \$840 million put toward Alberta infrastructure initiatives. Approximately \$88 million will be allocated to smaller-scale projects in communities of less than 100,000 residents. Alberta will match this amount, for a sum total of \$176 million.

The Canada-Alberta Framework Agreement will address infrastructure priorities such as: roads and highways; bridges; public transit; water and sewer systems; green energy; and community initiatives. This funding is in addition to the amounts from the Gas Tax Fund and the Municipal Rural Infrastructure Fund already being provided to Alberta. These projects will allow Alberta communities to remain competitive and provide jobs during the current period of economic uncertainty.

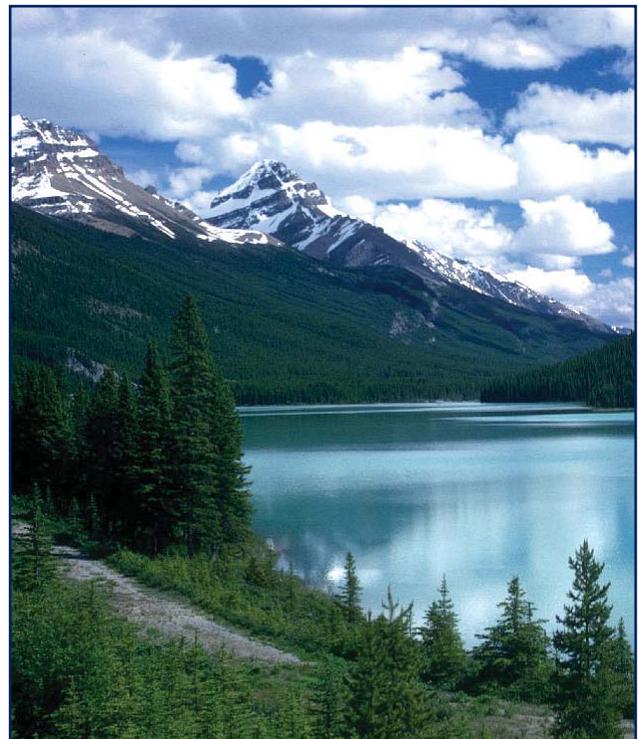
The first round of projects has already been funded through previous Canada-Alberta Municipal Rural Infrastructure Fund applications. The second round of applications was closed in March 2009, with projects announced in the early summer. A top-up fund of \$50 million dollars was announced in the Federal Economic Stimulus Plan, and these dollars were awarded at the same time, using the second round of applications.

Climate Change

In January 2008, the Government of Alberta released Alberta's 2008 Climate Change Strategy. The strategy was developed through a yearlong consultation process involving multiple stakeholder and public groups.

One of the strategic goals is to “reduce greenhouse gas emissions by transforming how we use energy, applying energy-efficient solutions and conserving energy”. To achieve this, the strategy outlines that the Government of Alberta must provide capacity building support to municipalities in order to identify emission reduction strategies which can then be included in municipal plans and bylaws.

To begin this process, Alberta Environment and the AAMDC partnered to undertake an environmental scan of climate change and energy efficiency initiatives in rural municipalities. In the fall of 2008, several member CAOs were contacted to participate in a telephone survey, and the results were compiled into the report Rural Municipal Action on Climate Change, which was distributed in February 2009.



Member participation in the environmental scan was essential to understanding the current situation and what challenges and opportunities exist in reaching a reduced emissions goal. The AAMDC is working with Alberta Environment and the AUMA to develop a Municipal Climate Change Action Plan. This will enable municipalities to more easily reduce greenhouse gas emissions and realize benefits such as decreased energy costs.

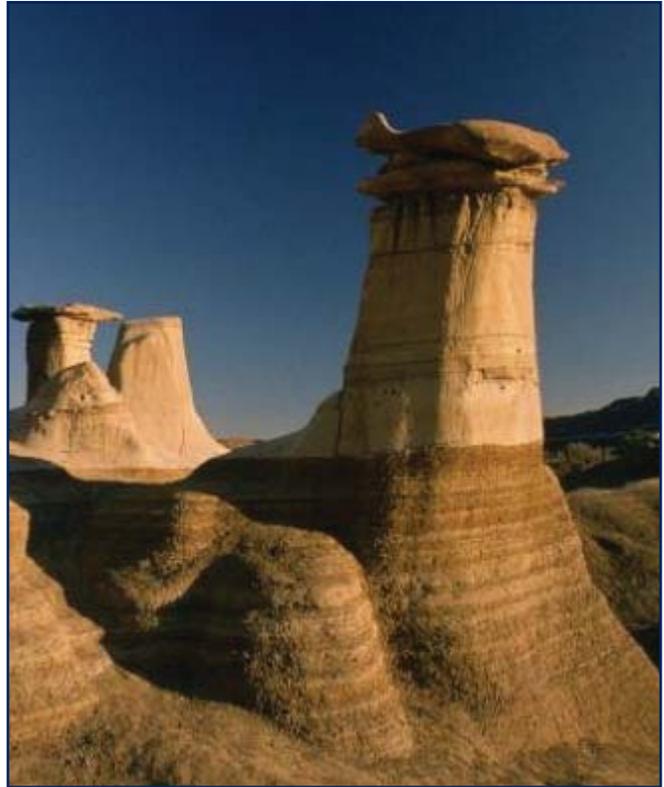
Advocacy: Major Issues

Land-Use Framework

Bill 36, the Alberta Land Stewardship Act, was passed during the spring 2009 sitting of the Legislative Assembly of Alberta. The AAMDC sent out several bulletins on this bill as it proceeded through the legislature, and sent multiple letters to Minister of Sustainable Resource Development Ted Morton, expressing members' concerns. The final letter outlined the AAMDC's position and included a legal review conducted by Brownlee LLP. It was copied to all affected ministries and the premier. The AAMDC received a response from Minister Morton in the summer of 2009 and will evaluate its significance.

The association is working to ensure that the AAMDC and rural municipalities are consulted extensively as the relevant policies and regulations are developed. The greater part of this legislation will be in the policies and regulations, and the AAMDC will work to ensure rural municipal interests are protected.

In addition, the AAMDC will continue to seek rural municipal representation on the regional advisory councils (RACs). The association has nominated individuals to sit on the two RACs already established, and as a result rural municipalities are represented on each of these councils. When the remaining RACs are established, the AAMDC will once again put forth names for the Minister's consideration.



Law Enforcement Framework

The AAMDC consulted with the Government of Alberta regarding the law enforcement framework review, which we believe could result in significant changes for rural municipalities. Members were sent an information package distributed with a member bulletin in May 2009.

There have been several consultation sessions with representatives from the AAMDC, AUMA, RCMP, municipal police forces and the Alberta Association of Police Governance. The AAMDC has called the Standing Issues Committee on Social Services into action multiple times to represent the rural perspective of this issue. There are three pillars to the Law Enforcement Framework: service delivery, governance and funding.

The discussion about service delivery focuses on which responsibilities sheriffs should be allowed to take on and which should be left as RCMP duties. It also examines the reporting relationship between sheriffs and the RCMP.

Governance examines the role of police oversight bodies: what are the guiding principles behind them and what standards should they have in place? These bodies would increase the police force's accountability

Advocacy: Major Issues

to citizens, as well as provide a place for citizens to give input or make complaints.

Funding may have the greatest impact on rural municipalities. Currently, rural municipalities and urban municipalities under 5,000 are not required to pay for policing. Once an urban municipality crosses over the 5,000 threshold, however, it pays for 70 per cent of all policing costs, including outfitting RCMP members. It can be a sudden, major budget increase for any municipality.

Possible solutions considered were funding models that may include rural municipalities. Rural Alberta currently copes with lower service levels and slower response times. The AAMDC is hoping government recognizes this when suggesting that rural municipalities should pay for policing. The government has looked at funding models in provincial jurisdictions across Canada to ensure Alberta is in line with how other policing models are funded.

Model Process Pilot Projects

The AAMDC has been involved in two important septage-related projects in the last five years: the 2004 AAMDC Model Process Reference Document to Guide Municipal Consideration of Subdivision and Development Using Private Sewage Treatment Systems, and the 2006 Alberta Septage Facility and Hauler Inventory Project Final Report. Both of these projects brought forward a series of recommendations. In 2007, the AAMDC initiated a steering committee with participants from Alberta Municipal Affairs, Alberta Environment, Alberta Transportation, the Alberta Onsite Wastewater Management Authority and the AUMA. A representative from the Alberta Water Research Institute later joined the committee.

The steering committee recommended that the AAMDC apply to Municipal Affairs for a grant to undertake a pilot project to test the model process in real situations. The Model Process Reference Document to Guide Municipal Consideration of Subdivision and Development Using Private Sewage Treatment Systems provides a guide to evaluate a proposed subdivision that will rely on private sewage systems. The guide helps determine if private sewage systems are a suitable wastewater treatment method for the subdivision. The Model Process Pilot Project was announced at the Spring 2008 Convention.

Pilot locations were chosen to test the document based on: location, population, level and type of development, current usage of the Model Process, internal administrative capacity and expertise. The three pilot locations are: Rocky View County, Lac Ste. Anne County and the County of Vermilion River. The project will test the Model Process until September 2010. A revised Model Process will then be distributed and training sessions will be held for all members interested in using it. The training sessions will communicate best practices to help municipalities integrate the tool into their current processes.

Jacques-Whitford (NAWE) will assist the three pilot municipalities in integrating the Model Process, recommend changes to the document and deliver the training sessions in 2010.

Advocacy: Major Issues

Municipal Restructuring Grant Program

In May 2009, the AAMDC was informed that the Municipal Restructuring Grant would be immediately discontinued. Currently, there are six restructuring studies underway, and two more municipalities waiting for Municipal Affairs studies to commence. The Board of Directors was disappointed to hear of the grant's cancellation. The AAMDC requested clarification from government if discontinuing this grant means absolutely no funding for either dissolutions or amalgamations, or whether the government will look at each individual situation and seek extra funding for extraordinary cases. In the event of dissolution, the community who would absorb the dissolving municipality may be caused undue financial hardship. The AAMDC has asked Municipal Affairs to look at other means of supplying supportive funding for members who find themselves in this situation. Prior to the restructuring grant, the government would find funding to assist municipalities in such a position.

Municipal Sustainability

Over the past several years, municipal viability and community sustainability have become topics of concern, with discussions raising more questions than answers. In the spring of 2009, Municipal Affairs defined this as a priority in a new mandate letter. This letter laid out the requirement for the Minister to "develop a municipal strategy for Alberta to improve the long-term viability of municipalities across the province." This priority, the discontinuance of the Restructuring Grant and the ministry's willingness to consider an AAMDC position, created a sense of urgency for the association to deliver a position.

