

Thursday, Aug. 13, 2026

TO:

All members

CWC P.G. Co.

VIA EMAIL/PUBLISHED ON CWC PCN DOCS

Re: Notice of Meeting for the annual general meeting on Tuesday, Sept. 15, 2026

Dear member,

I am pleased to confirm that the 2026 annual general meeting (AGM) for the Calgary West Central P.G. Co. (CWC P.G. Co.) will be held on **Tuesday, Sept. 15, 2026**, from 6:30 to 7:30 p.m. via video conference.

The AGM is an important part of the governance of your organization, and I urge all members to attend and participate. An email invitation with an online registration link accompanies this *Notice of Meeting* (sent to you on **Thursday, Aug. 13, 2026**); please confirm your attendance by **5 p.m. on Monday, Sept. 14, 2026**.

Members who are unable to attend must appoint a proxy to vote on their behalf. To simplify the process, proxy and live attendance are both processed through the online [registration link](#) contained in your invitation or on the [2026 AGM web page](#) on cwcpcndocs.com. Additional information is available in the proxy instructions document in this package. Proxies must be registered by **5 p.m. on Monday, Sept. 14, 2026**.

Your 2026 AGM package contains the:

- AGM Notice of Meeting letter
- Agenda
- Proxy instructions
- Board nominee form
- 2025-26 CWC P.G. Co. Audited Financial Statements and Auditor's Report
- 2025 AGM Meeting Minutes

For a quorum, we require 20 per cent of all members to attend, either in person or by proxy, as outlined in the *Articles of Association*. No business shall be transacted at any AGM unless quorum is present at the commencement of business.

Resolution to elect the directors of the company

Members can choose to stand for election themselves for a three-year term on the CWC P.G. Co. Board of Directors or nominate a colleague. Please refer to the Board nominee form included in this package to nominate yourself or your colleagues.

Resolution to approve the audited financial statements

To receive and consider the financial statements of the company for the fiscal year that ended March 31, 2026, and the auditor's report on such financial statements.

Resolution to appoint the auditor

To appoint Baker Tilly Catalyst LLP as auditor of the network, to hold office until the next AGM of the network or until their successors are appointed, and that the Board of Directors be authorized to fix the auditor's remuneration.

Nomination period

The nomination period will close at **5 p.m. on Tuesday, Sept. 8, 2026**. As per Board policy and the *Articles of Association*, the Board can determine the nomination period.

Should you have any questions regarding nominations, or if you would like to speak to the Executive Director or a member of the Board regarding serving on the Board or one of its subcommittees, please email the Board at board@cwpcpn.com or contact your [Physician Liaison](#).

Should you have questions about the online proxy process, or any other AGM-related questions, please consult the attached instructions or contact your [Physician Liaison](#).

Yours sincerely,

Dr. Amanda Wang

Chair, CWC P.G. Co. Board of Directors

Calgary West Central P.G. Co. Annual General Meeting

A G E N D A

Date: Tuesday, Sept. 15, 2026

Time: Formal meeting 6:30 - 7:30 p.m.

	Item	Time
1	Call to order, land acknowledgment, and introductions	60 minutes
2	Notice of Meeting, Scrutineer's Report, and constitution of meeting	
3	<i>Motion to accept the 2026 annual general meeting agenda as presented</i>	
4	<i>Motion to accept the 2025 annual general meeting minutes as presented</i>	
5	Board of Directors elections	
6	Summary of financial statements and auditor's report for the year ending March 31, 2026	
7	<i>Motion to accept the 2025-26 Annual Audited Financial Statements and Auditor's Report for the network be accepted by the members as presented</i>	
8	<i>Motion to appoint Baker Tilly Catalyst LLP as auditor for the network, to hold office until the next annual general meeting of the network or until their successors are appointed, and that the Board of Directors be authorized to fix the auditors' remuneration be accepted by the members as presented</i>	
9	Announcement of new directors and thanks to departing Board members	
10	Termination	

Calgary West Central P.G. Co. Annual General Meeting

PROXY INSTRUCTIONS

The deadline to designate a proxy is 5 p.m. on Monday, Sept. 14.

To simplify the process for members unable to attend the AGM and their representatives, you can submit your proxy online using the event registration link.

The CWC PCN will log attendees acting as representatives, and your proxy will be able to vote on your behalf online at the AGM.

If you are unable to attend the 2026 AGM, please designate a fellow member to represent you.

How to submit a proxy online:

- Open the AGM [registration link](#)
- Enter your name and email address
- Select “Attending by proxy” under “I will participate in the 2026 AGM by:” to confirm you authorize another member to vote on your behalf at the AGM and that you commit to informing them of your decision
- Enter their name (and if you know their email address, please complete that field)
- Select Submit
- Ensure you inform your representative

***** PROXIES WILL NOT BE ACCEPTED AFTER MONDAY, SEPT. 14 *****

Board nominee

CALGARY WEST CENTRAL P.G. CO. ANNUAL GENERAL MEETING

Part A: To be completed if **nominating yourself**.