The AAMDC hosted a workshop at the spring 2009 convention to gain members' feedback on this issue. This feedback was used to create the draft position paper: A Framework for Municipal Viability through Community Sustainability. In June, the AAMDC distributed a draft paper on municipal viability and community sustainability for member review. A final draft was published in September.

The five key recommendations from the paper are:

- To define indicators of municipal viability
- To test draft indicators with municipalities to ensure validity
- To require that all municipalities report to Municipal Affairs on viability indicators
- To require community exploration of viability options by municipalities that fall short of baseline standards
- To develop an option evaluation tool

This approach is a 'win' for both rural and urban municipalities, creating tools to foster greater consultation for community members previously left out of the current process. Through an assessment, municipalities will be able to understand where their sustainability challenges may lie before a crisis situation develops. The AUMA is taking a different approach, analyzing modes of governance that may enhance municipal viability. The AAMDC supports in principle the AUMA's current efforts regarding the issues of municipal viability and sustainability. The AAMDC believes that our two organizations' goals and approaches, while different, can be complimentary.

Advocacy: Major Issues



Rural Connectivity

In June 2009, the AAMDC announced the beginning of its Rural Connectivity Gap Analysis. This gap analysis will define the problem of rural broadband access using six kilometer-area hexagons, determining whether each is served or not-served. The project hopes to capture a snapshot of the current available service levels.

The AAMDC, along with a steering committee including representatives from Service Alberta and Agriculture and Rural Development, chose Stantec Consulting Ltd. to conduct the analysis. Stantec will take existing research and knowledge into account from provincial departments, municipal governments and internet service providers. The AAMDC looks forward to the resulting project initiatives to deliver broadband service to all areas of the province.

In order to communicate the amount of rural connectivity activity in the province, the AAMDC released a Rural Connectivity Series of member bulletins. These bulletins highlighted a number of reports that were developed over the course of the past year from various groups throughout the province. Other ways that the AAMDC has remained involved in this issue include the development of a broadband toolkit for municipalities, networking with Rural Team Alberta, which works toward rural connectivity and attending the Communities Without Boundaries virtual conference. Lastly, the AAMDC used rural connectivity as a theme for its Summer 2009 issue of Rural Routes magazine.

Trade, Investment and Labour Mobility Agreement (TILMA) and the Agreement on Internal Trade (AIT)

The Trade, Investment and Labour Mobility Agreement (TILMA) between British Columbia and Alberta came into full force on April 1, 2009. It is Canada's most comprehensive trade agreement. The full implementation comes at an important time, as both provinces are working to combat the effects of the global recession and budgetary constraints.

TILMA was amended in three significant ways as a direct result of both the province's consultations with the MASH sector (municipalities, academics, schools and hospitals) and the AAMDC. Most notable among these amendments was the introduction of special procurement thresholds for the MASH sector, adapted from a proposal put forward by the three municipal associations from Alberta and B.C. TILMA was further amended to introduce an exemption for land-use and to address concerns around municipal business licensing.

A significant amendment regarding the Agreement on Internal Trade (AIT) was adopted in the summer of 2008. It allows that any worker certified for an occupation by a regulatory authority in one province or territory shall be recognized as qualified to practice that occupation by all other provinces and territories. Any exceptions to full labour market mobility will have to be clearly identified and justified as neces-

Advocacy: Major Issues

sary to meet a legitimate objective such as the protection of public health or safety. For example, currently the professions of emergency medical responders and paramedics are being reviewed between Saskatchewan and Alberta, due to differing health and safety standards. By the 2009 summer meeting of the Council of the Federation, AIT amendments resulted in mutual recognition of occupational credentials between all provinces and territories. Canadian premiers also announced an enhanced and effective dispute resolution mechanism to enforce AIT panel recommendations for government-to-government disputes. Effective January 1, 2009, the strengthened mechanism includes the use of monetary penalties to a maximum of \$5 million. The new mechanism will apply to all disputes under the AIT—including labour mobility.

TRAVIS

The Transportation Routing and Vehicle Information System (TRAVIS) is a system developed by Alberta Transportation to coordinate municipal and provincial permitting for overweight and oversized loads. The AAMDC has two representatives on the TRAVIS Fees Committee, which has been given the task of determining fees and fee structures for the system. The AAMDC made a request in May 2009 for member input into potential fee structures for the TRAVIS system. The TRAVIS Fees Committee refined the costs and potential fees, and re-submitted it for municipal input. Submissions were requested by August 2009.

The AAMDC and Alberta Transportation have worked together since 1995 to create TRAVIS. In 2001, the initial phase was implemented for the application and delivery of overweight and oversized permits on provincial highways. Since 2006, TRAVIS has worked towards a multi-jurisdictional system that could be used by municipalities for permit approvals. This would create a single-entry system for industry to access when needed to travel across the province. At that time, some AAMDC members were consulted to determine municipal requirements. In the summer of 2009, TRAVIS Multi-jurisdictional System began its pilot project in the Grande Prairie region.

Water for Life Strategy

The AAMDC has always supported the Water for Life Strategy as a positive step for sustainable domestic and agricultural water consumption. The Water for Life Renewal Strategy was designed to re-examine the strategic intent of the three-year-old Water for Life Strategy. In June 2007, the Alberta Water Council (AWC) and Alberta Environment Minister Rob Renner launched the renewal engagement process.

The AAMDC continues to actively represent rural municipalities' needs on the Alberta Water Council (AWC), including participation in the Water Conservation, Efficiency and Productivity Sector Planning Team. It is likely that all sectors will eventually be required to have such plans. The association is currently exploring opportunities for developing a rural municipal sector plan so that members will be able to easily draft local plans if and when required. The association also participates in the AWC's WATSUP team, dealing with issues surrounding the province's water allocation and licensing system.

Advocacy: Special Projects

Alternative Dispute Resolution

The AAMDC assists Municipal Affairs through a committee to establish and offer mediation services for municipalities. Further, Municipal Affairs utilizes the AAMDC to collect payments for courses under Let's Resolve. **Expected Outcomes:** The AAMDC is proactive in supporting Municipal Affairs in mediation and education services aimed at alternative dispute resolution.

Target Results

- The AAMDC participates in the selection of mediators.
- The AAMDC continues to handle the receipt of funds and payment of bills related to the Let's Resolve courses.

Actual Results

- Selection of new mediators was not required in the past year.
- The AAMDC continues to manage the funds related to the alternative dispute resolution initiative.

Executive Review Committee Report - Implementation (A member-based committee to review AAMDC operations)

Each recommendation resulting from the Executive Review Committee will be analyzed and budgeted individually and independent go forward strategies will be developed. **Expected Outcomes:** The report recommendations implementation streamlines AAMDC operations, ensures the association attracts and retains quality staff and increases membership involvement.

Target Results

- Implement recommendations 9 and 10 by July 2009.
- Rec 9 - out-sourcing convention feasibility.
- Rec 10 - fee and revenue review.

Actual Results

- Three potential registration agents were researched to assist with the Spring 2009 convention. One registration agent was selected for a trial run.
- On a trial basis, hotel reservations were outsourced. They are now handled by direct booking.
- Following on rec 10, membership fees and other Association revenue sources were reviewed, the result being a lowered computation factor so as to offset the increase in assessment.

Advocacy: Special Projects

Integrated Community Sustainability Toolkit (ICSP)

Monitoring and Identification of Other Applications: The AAMDC creates opportunities for municipalities to utilize the ICSP Toolkit in order to meet reporting requirements and demonstrate sustainable planning. **Expected Outcomes:** The ICSP is effectively promoted as a long-term strategic planning tool for municipal governments with two aims—meeting Gas Tax reporting requirements and assisting municipalities plan for sustainability.

Target Results

- Hold an education session on ICSPs at an AAMDC convention.

Actual Results

- An education session was not held due to other pressing priorities.
- A license agreement for the software was sold to the Northwest Territories Association of Communities.

Labour Force Strategy for Rural Municipalities - Implementation (An initiative to address the staff shortage facing Alberta municipalities)

The recommendations from the Labour Force Strategy for Rural Municipalities are assessed for viability and acted on where feasible. **Expected Outcomes:** Implementation provides the foundation for further labour force development in rural Alberta.

Target Results

- Secure funding required for full implementation of strategy recommendations.
- Solidify key partnerships required to successfully implement strategy (i.e. ARMAA, MA, etc.).
- Assist the ARMAA-led marketing initiative for municipal careers.

Actual Results

- Work continues on the ARMAA-led marketing initiative with key partnerships. A revised grant from Municipal Affairs has been received and discussions continue regarding the establishment of a Municipal Awareness Week in 2010.
- Late update: the project's scope has changed to a labour force toolkit, due spring 2010.



Advocacy: Special Projects

Model Process Pilots

The comprehensive Model Process Reference Document guides municipal consideration of private sewage treatment system usage in developments. The Process is intended to be a living document that would be re-evaluated and improved and pilots serve as a formal opportunity for that re-evaluation.

Expected Outcomes: The Model Process is re-evaluated based on municipal needs.

Target Results

- Conduct three two-year pilot projects with members of varying capacity to find areas for improvement within the Model Process.

Actual Results

- Three pilot municipalities have begun the pilot project with grant funding from Municipal Affairs. Estimated completion date is September 2010.

Municipal Land Use Planning Simulation Software

Geographic Information Systems (GIS) have become a standard tool of municipalities, resulting in a growth of electronically available municipal data. With this data and the need for land use planning expertise, there is an opportunity to develop a simple to use, yet powerful, forecasting tool for municipal planning decisions. **Expected Outcomes:** A toolkit to assist municipalities in land use planning and forecasting. This toolkit will build municipal capacity in the critical area of land use planning. As well, sale of this toolkit to municipalities outside of the AAMDC membership will generate revenue for AAMDC.

Target Results

- Review the project scoping report to determine feasibility and next steps.
- Sign a joint venture agreement to develop the software.
- Secure funding to proceed with the project.

Actual Results

- The scoping study was completed. As the province's financial situation has changed greatly in the past few months, the project was put on hold for a year until it's determined if the project is still feasible.

Peer Network Support

A group of selected administrators and officials from around the province are called upon by their peers to provide advice and support in resolving local conflicts. **Expected Outcomes:** The association is proactive in establishing mentorship services and helping to address local conflicts through mentorship.

Target Results

- Complete the objectives of the 2007/08 grant.
- Determine objectives for the next year of the program.
- Apply for grant funding and, if approved, carry out the identified objectives.
- Review the entire program and make recommendations regarding its continuation.

Actual Results

- The 2007/08 grant has been completed and reported on.
- The application for 2009 has been approved, and the grant received.
- Program review will begin in 2009.

Advocacy: Special Projects

Rural Connectivity Initiatives

The recent surge of activity in the area of rural connectivity including an increasing interest from the Ministry of Agriculture and Rural Development is reason to put this issue to the forefront and determine what role the AAMDC can play. **Expected Outcomes:** The identification of the agency or body best positioned to consolidate and unify the multiple connectivity initiatives currently underway. An increased awareness of the difference between SuperNet usage and the provision of high-speed internet access to rural users.

Target Results

- The SuperNet First-Mile Rural Task Force report is released.
- Monitor the implementation of the Alberta First Responders Radio Communication System for any potential benefits regarding connectivity.
- Reiterate that access to high-speed Internet for rural users is a paramount concern over the full utilization of SuperNet.

Actual Results

- To date, the First Mile Rural Task Force Report has yet to be released.
- The AFRRCS has been put out for tender and we will be watching for how many extra towers will be available provincially.
- Staff presented at the 'Communities Without Boundaries' conference where achieving high speed internet for rural Albertans was discussed.
- Rural Connectivity, a member bulletin series, was released.
- The Rural Connectivity Gap Analysis received grant funding and has been initiated with Stantec.

Rural Matters! Final Report

The input collected in the Rural Sustainability Workshops offered at Rural Matters! is shaped into a report outlining recommendations aimed at policy and decision makers. **Expected Outcomes:** The resulting report becomes a foundational advocacy tool for municipalities and municipal associations, rural agencies, industry, stakeholder groups, etc.

Target Results

- The final report is distributed to the Prime Minister, all Premiers and relevant federal and provincial government departments, all attendees and rural municipal associations across Canada to assist with advocacy efforts.

Actual Results

- The final report for Rural Matters! has been completed and distributed, as per the communication strategy.
- The final two e-newsletters was released over the summer of 2009.

Advocacy: Special Projects

Rural Transportation Funding Options (RTFO) Update

The AAMDC works with members and government departments to update the data within the Rural Transportation Funding Options Report and adjust recommendations accordingly. **Expected Outcomes:** Government begins implementation of more equitable and practical infrastructure funding formulas for Rural Transportation Grant, Local Bridge and Resource Road Programs.

Target Results

- Updated RTFO report tabled with the Government of Alberta.

Actual Results

- Work began updating the RTFO and reporting back on MSI success stories. However, funding was not secured to complete this initiative.

Septage Education Assistance

The Septage and Onsite Wastewater Strategic Advisory Committee regularly reviews septage initiatives to identify priorities including who should lead and resource future activities. **Expected Outcomes:** The Advisory Committee meets to coordinate issues, facilitate communication, provide guidance to municipalities and industry, support municipal association advocacy efforts, identify emerging issues and provide advice to lead organizations regarding specific initiatives.

Target Results

- Quarterly meetings of the Advisory Committee are held.
- A model bylaw for ongoing maintenance of private sewage systems is developed and disseminated.

Actual Results

- Quarterly meetings continue to be held.
- Development of a model bylaw is on hold pending work in this area by the AOWMA.



Advocacy: Special Projects

Strategic Planning Toolkit

The development of an electronic application that guides users through a standard strategic planning process that looks at the long-term goals of an organization. This toolkit leverages the technology in the ICSP toolkit to do broad organizational planning. This is not to be confused with the ICSP Toolkit which, although complimentary to a strategic plan, focuses on long-term sustainability as it relates to the environmental, economic, cultural and social aspects of a community. **Expected Outcomes:** The retrofit of the ICSP toolkit would provide a software program would guide users through a structured planning process to develop a strategic plan. This could also be a potential revenue stream for the Association.

Target Results

- Enter into a joint venture agreement for the creation of the toolkit.
- Create a marketing campaign for the completed toolkit.

Actual Results

- A Joint Venture Agreement was signed. The toolkit is under construction with two variations—one for the municipal sector and one for private industry.
- Developed a corporate version of toolkit and a marketing plan
- Chose 'Planned Momentum' as product name
- Commenced product testing and initial release

Summit Series

Ad-hoc workshops that bring together municipal leaders, government officials and issue experts to discuss key issues in detail. It is also an opportunity for board education. **Expected Outcomes:** Members are better equipped with the information and tools they need to make informed decisions regarding their municipal operations.

Target Results

- Hold one education session per year for the AAMDC Board.
- Hold ad-hoc sessions for members as required.

Actual Results

- A media education session as well as an additional presentation of Government Inside/Out have been considered by the AAMDC Board but, due to other projects and focuses, neither occurred.

Advocacy: Special Projects

Surface Rights Act Review

The Government of Alberta has announced a committee that will look at the issue of surface rights and the related act as a result of the recently released draft of the Land Use Framework. **Expected Outcomes:** The rural perspective and related concerns are reflected in any resulting amendments to the Surface Rights Act.

Target Results

- AAMDC has representation on the review committee.
- The findings of *Digging Deeper* are effectively communicated in any consultations.

Actual Results

- Representation on the review committee was not available. However, the AAMDC ensured *Digging Deeper* was made available to the committee.
- A meeting with MLA Evan Berger, who is chairing the committee, was held.
- The resulting legislation, Bill 12: the Surface Rights Amendment Act, was administrative in nature. It did not address many issues in the *Digging Deeper* report.



Advocacy: Joint Initiatives

Collaborative Regional Strategies Toolkit (with AUMA)

Assists municipal leaders by building strategies to assist regional service delivery and planning where appropriate. Expected Outcomes: Best practices in effective collaboration for regional service delivery and planning are identified with related tools developed such as planning models and sample governance protocols.

Target Results

- The AAMDC works with AUMA and Municipal Affairs to determine the next steps related to this grant.
- The AAMDC and AUMA agree to a project that doesn't duplicate other initiatives.
- Engage a consultant to deliver the toolkit.

Actual Results

- Following a request from the AUMA to reallocate the funds, Municipal Affairs asked for the funding to be returned. The initiative will not be completed at this time.

EOEP Governance and Business Support (with AUMA)

The AAMDC and AUMA work with the registrar to determine and implement effective service delivery of years two and three of the EOEP. Expected Outcomes: Elected officials have access to a variety of courses that reflect issues and skills required in a municipally elected role.

Target Results

- Evaluation of year one of the program and necessary adjustments made where needed.
- Delivery of year two of the program.

Actual Results

- Participated in a strategic planning session held in November 2008 to develop a business plan and budget for the AEOEP corporation.
- Delivery plan and schedule set for year 2.
- Work continues on developing and delivering the remaining courses.
- Investigations began after the Spring 2009 AAMDC Convention into hosting EOEP courses online after expressed member interest and an endorsed resolution.

Advocacy: Joint Initiatives

Municipal Spending Analysis (with AUMA)

A response to the recently released Canadian Federation of Independent Business report entitled Municipal Spending Watch. Expected Outcomes: Municipalities and key stakeholders understand the real issues and reasons behind municipal spending. Realistic and qualified benchmarks are available.

Target Results

- Engage a consultant to conduct a qualified analysis of municipal spending.
- Results are released in October 2008.

Actual Results

- The report Municipal Spending in Alberta: A Re-Examination was jointly released in early December.

Technology and E-Government Toolkit (with AUMA)

Defines tools, techniques, processes and best practices for using technology and the Internet to transform services and promote local economic vitality. Expected Outcomes: Toolkit developed that includes business models allowing municipal governments to make better decisions on IT systems, identification of potential server frameworks.

Target Results

- Evaluation the findings of the scoping report to determine priority initiatives.
- Manage the delivery of member resources by March 2009.

Actual Results

- The scoping study was examined and the usefulness of the tool was unclear.
- A request to reallocate these funds for the creation of an E-learning component to the Elected Officials Education Program is underway.

Western Producer Articles (with the Prairie Association of Rural Municipalities)

PARM-initiated articles developed and distributed through the Western Producer in order to increase the general awareness of issues affecting rural municipalities in the prairie provinces. Expected Outcomes: Stronger voice/presence in the print media by PARM members.

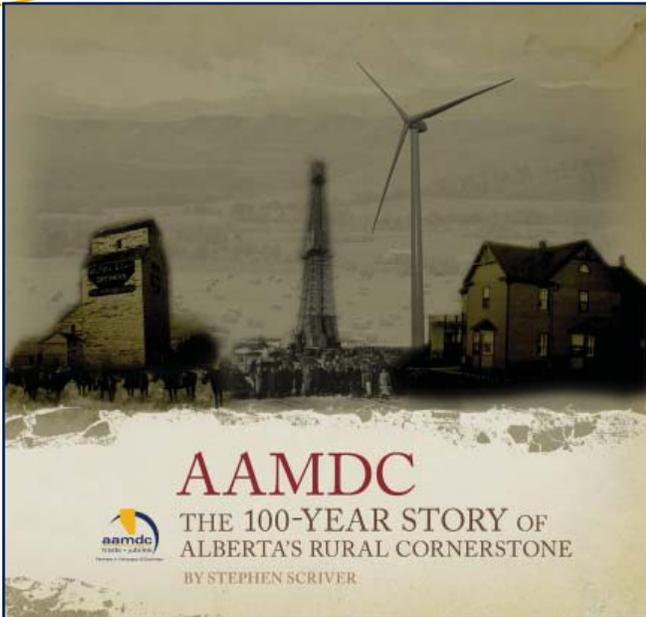
Target Results

- Three joint articles per fiscal year with sister associations (SARM, AMM) accepted and published by Western Producer.

Actual Results

- The last of three articles for 2008 was submitted at the end of August 2008. These articles have been incorporated into the Awareness campaign.

Communications



The AAMDC marked its centennial year by publishing a hardcover commemorative book, *AAMDC: The 100-Year Story of Alberta's Rural Cornerstone*. This book was distributed at our 2008 Centennial Convention.

The organization also released the Rural Matters! final report, *One Vision, Many Voices* and distributed it nationwide in both official languages in early 2009.

The AAMDC was also busy with other communications this year, changing formats and introducing new ways to get the organization's message to members and other stakeholders.