I, _____, a member in good standing of the CWC P.G. Co., wish to stand for election to the Board of Directors of the CWC P.G. Co., commencing on Tuesday, Sept. 15, 2026, the date of the annual general meeting of the corporation for a three-year term.

Please initial below to acknowledge the following statements:

- If elected, I will attend the **mandatory** virtual Board orientation series hosted by the Manager of Corporate Governance and the Executive Director. _____
- If elected, I consent to sharing a high-resolution headshot after the AGM or have my picture taken. _____
- If I am **not** elected, I would like to apply to serve on one of the four Board subcommittees as a member at large. _____

Signature of nominee

Name of nominee (please print)

Contact information

p: _____

e: _____

Part B: To be completed if **nominating a fellow member**.

(Note that the nominee will be contacted to confirm the term and their acceptance of the nomination.)

I, _____, a member in good standing of the CWC P.G. Co., do hereby nominate _____ to stand for election to the Board of Directors of the CWC P.G. Co., commencing on Tuesday, Sept. 15, 2026, the date of the AGM of the corporation for a three-year term.

Signature of nominating member

Name of nominating member (please print)

Email completed form to nominations@cwcpn.com or fax to **403.258.2746**.

Nomination deadline: 5 p.m. on Tuesday, Sept. 8, 2026

CALGARY WEST CENTRAL P.G. CO.

FINANCIAL STATEMENTS

MARCH 31, 2026

CALGARY WEST CENTRAL P.G. CO.
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March 31, 2026

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INDEPENDENT AUDITOR'S REPORT

**To: The Members of
Calgary West Central P.G. Co.**

Opinion

We have audited the financial statements of Calgary West Central P.G. Co., (the "Network"), which comprise the statement of financial position as at March 31, 2026, and the statements of operations and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Network as at March 31, 2026, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Network in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information other than the Financial Statements and Auditor's Report thereon

Management is responsible for the other information. The other information is comprised of the information, other than the financial statements and our auditor's report thereon, in the Annual Report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

The Annual Report is expected to be made available to us after the date of this auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

INDEPENDENT AUDITOR'S REPORT, continued

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ♦ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ♦ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Network's internal control.

INDEPENDENT AUDITOR'S REPORT, continued

- ♦ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ♦ Conclude on the appropriateness of the Network's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Network's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Network to cease to continue as a going concern.
- ♦ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**CALGARY, ALBERTA
JUNE 23, 2026**

Baker Tilly Catalyst LLP
**CHARTERED PROFESSIONAL
ACCOUNTANTS**

CALGARY WEST CENTRAL P.G. CO.
STATEMENT OF FINANCIAL POSITION
MARCH 31, 2026

	2026	2025
Assets		
Current		
Cash	\$ 3,831,658	\$ 5,667,006
Restricted cash - alternative relationship plan (Note 3)	263,428	-
Restricted cash - zone banker (Note 3)	481,171	868,230
Accounts receivable	67,617	89,254
Prepaid expenses	422,630	438,533
	<u>5,066,504</u>	<u>7,063,023</u>
Capital assets (Note 4)	147,499	221,855
Rent deposits	<u>30,267</u>	<u>30,267</u>
	<u>\$ 5,244,270</u>	<u>\$ 7,315,145</u>
Liabilities		
Current		
Accounts payable and accrued liabilities	\$ 2,062,230	\$ 2,019,357
Deferred contributions - BPA (Note 5)	363,668	1,805,911
Deferred contributions - PPHS per capita (Note 5)	1,112,272	1,429,792
Deferred contributions - operational stability fund (Note 5)	814,002	970,000
Unamortized capital assets (Note 5)	147,499	221,855
Other liability - alternative relationship plan (Note 3)	263,428	-
Other liability - zone banker (Note 3)	481,171	868,230
	<u>\$ 5,244,270</u>	<u>\$ 7,315,145</u>
Economic dependence (Note 7)		
Commitments (Note 8)		
Going concern (Note 9)		

Approved on behalf of the Board

 Executive Director

 Board Chair

CALGARY WEST CENTRAL P.G. CO.
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2026

	2026	2025
Revenues		
PPHS per capita funding (Note 5)	\$ 19,235,049	\$ 20,937,600
PPHS BPA revenue (Note 5)	2,764,949	1,665,696
PPHS OSF revenue (Note 5)	476,708	-
PPHS fee for service	458,259	926,826
PPHS nurse practitioner funding (Note 5)	347,154	327,047
Interest and other income	148,232	296,773
	<u>23,430,351</u>	<u>24,153,942</u>
Expenditures		
Clinical programs	2,886,826	2,773,451
Mental health services	3,019,948	2,934,551
Primary care centre clinic operations	2,679,630	3,404,424
Primary care nurses	2,799,355	2,745,148
Patient care coordination	2,654,526	2,681,830
Member services	1,518,236	1,649,160
Health equity	390,910	289,854
Nurse practitioners	347,154	327,047
Calgary Zone business unit	330,315	338,793
Community services	252,751	261,686
	<u>16,879,651</u>	<u>17,405,944</u>
Excess of revenues over expenditures from operations	6,550,700	6,747,998
General and administrative expenses (Schedule 1)	<u>(6,550,700)</u>	<u>(6,747,998)</u>
Excess of revenues over expenditures for the year	<u>\$ -</u>	<u>\$ -</u>