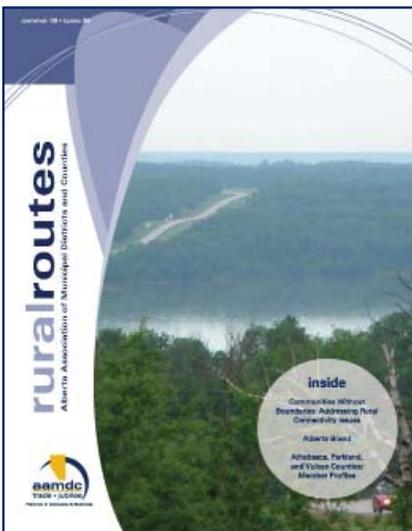
In May, the weekly *Contact* newsletter



went from a PDF document to an HTML newsletter. News releases, member bulletins and job postings are all linked, so members need only to click and read.

The Board voted in the summer to make the majority of member bulletins public, making it easier to access important advocacy information on the AAMDC website.

Trade's *Partners in Trade* monthly newsletter was merged with the *Advisor* newsletter in the spring, and will be joined with PFA and Jubilee in the fall to encompass all business services communications for the organization.



Three issues of *Rural Routes* magazine were issued during the 2008-09 year. Fall 2008 covered topics like the Alberta Livestock and Meat Strategy, and emergency service response and mutual aid agreements. In 2009, an issue-wide theme was introduced for the magazine. Spring's issue explored the intricacies of municipal sustainability, while the summer issue looked at rural connectivity in Alberta.



Events

Fall 2008 Centennial Convention

- AAMDC Celebrates 100 years of service
- Speakers included former NHL player Darryl Sittler; John Wright, Senior Vice President for Canadian Public Affairs Division of Ipsos-Reid Corp; and Senator Larry Campbell
- Highlights from Ministerial Forum include: land-use framework implementation, infrastructure spending during recessionary times and seniors funding



Spring 2009 Convention



- Eighty-eight exhibitors participate in trade show
- AAMDC Trade Manager Duane Gladden introduces Prairie Fuel Advisors portion of Trade Division
- Keynote Speaker Adwoa Buahene talks about four generations in the workplace
- Highlights from Ministerial Forum include: sustainability of grant programs, seniors' care, expert panel on nuclear energy report

Trade/PFA & Jubilee Golf Tournament

The AAMDC business services divisions hosted their first annual golf tournament June 17 at the Ponoka Golf Course. Members, partners and staff—86 in all—enjoyed a great round of golf, a dinner and prizes!



Trade and Prairie Fuel Advisors Update

The AAMDC Trade Division experienced another successful year. In 2008-09, the division saw its overall sales volume reach \$42.12 million, which not only exceeded expectations, but also set a new volume record.

Trade saw its primary business areas grow substantially over the 2008-09 fiscal year. Heavy equipment parts and service volume alone grew to nearly \$9.9 million.

The increased total volume achieved through the Trade Division has assisted in achieving better overall pricing. Trade's national tire account programs now possess discount structures that far outstrip those previously available.

The division's newest arm, Prairie Fuel Advisors (2008) Ltd. (PFA), has also experienced a fantastic growth year. PFA increased its annual overall volume from 41 million litres to approximately 48 million litres, a nearly 15 per cent growth. The majority of PFA's growth has been focused within Alberta, where volumes increased to 36 million litres.

The success of the PFA program also garnered attention from other associations in Saskatchewan and British Columbia. The Saskatchewan Urban Municipalities Association (SUMA) and the Union of British Columbia Municipalities (UBCM) have both joined the PFA program.

PFA currently has 125 active AAMDC members, 75 active AMM members, 81 active Saskatchewan Association of Rural Municipalities (SARM) members and 5 active SUMA members.

The 2009-10 year will focus on continuing to expand both Trade and PFA in terms of volume and technological accessibility. The Trade Division hopes to have its new accounting platform completed and ready for launch early in 2010, and PFA will launch its new website in December 2009. It has been a great year overall, and we hope to carry that momentum forward into the next year.

Duane Gladden
Manager of Marketing, Trade & Business Development
AAMDC Trade Division

Jubilee Insurance Update

Following a year filled with significant challenges as well as significant milestones, Jubilee Insurance Agencies Ltd. continues as a cutting-edge insurance service provider. The results of a maintained focus on risk management education and implementation from a liability perspective have been realized in spades. Claims frequency and costs associated with member liability have been significantly reduced. This can be attributed, in part, to our members' effective implementation of key initiatives introduced through the Jubilee RiskPro Training Program starting in 2006. Performance over the past year has shown ongoing positive trending continuing to foster an environment of financial stability in the area of liability insurance for members. Liability insurance has traditionally been the most unstable and costly aspect of our program and the ability to report such positive results is a truly significant milestone. It is a milestone that Jubilee is now seeking to recreate in the area of property insurance for all members. Property insurance has not realized the same benefits due to significant claims activity in this key coverage area. Jubilee will soon introduce targeted risk control strategies to all members, with sights set on the same positive results realized in liability insurance.

As a reminder, Jubilee as a member-owned non-profit organization has no vested interest seeing premiums in any coverage area increase. Operating within a mandate of stability, Jubilee continually seeks ways to improve service and provide solutions that make sense for the here and now as well as for the future. Such a process is necessary to enable the delivery of cost-effective, stable insurance solutions.

Jubilee can once again provide an annual dividend to the AAMDC that is well within historical levels, while investing in staff training and risk management product development. Such investments are researched at length to ensure the best investment possible for service delivery and products that meet and exceed members' needs. This focus will indeed continue well into the future. All in all, the past year—as challenging as it has been from a logistical perspective—has been one of significant growth and maturity for an organization arriving close to its 60th year of service. Your loyalty and commitment to a program as dynamic and robust as Jubilee Insurance Agencies Ltd. is truly appreciated. We look forward to continuing our future endeavors together, both with you and for you.

J. David Clarke, CRM
Manager of Insurance & Risk Services
Jubilee Insurance Agencies Ltd.

Financial Statements July 31, 2009

Management's Responsibility

To the Members of 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.



Executive Director



Director of Corporate Services

Alberta Association of Municipal Districts & Counties Financial Statements July 31, 2009

Auditor's Report

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

We have audited the statement of financial position of The Alberta Association of Municipal Districts and Counties as at July 31, 2009 and the statements of operations, changes in net assets, and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. 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 plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Association as at July 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Meyers Norris Penny LLP
Chartered Accountants

Edmonton, Alberta
September 4, 2009

Statement of Financial Position July 31, 2009

	2009	2008
ASSETS		
Current		
Cash	\$1,021,084	\$ -
Cash equivalents	738,917	729,056
Cash restricted (note 9)	452,141	442,267
Accounts receivable	4,221,914	5,821,480
Prepaid expenses	<u>59,402</u>	<u>56,699</u>
	6,493,458	7,049,502
Property and equipment (note 7)	2,678,386	2,657,154
Investment in Jubilee Insurance Agencies Ltd. (Note 4)	1,090,015	908,974
Investment in Prairie Fuel Advisors (2008) Ltd. (Note 5)	<u>182,511</u>	<u>154,282</u>
	<u>\$10,444,370</u>	<u>\$10,769,912</u>
Liabilities		
Current		
Bank overdraft (Note 8)	\$ -	\$ 1,156,686
Accounts payable & accrued liabilities	4,170,016	3,761,094
Deferred income	808,022	904,255
Deferred grant revenue (Note 9)	675,756	558,389
Deficiency in Alberta Elected Officials Education Program Corporation (EOEP) (Note 6)	<u>1,675</u>	-
	<u>5,655,469</u>	<u>6,380,424</u>
Net Assets		
Net assets invested in		
Property and equipment	2,671,092	2,657,154
Net assets restricted internally for dividend reserve	413,838	448,511
Unrestricted net assets	<u>1,703,971</u>	<u>1,283,823</u>
	<u>4,788,901</u>	<u>4,389,488</u>
	<u>\$10,444,370</u>	<u>\$10,769,912</u>

Alberta Association of Municipal Districts & Counties

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Statement of Operations for the year ended July 31, 2009

Revenues	2009	2008
Commissions	\$ 1,541,592	\$ 1,374,499
Convention registration and tickets	739,421	616,105
Grants	174,491	133,339
Interest	24,245	56,994
Legal expense recovery	5,710	103,772
Membership fees	754,071	694,084
Rent and licensing fees	100,249	76,500
Rural Matters! Symposium	1,199,216	-
Service charges	40,205	41,007
Sundry income (expense)	<u>(4,252)</u>	<u>7,250</u>
	<u>4,574,948</u>	<u>3,103,550</u>
Expenses		
Advertising and promotion	36,169	38,311
Amortization	79,130	112,984
Automobile	6,999	5,968
Board and Ad hoc committees	571,708	520,331
Building operations	78,846	75,790
Computer	36,146	32,331
Consulting	20,525	1,700
Convention	832,435	525,586
Grant expenses	174,491	133,339
Insurance	16,830	17,658
Interest	2,617	4,053
Memberships and subscriptions	5,879	6,193
Office supplies	26,250	40,362
Postage	18,085	15,868
Professional fees	54,655	134,587
Rural Matters! Symposium	1,070,706	-
Salaries and benefits	971,813	874,586
Telephone	<u>11,874</u>	<u>14,158</u>
	<u>4,015,158</u>	<u>2,553,805</u>
Surplus from operations	<u>559,790</u>	<u>549,745</u>
Other income (expense)		
Dividends	372,705	677,323
Increase (decrease) in equity in Jubilee Insurance Agencies Ltd.	190,226	(290,112)
Increase in equity in Prairie Fuel Advisors (2008) Ltd.	90,299	24,216
Increase (decrease) in equity in Alberta EOEP Corporation	<u>(11,180)</u>	<u>-</u>
	<u>642,050</u>	<u>411,427</u>
Excess of revenues over expenses	<u>\$ 1,201,840</u>	<u>\$ 961,172</u>

Statement of Cash Flows for the year ended July 31, 2009

Cash was provided by (used in) operating activities:

	2009	2008
Excess of revenue over expenses	\$ 1,201,840	\$ 961,172
Add (deduct) non-cash items:		
Net income of Jubilee Insurance Agencies Ltd.	(562,931)	(387,212)
(Increase) decrease in equity of Prairie Fuel Advisors (2008) Ltd.	(90,300)	(24,316)
(Increase) decrease in equity of Alberta EOEP Corporation	11,175	-
Amortization	79,130	112,984
Loss on disposal of property and equipment	<u>3,418</u>	<u>662,628</u>
	642,332	662,628
Decrease (increase) in current assets		
Accounts receivable	1,599,566	(1,987,454)
Prepaid expenses	(2,703)	(23,416)
Increase (decrease) in current liabilities		
Accounts payable	408,922	366,178
Deferred income	<u>(96,233)</u>	<u>211,026</u>
	<u>2,551,884</u>	<u>(771,038)</u>

Cash was provided by (used in) financing activities:

Dividends paid	<u>(802,427)</u>	<u>(1,082,492)</u>
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Cash was provided by (used in) investing activities:

Dividends received from Jubilee Insurance	372,705	677,323
Repayment of advances to Jubilee Insurance	144,303	200,509
Advances to Jubilee Insurance	(135,119)	(169,040)
Repayment of advances to Prairie Fuel Advisors (2008) Ltd.	249,180	-
Advances to Prairie Fuel Advisors (2008) Ltd.	(187,109)	(129,966)
Advances from (to) Alberta EOEP Corporation	(9,500)	-
Purchase of property and equipment	(107,015)	(77,932)
Proceeds on disposal of property and equipment	3,236	-
Increase (decrease) in deferred grant revenue	117,367	(276,399)
(Increase) decrease in restricted cash	<u>(9,874)</u>	<u>(6,327)</u>
	<u>438,174</u>	<u>218,168</u>
Increase (decrease) in cash position	2,187,631	(1,635,362)
Cash position, at beginning of year	(427,630)	1,207,732
Cash position, at end of year	\$ 1,760,001	\$ (427,630)

Cash position is represented by:

Cash (Bank overdraft)	\$ 1,021,084	\$ (1,156,686)
Cash equivalents	738,917	729,056
	<u>\$ 1,760,001</u>	<u>\$ (427,630)</u>

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Statement of Changes in Net Assets for the year ended July 31, 2009

	Net assets invested in property and equipment	Net assets restricted for dividend reserve	Unrestricted net assets	2009 total	2008 total
Balance, at beginning of year	\$ 2,657,154	\$ 448,511	\$ 1,283,823	\$4,389,488	\$ 4,510,808
Excess of revenues over expenses	(89,841)	-	1,291,681	1,201,840	961,172
Internally imposed restriction	-	(34,673)	34,673	-	-
Investment in property and equipment	103,779	-	(103,779)	-	-
Dividends paid	-	-	(802,427)	(802,427)	(1,082,492)
Balance, at end of year	\$ 2,671,092	\$ 413,838	\$ 1,703,971	\$ 4,788,901	\$ 4,389,488

Notes to Financial Statements July 31, 2009

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 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.

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

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

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

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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 50% investment in Alberta Elected Officials Education Program Corporation using the equity method. The Corporation was incorporated in 2007 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.

(d) 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.

e) Pension Benefits

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

f) Restrictions on Net Assets

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

g) Cash Equivalents

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

h) Financial Instruments

Held for trading:

The Association has classified the following financial assets and liabilities as held for trading: cash, cash equivalents, cash – restricted, and bank overdraft. 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 asset 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.

i) Future Accounting Pronouncements

Financial statement presentation by not-for-profit organizations

In September 2008, amendments were made to CICA Handbook Section 4400 Financial Statement Presentation by Not-for-profit Organizations. Amendments to the section included removal of

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the requirement to treat net assets invested in capital assets as a separate component of net assets, and, instead, permitting such an amount to be presented as a category of internally restricted net assets. In addition, the requirement to recognize and present revenues and expenses on a gross basis when a not-for-profit organization is acting as a principal in the transaction was clarified. Finally, guidance was included to reflect that Section 1540 Cash Flow Statements and Section 1751 Interim Financial Statements are applicable to not-for-profit organizations.

These amendments apply to interim and annual financial statements relating to fiscal years beginning on or after January 1, 2009.

Disclosure of allocated expenses by not-for-profit organizations

In September 2008, the Canadian Institute of Chartered Accountants issued new recommendations for disclosures regarding allocated expenses by not-for-profit organizations. CICA Handbook Section 4470 Disclosure of Allocated Expenses by Not-for-profit Organizations requires disclosure by not-for-profit organizations that allocate fundraising and general support expenses to other functions of the policies adopted for the allocation of such expenses among functions, the nature of the allocated expenses, and the basis on which allocations are made. The section also requires disclosure of the amounts allocated from each of its fundraising and general support functions and the amounts and functions to which they have been allocated.

This new Section is effective for interim and annual financial statements relating to fiscal years beginning on or after January 1, 2009.

3. Change in Accounting Policies

Capital Disclosures

Effective August 1, 2008, the Association adopted the Canadian Institute of Chartered Accountants' new recommendations for disclosures about capital. Section 1535 Capital Disclosures establishes standards for disclosing what an entity regards as capital and an entity's objectives, policies and processes for managing its capital. The Section also prescribes disclosure regarding whether an entity has complied with any externally imposed capital requirements, and if not, the consequences of such non-compliance.

The adoption of this new standard did not have a material impact on the Association's financial statements.

General Standards of Financial Statement Presentation

Effective August 1, 2008, the Association adopted the amendment to CICA Handbook Section 1400 General Standards of Financial Statement Presentation. This Section has been amended to include requirements to assess and disclose an entity's ability to continue as a going concern. When management is aware of material uncertainties related to events or conditions that may cast doubt

on the Association's ability to continue as a going concern, those uncertainties are disclosed. In assessing the going concern assumption, management considers all available information about the future, which is at least, but is not limited to, twelve months from July 31, 2009.

4. Investment in Jubilee Insurance Agencies Ltd.

	<u>2009</u>	<u>2008</u>
Net income of Jubilee Insurance Agencies Ltd.	\$ 562,931	\$ 387,212
Deduct dividends paid to AAMDC	(372,705)	(677,323)
Increase (decrease) in equity for the year	190,226	(290,111)
Equity, at beginning of year	889,403	1,189,514
Equity, at end of year	1,089,629	889,403
Shares, at cost	600	600
Advances (to) from AAMDC	(214)	8,971
	<u>\$1,090,015</u>	<u>\$908,974</u>

A financial summary of Jubilee Insurance Agencies Ltd. as at July 31, 2009 and 2008 and for the years then ended is as follows:

	<u>2009</u>	<u>2008</u>
<u>Financial Position</u>		
Total assets	\$ 10,815,137	\$ 6,513,420
Total liabilities	\$ 9,724,908	\$ 5,613,417
Shareholders' equity	1,090,229	900,003
	<u>\$ 10,815,137</u>	<u>\$ 6,513,420</u>

Results of Operations

Total revenues	\$ 2,218,320	\$ 1,912,789
Total expenses	1,655,389	1,525,577
Net income	<u>\$ 562,931</u>	<u>\$ 387,212</u>

Cash Flows

Operating activities	\$ 321,343	\$ (38,962)
Financing activities	(381,889)	(708,795)
Investing activities	(9,641)	(46,020)
Decrease in cash	(70,187)	(793,777)
Cash, at beginning of year	1,066,965	1,860,742
Cash, at end of year	<u>\$ 996,778</u>	<u>\$ 1,066,965</u>

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

	<u>2009</u>	<u>(2 months)</u> <u>2008</u>
Net income of Prairie Fuels Association (2008) Ltd.	\$ 90,300	\$ 24,216
Equity, at beginning of year	24,216	nil
Equity, at end of year	114,516	24,216
Shares, at cost	100	100
Advances from AAMDC	67,895	130,066
	<u>\$ 182,511</u>	<u>\$ 54,282</u>

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5. Investment in Prairie Fuel Advisors (2008) Ltd. (continued)

A financial summary of Investment in Prairie Fuel Advisors (2008) Ltd. as at July 31, 2009 and 2008, and for the year ended July 31, 2009 and the period ended July 31, 2008 is as follows:

	<u>2009</u>	<u>2008</u>
<u>Financial Position</u>		
Total assets	\$ 831,137	\$ 882,876
Total liabilities	\$ 716,521	\$ 858,560
Shareholders' equity	<u>114,616</u>	<u>24,316</u>
	<u>\$ 831,137</u>	<u>\$ 882,876</u>

Results of Operations

Total revenues	\$ 446,929	\$ 73,816
Total expenses	<u>356,629</u>	<u>49,600</u>
Net income	<u>\$ 90,300</u>	<u>\$ 24,616</u>

Cash Flows

Operating activities	\$ 106,608	\$ 16,551
Financing activities	(129,111)	821,065
Investing activities	(5,088)	(707,246)
Increase (decrease) in cash	(27,591)	130,370
Cash at beginning of year	130,370	nil
Cash at end of year	\$ 102,779	\$ 130,370

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

	<u>2009</u>
	<u>50%</u>
Net Loss of EOEP	\$ (11,180)
Increase (decrease) in equity for the year	(11,180)
Equity, at beginning of year	nil
Deficiency, at end of year	(11,180)
Shares, at cost	5
Advances to EOEP	<u>9,500</u>
	<u>\$ (1,675)</u>

A financial summary of the total financial position and results of operations for 100% of EOEP as at July 31, 2009 and since its incorporation date December 7, 2007 is as follows:

	<u>2009</u>
	<u>100%</u>
<u>Financial Position</u>	
Total assets	\$ 40,572
Total liabilities	\$ 62,921
Shareholders' deficit	<u>(22,349)</u>
	<u>\$ 40,527</u>

Results of Operations

Total revenues	<u>\$143,871</u>
Total expenses	166,231
Net loss	<u>\$ (22,360)</u>



7. Property and Equipment

			<u>2009</u>	<u>2008</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Land	\$ 260,000	\$ -	\$260,000	\$260,000
Building	2,022,378	272,251	1,750,127	1,792,486
Automobile	12,960	10,360	2,600	8,694
Computer Equipment	83,170	57,166	26,004	23,317
Office Equipment	247,979	233,362	14,617	24,619
	2,626,487	573,139	2,053,348	2,109,116
Computer Software under development	625,038	-	625,038	625,038
	<u>\$ 3,251,525</u>	<u>\$ 573,139</u>	<u>\$ 2,678,386</u>	<u>\$ 2,657,154</u>

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8. Bank indebtedness

As at July 31, 2009, the Association has a line of credit with a limit of \$2,000,000 which has been drawn on throughout the year. The line of credit bears interest at prime plus 1% and is secured by the property.

9. Deferred Grant Revenue

Deferred grant revenue as at July 31 is as follows:

	Grant Balance 2008	Grant Received 2009	Interest Earned 2009	Grant Expenditures 2009	Ending Balance 2009
Septage Management Study	\$ 9,708	\$ -	\$ -	\$ -	\$ 9,708
Assessment Shared Services Environment Project	432,087	-	5,630	-	437,717
Inter-municipal Issues Review Project	3,910	-	-	3,910	-
Dispute Resolution Peer Network Grant	16,524	37,330	173	25,776	28,251
Labour Force Strategy for Rural Municipalities	10,039	-	-	10,039	-
Muniversity Development Program	20,000	-	-	17,400	2,600
Website Redevelopment Grant	21,494	-	-	21,494	-
Land Use Planning Simulation Software Scoping	32,360	-	-	32,360	-
Model Process Sewage Treatment	-	142,500	-	42,520	99,980
Rural Connectivity Gap Analysis	-	97,500	-	-	97,500
Elected Officials Education Program (EOEP)	12,267	8,725	-	20,992	-
	<u>\$ 558,389</u>	<u>\$ 286,055</u>	<u>\$ 5,803</u>	<u>\$ 174,491</u>	<u>\$ 675,756</u>

The grants received on the Dispute Resolution Peer Network Grant and the Elected Officials Education Program are comprised of seminar registrations received.

Cash in the amount of \$452,141 (2008 - \$442,267) 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>2009</u>	<u>2008</u>
Grants, registrations and interest received	\$ 291,858	\$ 96,571
Grant expenditures	174,491	414,090

10. 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, 2009 were \$109,340 (2008 - \$87,280).

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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, 2008 the Plan had an actuarial deficit of \$4,413,971,000 (2007 \$1,183,334,000) which is expected to be eliminated within the next 15 years from employer and employee contributions and investment earnings.

11. Commitments

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

2010	\$24,573
2011	24,573
2012	24,573
2013	24,573

12. 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 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 bank overdraft, cash-restricted, cash equivalents, accounts receivable, and accounts payable and accrued liabilities 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 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.

13. 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 (2008 - \$45,000 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 \$37,000 plus GST (2008 - \$31,500). 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. Total premiums paid were \$53,125 (2008 - \$54,033).

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14. Guarantee

As at July 31, 2009, the Association has guaranteed the demand credit facility of Prairie Fuels Association (2008) Ltd., a wholly-owned subsidiary, up to a maximum amount of \$623,959 (2008 - \$690,999). 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, 2008, 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.

15. 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. 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.

16. Capital Management

The Association'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 members.

The Association 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 Association may adjust the amount of dividends paid to members.

17. 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>2009</u>	<u>2008</u>
Interest received	\$ 25,178	\$ 57,533
Interest paid	\$ 617	\$ 714
Dividends received	\$ 372,705	\$ 677,323
Dividends paid	\$ 802,427	\$ 1,082,492



Jubilee Insurance Agencies Ltd. Financial Statements July 31, 2009

Auditor's Report

To the Shareholder of Jubilee Insurance Agencies Ltd.

We have audited the balance sheet of Jubilee Insurance Agencies Ltd. as at July 31, 2009 and the statements of income, retained earnings and cash flows for the year then ended. These financial statements are the responsibility of the Company's management. 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 plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the company as at July 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Meyers Norris Penny LLP
Chartered Accountants

Edmonton, Alberta
September 4, 2009

Balance Sheet July 31, 2009

	<u>2009</u>	<u>2008</u>
ASSETS		
Current		
Cash	\$ 540,449	\$ 616,917
Cash equivalents	456,329	450,048
Accounts receivable	9,718,170	5,337,279
Prepaid expenses	42,928	34,814
Due from the AAMDC	<u>216</u>	<u>-</u>
	10,758,092	6,439,058
Property and equipment (Note 4)	<u>57,045</u>	<u>74,362</u>
	<u>\$ 10,815,137</u>	<u>\$ 6,513,420</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities	\$ 9,724,908	\$ 5,604,449
Due to the AAMDC	<u>-</u>	<u>8,968</u>
	<u>9,724,908</u>	<u>5,613,417</u>
Contingent liability (Note 5)		
SHAREHOLDER'S EQUITY		
Share capital		
Authorized:		
200 common shares		
Issued:		
6 common shares	600	600
Retained earnings	<u>1,089,629</u>	<u>899,403</u>
	<u>1,090,229</u>	<u>900,003</u>
	<u>\$ 10,815,137</u>	<u>\$ 6,513,420</u>

Jubilee Insurance Agencies Ltd.

Financial Statements July 31, 2009

Statement of Income for the year ended July 31, 2009

	<u>2009</u>	<u>2008</u>
Revenue:		
Commissions	\$ 1,428,382	\$ 1,225,084
Administration fees	740,871	617,263
Interest	24,067	70,442
External contributions	<u>25,000</u>	-
	<u>2,218,320</u>	<u>1,912,789</u>
Expenses:		
Amortization	24,237	20,753
Automobile	11,764	12,311
Bad debts	-	3,299
Board and executive	18,090	11,833
Computer	78,861	73,991
Insurance	87,599	76,294
Loss prevention	6,741	16,838
Loss on disposal of capital assets	2,721	-
Office	39,190	39,300
Postage	12,304	10,240
Professional fees	23,748	22,945
Rent	42,000	47,438
Risk Pro premium credit	299,067	236,412
Salaries and benefits	771,441	759,144
Seminars and Risk Pro program	77,716	33,521
Service fee	150,000	150,000
Telephone	<u>9,910</u>	<u>11,258</u>
	<u>1,655,389</u>	<u>1,525,577</u>
Net income	<u>\$ 562,931</u>	<u>\$ 387,212</u>

Statement of Cash Flows for the year ended July 31, 2009

	<u>2009</u>	<u>2008</u>
Cash was provided by (used for) operating activities:		
Net income	\$ 562,931	\$ 387,212
Add (deduct) items not requiring an outlay of cash		
Amortization	24,237	20,753
Loss on disposal of capital assets	<u>2,721</u>	-
	589,889	407,965
Decrease (increase) in current assets		
Accounts receivable	(4,380,891)	(665,269)
Prepaid expenses	(8,114)	33
Increase in current liabilities		
Accounts payable and accrued liabilities	<u>4,120,459</u>	<u>218,309</u>
	<u>321,343</u>	<u>(38,962)</u>
Cash was provided by (used for) financing activities:		
Advances from (to) the AAMDC	(9,184)	(31,472)
Dividends paid to the AAMDC	<u>(372,705)</u>	<u>(677,323)</u>
	<u>(381,889)</u>	<u>(708,795)</u>
Cash was provided by (used for) investing activities:		
Purchase of property and equipment	(10,741)	(46,020)
Proceeds from disposal of capital assets	<u>1,100</u>	-
	<u>(9,641)</u>	<u>(46,020)</u>
Decrease in cash	(70,187)	(793,777)
Cash, at beginning of year	<u>1,066,965</u>	<u>1,860,742</u>
Cash, at end of year	<u>\$ 996,778</u>	<u>\$ 1,066,965</u>

Statement of Retained Earnings for the year ended July 31, 2009

	<u>2009</u>	<u>2008</u>
Retained earnings, at beginning of year	\$ 899,403	\$ 1,189,514
Net income	<u>562,931</u>	<u>387,212</u>
	1,462,334	1,576,726
Dividends paid to the AAMDC	<u>(372,705)</u>	<u>(677,323)</u>
Retained earnings, at end of year	<u>\$ 1,089,629</u>	<u>\$ 899,403</u>

Cash is represented by:		
Cash	\$ 540,449	\$ 616,917
Cash equivalents (term deposits)	<u>456,329</u>	<u>450,048</u>
	<u>\$ 996,778</u>	<u>\$ 1,066,965</u>

Jubilee Insurance Agencies Ltd.

Financial Statements July 31, 2009

Notes to Financial Statements July 31, 2009

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.

Seminar income is recognized when received.

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 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 the Alberta Association of Municipal Districts and Counties. 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.

Jubilee Insurance Agencies Ltd.

Financial Statements July 31, 2009

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.

3. Change in Accounting Policy

Capital Disclosures

Effective August 1, 2008, the Company adopted the Canadian Institute of Chartered Accountants' new recommendations for disclosures about capital. Section 1535 Capital Disclosures establishes standards for disclosing what an entity regards as capital and an entity's objectives, policies and processes for managing its capital. The Section also prescribes disclosure regarding whether an entity has complied with any externally imposed capital requirements, and if not, the consequences of such non-compliance.

The adoption of this new standard did not have a material impact on the Company's financial statements.

General Standards of Financial Statement Presentation

Effective August 1, 2008, the Company adopted the amendment to CICA Handbook Section 1400 General Standards of Financial Statement Presentation. This Section has been amended to include requirements to assess and disclose an entity's ability to continue as a going concern. When management is aware of material uncertainties related to events or conditions that may cast doubt on the Company's ability to continue as a going concern, those uncertainties are disclosed. In assessing the going concern assumption, management considers all available information about the future, which is at least, but is not limited to, twelve months from July 31, 2009.

4. Property and Equipment

	<u>2009</u>		<u>2008</u>	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Automobile	\$ 62,508	\$50,006	\$ 12,502	\$29,489
Computer Equipment	101,787	57,244	44,543	44,873
Office Equipment	18,291	18,291	0	0
	<u>\$182,586</u>	<u>\$ 125,541</u>	<u>\$ 57,045</u>	<u>\$ 74,363</u>

5. Contingent Liability

Certain portions of commission income recorded are potentially refundable to customers if an insurance policy is cancelled. At July 31, 2009 the maximum amount of commission income potentially refundable if all insurance policies were cancelled was approximately \$648,139 (2008 - \$377,607).

6. 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 and employee current and prior services paid to July 31, 2009 were \$89,460 (2008 - \$71,411).

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, 2008 the Plan had an actuarial deficit of \$4,413,971,000 (2007 - \$1,183,334,000) which is expected to be eliminated within the next 15 years from employer and employee contributions and investment earnings.

7. 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 (2008 - \$45,000 plus GST) in rent to The Alberta Association of Municipal Districts and Counties, and \$37,000 plus GST (2008 - \$31,500) for a licensing fee for the use of the enterprise business software.

During the year the Company collected insurance premiums of \$53,125 (2008 - \$54,033) 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. In addition, the Company has a receivable

Jubilee Insurance Agencies Ltd. Financial Statements July 31, 2009

from the Alberta Association of Municipal Districts and Counties for \$216. Payments for purchases are made on a monthly basis.

8. 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, term deposits, accounts receivable, and 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.

9. 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.

10. 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:

	2009	2008
Interest received	\$ 24,453	\$ 70,938
Dividends paid	\$ 372,705	\$ 677,323



Prairie Fuel Advisors (2008) Ltd. Financial Statements July 31, 2009

Auditor's Report

To the Shareholder of Prairie Fuel Advisors (2008) Ltd.

We have audited the balance sheet of Prairie Fuel Advisors (2008) Ltd. as at July 31, 2009 and the statements of income and retained earnings and cash flows for the year then ended. These financial statements are the responsibility of the Company's management. 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 plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the company as at July 31, 2009 and the results of its operations and its cash flows for the period then ended in accordance with Canadian generally accepted accounting principles.

Meyers Norris Penny LLP
Chartered Accountants

Edmonton, Alberta
September 4, 2009

Balance Sheet July 31, 2009

	<u>2009</u>	<u>2008</u>
ASSETS		
Current		
Cash	\$ 2,779	\$ 30,370
Term deposits	100,000	100,000
Accounts receivable	39,094	45,260
Prepaid expenses	<u>1,192</u>	<u>-</u>
	143,065	175,630
Capital assets (Note 4)	55,384	74,558
Goodwill	<u>632,688</u>	<u>632,688</u>
	<u>\$ 831,137</u>	<u>\$ 882,876</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities	\$ 24,667	\$ 37,595
Demand installment loan (Note 5)	623,959	690,999
Due to the AAMDC (Note 9)	<u>67,895</u>	<u>129,966</u>
	<u>716,521</u>	<u>858,560</u>
Commitments and Contingent Liability (Note 7)		
SHAREHOLDER'S EQUITY		
Share capital (Note 6)	100	100
Retained earnings	<u>114,516</u>	<u>24,216</u>
	<u>114,616</u>	<u>24,316</u>
	<u>\$ 831,137</u>	<u>\$ 882,876</u>

Statement of Income and Retained Earnings for the year ended July 31, 2009

	<u>2009</u>	<u>2008</u>
		<i>(initial 2 months)</i>
Revenue:		
Commissions	\$ 444,981	\$ 73,457
Interest	<u>1,948</u>	<u>359</u>
	<u>446,929</u>	<u>73,816</u>
Expenses:		
Advertising and promotion	13,694	1,897
Amortization	24,262	-
Computer	26,785	7,677
Contracted services	80,043	15,334
Interest and bank charges	25,669	3,737
Office	8,010	1,866
Professional fees	21,134	5,731
Rent	7,500	-
Salaries and benefits	134,904	12,204
Travel	<u>14,628</u>	<u>1,154</u>
	356,629	49,600
Net income	90,300	24,216
Retained earnings, beginning of period	<u>24,216</u>	<u>-</u>
Retained earnings, end of period	<u>\$ 114,516</u>	<u>\$ 24,216</u>

Prairie Fuel Advisors (2008) Ltd. Financial Statements July 31, 2009

Statement of Cash Flows for the year ended July 31, 2009

	<u>2009</u>	<u>2008</u> <i>(initial 2 months)</i>
Cash was provided by (used for) operating activities:		
Net income	\$ 90,300	\$ 24,216
Add (deduct) items not requiring an outlay of cash		
Amortization	<u>24,262</u>	-
	114,562	24,216
Decrease (increase) in current assets		
Accounts receivable	6,166	(45,260)
Prepaid expenses	(1,192)	-
Increase (decrease) in current liabilities		
Accounts payable and accrued liabilities	<u>(12,928)</u>	<u>37,595</u>
	<u>106,608</u>	<u>16,551</u>
Cash was provided by (used for) financing activities:		
Advances from the AAMDC	187,109	129,966
Repayment of Advances from the AAMDC	(249,180)	129,966
Advances of demand installment loan	-	695,000
Repayments of demand installment loan	(67,040)	(4,001)
Issue of share capital	<u>-</u>	<u>100</u>
	<u>(129,111)</u>	<u>951,031</u>
Cash was used for investing activities:		
Purchase of capital assets	(5,088)	(10,117)
Purchase of business	<u>-</u>	<u>(697,129)</u>
	<u>(5,088)</u>	<u>(707,246)</u>
Increase (decrease) in cash	(27,591)	260,336
Cash, at beginning of period	<u>130,370</u>	-
Cash, at end of period	<u>\$ 102,779</u>	<u>\$ 260,336</u>
Cash is represented by:		
Cash	\$ 2,779	\$ 30,370
Cash equivalents (term deposits)	<u>100,000</u>	<u>100,000</u>
	<u>\$ 102,779</u>	<u>\$ 130,370</u>

Notes to Financial Statements July 31, 2009

1. Nature of Operations

Prairie Fuel Advisors (2008) Ltd. (the "Company") was incorporated in 2008 under the Alberta Business Corporations Act. It is a non-taxable corporation, wholly-owned by the Alberta Association of Municipal Districts and Counties.

The business of the Company is to assist municipalities, school districts and related organizations in managing their fuel costs.

2. Accounting Policies

a) Revenue Recognition

Commission income is recognized as revenue when the related fuel purchase is made, and collectability is reasonably assured.

Interest income is recognized as revenue when earned.

b) Capital Assets

Property and equipment are stated at cost less accumulated amortization. The policy of the company is to calculate amortization at the annual rate in the year of acquisition. 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. Capital assets are amortized over their estimated useful lives at the following rates and methods:

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

c) Goodwill

Goodwill represents the excess of the purchase price over the proportionate share of the fair value of the identifiable net assets acquired in a business acquisition. In accordance with CICA 3064 Goodwill and Intangible Assets, goodwill is not amortized but is subject to an impairment test annually, or more frequently if events or changes in circumstances indicate that the asset may be impaired. The impairment test consists of a comparison of the carrying value of the Company's reporting units with their fair value, and any excess is recorded as a charge to net earnings. Fair value of goodwill is determined through discounted cash flow analysis.

d) 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

Prairie Fuel Advisors (2008) Ltd.

Financial Statements July 31, 2009

wholly-owned subsidiary of a municipal association.

e) *Pension Benefits*

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

f) *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, goodwill, 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.

g) *Financial Instruments*

Held for trading:

The Company has classified the following financial assets and liabilities as held for trading: cash and term deposits. 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 Company 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 liabilities as other financial liabilities: accounts payable and accrued liabilities, demand installment loan 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.

3. **Change in accounting policies**

Capital Disclosures

Effective August 1, 2008, the Company adopted the Canadian Institute of Chartered Accountants' new recommendations for disclosures about capital. Section 1535 Capital Disclosures establishes standards for disclosing what an entity regards as capital and an entity's objectives, policies and processes for managing its capital. The Section also prescribes disclosure regarding whether an entity has complied with any externally imposed capital requirements, and if not, the consequences of such non-compliance.

The adoption of this new standard did not have a material impact on the Company's financial statements.

General Standards of Financial Statement Presentation

Effective August 1, 2008, the Company adopted the amendment to CICA Handbook Section 1400 General Standards of Financial Statement Presentation. This Section has been amended to include requirements to assess and disclose an entity's ability to continue as a going concern. When management is aware of material uncertainties related to events or conditions that may cast doubt on the Company's ability to continue as a going concern, those uncertainties are disclosed. In assessing the going concern assumption, management considers all available information about the future, which is at least, but is not limited to, twelve months from July 31, 2009.

The adoption of this amendment to Section 1400 did not have a material impact on the Company's financial statements.

Prairie Fuel Advisors (2008) Ltd. Financial Statements July 31, 2009

4. Capital Assets

	<u>2009</u>		<u>2008</u>	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Computer Equipment	\$ 62,498	\$ 20,833	\$ 41,665	\$ 57,410
Office Equipment	17,148	3,429	13,719	17,148
	<u>\$ 79,646</u>	<u>\$ 24,262</u>	<u>\$ 55,384</u>	<u>\$ 74,558</u>

5. Demand Installment Loan

The Demand bank loan is payable due in monthly installments of \$7,700 principal and interest at Alberta Treasury Branches' prime plus 0.5%, due June 30, 2013. It is secured by a general security agreement covering all present and after acquired property, and by a guarantee from the parent company, Alberta Association of Municipal Districts and Counties.

The loan agreement requires certain financial covenants to be maintained. These covenants include a required working capital ratio, total debt to equity ratio, and a debt service coverage ratio, calculated on a consolidated basis with the Alberta Association of Municipal Districts & Counties. As at July 31, 2009, the Company is in violation of the working capital ratio.

Scheduled principal repayments over the next four years are as follows:

2010	\$75,931
2011	77,461
2012	79,035
2013	<u>391,532</u>
	<u>\$ 623,959</u>

6. Share Capital

Authorized:

Class "A" Common	Unlimited
Class "B" Common	Unlimited
Class "C" Preferred	Unlimited
Class "D" Preferred	Unlimited

Issued:

100 - Class "A" Common	\$100
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All shares of the Company are without nominal or par value and are non-assessable.

7. Commitments and Contingent Liability

The Company's total obligations for contracted administrative services are as follows:

2010	\$ 30,000
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Included in the agreement related to the purchase of the business in 2008 is contingent consideration in the amount of \$100,000, which is payable upon a successful proposal process for supplier and customer contracts on or before May 1, 2011, which includes specific measurable targets. This consideration will be recognized when the consideration is owed, upon the successful completion of this process as defined in the agreement.

8. 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, term deposits, accounts receivable, and accounts payable and accruals approximate their fair value due to the short-term maturities of these items.

Due to Alberta Association of Municipal Districts and Counties is carried at its cost. Fair value of the financial instrument cannot be reliably estimated because there are no set terms of repayment.

The demand installment loan is carried at cost which approximates fair value due to the demand feature of the loan.

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

Prairie Fuel Advisors (2008) Ltd. Financial Statements July 31, 2009

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 and demand installment loan. The term deposits are at variable interest rates and mature within one year, while the demand installment loan interest fluctuates with the Alberta Treasury Branches' prime lending rate as described in note 5.

Credit Concentration and Economic Dependence

The Company transacts with three customers including the Company's parent. Each of these customers accounts for greater than 10% of revenues, and these customers account for all of accounts receivable. In addition, the Company transacts with two major fuel suppliers to provide the purchasing discount to its customers.

The Company manages this risk exposure through long-term contracts with both customers and suppliers.

9. Related Party Transactions

During the period, the Company charged its parent company, the Alberta Association of Municipal Districts and Counties \$328,416 (2008 - \$53,053) in fuel commissions, of which \$32,340 (2008 - \$30,180) remains in accounts receivable as at July 31, 2009. The parent also pays for and allocates various costs to the Company as part of normal operations.

During the year the Company paid \$7,500 (2008 – nil) in rent to the Alberta Association of Municipal Districts and Counties.

In addition, the Company has a payable to its parent for \$67,895 (2008 - \$129,966), which includes various expenses paid for on behalf of the Company, including transaction costs related to the purchase of the business in 2008. The amount is unsecured and has no specified terms of repayment.

These items were incurred in the normal course of operations and are measured at the exchange amount which equals fair value.

10. 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.

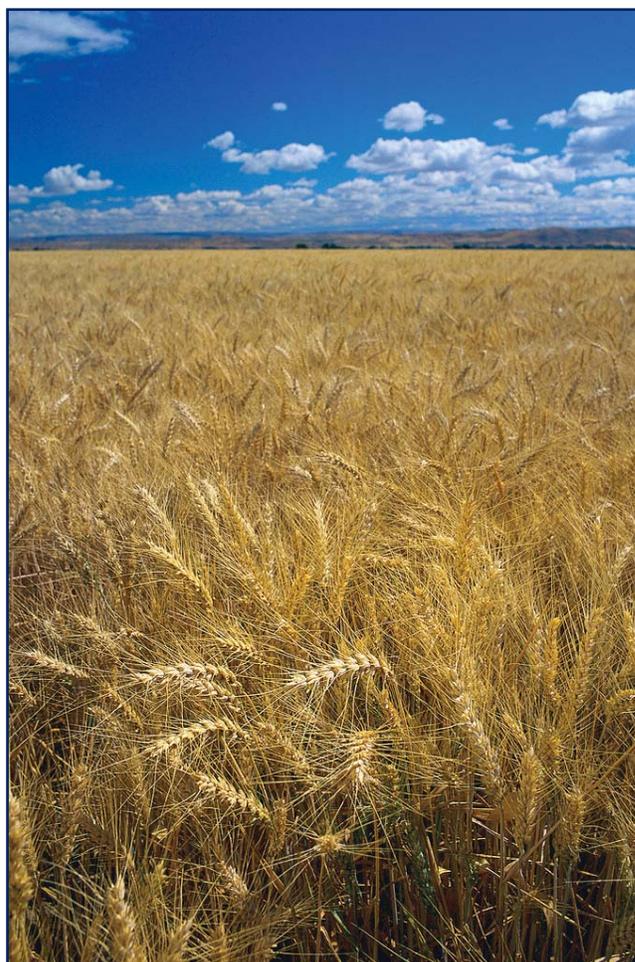
The Company sets the amount of capital in proportion to risk and manages the capital structure and makes adjustments to it in light of changes to economic conditions and the risk characteristics of the

underlying assets. In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to the shareholder.

11. Cash Flows

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

	2009	2008
Interest paid	\$ 25,361	\$ 3,699



Comparative Statements/Dividends

Trading Division

Comparative Statement of Sales, Income, Expenses and Dividends Declared to Members for Ten Years ended July 31, 2009.

Year	Sales	Gross Income	Expenses	Net Income	Dividends Declared to Members
2000	25,918,213	950,829	474,266	476,563	488,756
2001	25,982,449	902,582	571,579	331,004	368,878
2002	27,002,057	944,061	521,046	423,015	441,147
2003	28,514,984	1,003,726	648,319	355,407	402,134
2004	30,204,373	1,062,114	600,859	461,255	463,985
2005	31,715,719	1,117,768	645,668	472,100	412,960
2006	32,510,705	1,165,966	692,683	473,283	384,827
2007	37,068,179	1,315,510	909,998	405,512	409,012
2008	39,102,208	1,372,248	919,784	452,463	433,052
2009	42,127,278	1,458,964	1,052,585	406,379	417,355

Jubilee Insurance Agencies Ltd.

Comparative Statement of Sales, Income, Expenses and Dividends Declared to Members for Ten Years ended July 31, 2009.

Year	Premiums	Gross Income	Expenses	Net Income	Dividends Declared to Association
2000	11,835,810	851,400	542,717	308,683	336,292
2001	10,264,768	761,912	570,766	191,146	222,810
2002	21,882,440	1,203,165	553,214	649,951	628,524
2003	17,566,274	965,828	654,741	311,087	327,259
2004	17,241,996	1,056,835	803,448	403,386	400,793
2005	18,453,990	1,250,542	1,026,748	223,794	93,901
2006	19,099,281	1,737,904	1,017,998	719,906	484,549
2007	21,061,686	1,930,900	1,206,894	724,006	699,584
2008	20,262,553	1,912,789	1,525,577	387,212	400,123
2009	24,191,377	2,218,319	1,655,389	562,930	548,754

Statement of Dividends Declared

	Trade Division		Jubilee Insurance Agencies Ltd.	
	Dividends Declared and held in reserve to credit of members for the year ending July 31, 2009		Dividends for the year ending July 31, 2009	
	Dividends declared 2008-2009	Total reserve held to credit of members (5yr)	Dividends declared 2008-2009	Total reserve held to credit of members (10yr)
M.D. of Acadia #34	205.87	198.52	1,226.40	762.20
County of Athabasca #12	3,163.13	3,058.58	6,678.35	4,081.43
County of Barrhead #11	1,648.60	2,975.57	3,124.65	2,347.04
Beaver County	2,366.18	2,766.78	4,463.76	3,094.80
M.D. of Big Lakes	2,678.79	3,559.88	5,083.71	3,279.28
M.D. of Bighorn #8	275.98	319.52	1,411.09	832.65
Birch Hills County	2,338.04	2,741.58	2,121.32	1,984.20
M.D. of Bonnyville #87	5,525.18	4,817.15	6,935.39	3,972.36
Brazeau County	3,038.83	3,300.25	4,587.86	3,017.20
Camrose County	4,171.34	3,714.60	4,473.29	3,354.00
Cardston County	1,400.40	1,729.85	2,738.36	1,934.78
Clear Hills County	966.18	1,489.77	3,134.82	1,913.35
Clearwater County	2,845.59	3,477.78	6,602.66	4,333.13
Municipality of Crowsnest Pass	1,007.12	899.85	1,129.77	502.03
Cypress County	2,791.12	3,731.35	5,858.34	3,753.09
M.D. of Fairview #136	1,136.17	1,830.42	2,018.30	1,325.23
Flagstaff County	2,420.13	3,352.73	3,664.45	2,524.14
M.D. of Foothills #31	6,627.15	7,463.28	7,643.69	4,918.87
County of Forty Mile #8	3,655.32	3,573.51	5,140.39	3,590.06
County of Grande Prairie #1	9,994.42	9,892.95	12,105.35	6,836.98
M.D. of Greenview #16	4,190.94	5,119.97	4,653.18	2,889.97
Kneehill County	3,813.05	2,746.91	4,309.38	2,987.40
Lac La Biche County	4,169.67	4,103.18	6,678.25	3,126.17
Lac Ste. Anne County	4,186.09	4,441.20	6,386.79	3,883.45
Lacombe County	5,894.29	6,737.98	5,597.49	3,853.13
Lamont County	2,370.56	2,553.65	3,280.25	2,063.46
Leduc County	5,384.25	6,426.45	8,285.72	4,818.46
M.D. of Lesser Slave River #124	2,800.72	2,780.02	3,258.84	1,791.11
County of Lethbridge	4,676.44	5,001.39	5,768.63	3,980.99
Mackenzie County	3,456.27	3,076.94	7,588.72	4,533.69
County of Minburn #27	4,628.50	5,219.09	3,018.93	2,147.03
Mountain View County	3,994.21	4,259.29	7,087.59	4,681.26
County of Newell #4	3,108.01	3,029.19	4,686.39	3,160.77
M.D. of Northern Lights #22	2,634.61	2,442.47	2,804.89	1,900.92
Northern Sunrise County	3,006.25	2,458.43	2,760.96	1,631.20
M.D. of Opportunity #17	9,491.73	8,183.60	6,833.41	3,331.32

Statement of Dividends Declared

Trade Division

Dividends Declared and held in reserve to credit of members for the year ending July 31, 2009

	Dividends declared 2008-2009	Total reserve held to credit of members (5yr)
County of Paintearth #18	3,305.97	3,084.00
Parkland County	6,389.62	6,913.43
M.D. of Peace #135	1,058.65	745.88
M.D. of Pincher Creek #9	1,156.68	2,026.64
Ponoka County	2,749.13	2,784.25
M.D. of Provost #52	1,419.01	1,480.11
M.D. of Ranchland #66	354.22	256.01
Red Deer County	8,573.05	2,651.14
M.D. of Rocky View #44	4,592.05	4,783.87
Saddle Hills County	2,197.09	2,361.09
Smoky Lake County	3,237.32	3,518.26
M.D. of Smoky River #130	1,317.30	2,050.09
Special Areas Board	4,175.84	2,797.01
M.D. of Spirit River #133	1,312.16	1,657.52
County of St. Paul #19	6,275.93	4,938.86
Starland County	3,650.15	3,981.99
County of Stettler #6	4,467.79	4,058.38
Strathcona County	13,456.97	14,884.33
Sturgeon County	7,971.37	9,148.75
M.D. of Taber	3,713.86	3,697.18
County of Thorhild #7	1,501.96	1,429.49
County of Two Hills #21	3,410.44	3,108.95
County of Vermilion River	8,381.38	8,512.07
Vulcan County	10,759.04	8,039.84
M.D. of Wainwright #61	3,526.25	3,421.15
County of Warner #5	1,627.51	2,403.33
Westlock County	5,059.43	5,010.11
County of Wetaskiwin #10	4,622.28	4,501.18
Wheatland County	6,664.90	5,345.43
M.D. of Willow Creek #26	3,094.48	2,371.80
Woodlands County	2,703.45	2,810.84
Yellowhead County	2,720.31	4,383.37
AAMDC	2,398.00	1,595.94
Associate Members	<u>153,449.73</u>	<u>147,853.56</u>
	<u>417,354.45</u>	<u>412,079.53</u>

Jubilee Insurance Agencies Ltd.

Dividends for the year ending July 31, 2009

Dividends declared 2008-2009	Total reserve held to credit of members (10yr)
3,688.85	2,648.20
11,870.99	7,355.24
1,649.07	1,070.93
2,453.99	1,866.75
3,580.16	2,592.75
3,785.38	2,635.75
405.57	228.62
9,139.04	5,994.88
12,630.72	7,052.05
2,802.21	1,893.77
5,660.50	3,295.65
2,625.56	1,950.30
2,503.65	1,227.39
1,150.11	721.76
6,416.47	3,875.00
4,027.43	2,428.37
6,079.01	3,516.22
30,132.64	17,995.36
7,923.55	5,113.86
4,944.74	3,606.33
3,722.38	2,052.37
3,937.32	2,302.15
6,164.76	3,891.44
3,639.00	2,664.92
3,661.30	2,802.07
3,226.19	2,547.77
4,981.10	3,278.53
7,398.76	4,574.82
6,953.47	4,673.35
5,219.30	2,749.65
3,715.72	2,213.48
7,298.10	4,887.18
2,544.89	1,081.07
<u>189,680.58</u>	<u>168,618.56</u>
<u>548,753.88</u>	<u>394,543.69</u>