CALGARY WEST CENTRAL P.G. CO.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2026

	2026	2025
Cash flows from operating activities		
Excess of revenues over expenditures for the year	\$ -	\$ -
Adjustment for		
Amortization	110,739	119,927
	110,739	119,927
Change in non-cash working capital items		
Accounts receivable	21,637	29,626
Prepaid expenses	15,903	(10,633)
Deferred contributions	(2,026,500)	(355,829)
Accounts payable and accrued liabilities	42,873	177,280
Other liability - alternative relationship plan	263,428	-
Other liability - zone banker	(387,059)	(250,384)
	(1,958,979)	(290,013)
Cash flows from investing activity		
Purchase of capital assets	(36,383)	(92,933)
Cash flows from financing activity		
Contributions received for acquisition of capital assets	36,383	92,933
Decrease in cash	(1,958,979)	(290,013)
Cash, beginning of year	6,535,236	6,825,249
Cash, end of year	\$ 4,576,257	\$ 6,535,236
Represented by:		
Cash	\$ 3,831,658	\$ 5,667,006
Restricted cash - ARP (Note 3)	263,428	-
Restricted cash - zone (Note 3)	481,171	868,230
	\$ 4,576,257	\$ 6,535,236

CALGARY WEST CENTRAL P.G. CO.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

1. Nature of operations

Calgary West Central P.G. Co. was incorporated under the laws of the province of Alberta on August 1, 2006, and operates as Calgary West Central Primary Care Network (the "Network" or "PCN"). The Network is governed by a joint venture agreement formed between Alberta Health Services ("AHS") and the CWC P.G. Co. to jointly strategize and plan for the PCN. The Joint Venture Agreement outlines the respective roles of both AHS and the Physician PCN and where joint accountability and responsibility is shared.

The Network is a venture of 594 physicians and Alberta Health Services who collaborate for the purpose of providing and coordinating comprehensive primary care services. The objectives of the Network is to develop a variety of programs to address specific community healthcare needs. Needs that have been identified for Calgary West Central include services for seniors, care for mental health concerns, management of chronic diseases and care for minor emergencies.

The Network is a not-for-profit organization under the Income Tax Act ("the Act") and as such is exempt from income taxes.

2. Significant accounting policies

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant accounting policies are detailed as follows:

(a) Cash and restricted cash

Cash is defined as cash on hand and cash on deposit at year-end. Cash includes restricted and unrestricted balances held with financial institutions.

CALGARY WEST CENTRAL P.G. CO.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

2. Significant accounting policies, continued

(b) Financial instruments

(i) Measurement of financial instruments

The Network initially measures its financial assets and liabilities at fair value.

The Network subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash, restricted cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable, accrued liabilities and other liabilities.

The Network has not designated any financial asset or financial liability to be measured at fair value.

(ii) Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the statement of operations.

(c) Capital assets

Capital assets are recorded at cost. The cost for contributed capital assets is considered to be fair value at the date of contribution. Assets with a cost exceeding \$2,500 and a life span exceeding one year are generally considered capital assets of the Network.

Amortization is provided using methods and rates intended to amortize the cost of assets over their useful lives.

Computer equipment	3 years straight-line
Equipment	3 years straight-line
Furniture and fixtures	5 years straight-line
Clinical equipment	5 years straight-line

Amortization of leasehold improvements is recorded over the remaining term of the lease plus the first renewal option.

CALGARY WEST CENTRAL P.G. CO.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

2. Significant accounting policies, continued

(d) Revenue recognition

The Network follows the deferral method of accounting for contributions. Restricted contributions, including per capita funding, Business Plan Amendment (BPA) funding, Operational Stability Fund (OSF) balances, nurse practitioner funding, and other grants, are recognized as revenue in the year in which the related program expenditures are incurred. Unrestricted contributions, including fee-for-service and other miscellaneous revenue, are recognized as revenue when received, or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

All per capita and other funding received from Primary and Preventative Health Services (PPHS – formerly Alberta Health) is restricted for use in accordance with the approved business plan or other funding policies, including BPA funding, which represents approved applications to retain and utilize surplus funds or to request changes to previously approved plans. This also includes the Operational Stability Fund (OSF), which was reinstated effective April 1, 2023 to allow the Network to maintain a reserve for operational stability and to fund unanticipated or otherwise approved expenditures. See additional information in Note 5.

The Network recognizes interest and other income when the amounts are earned.

(e) Measurement uncertainty

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations 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 period. Significant areas requiring the use of estimates include: estimated useful lives of capital assets and unamortized capital assets. Actual results may differ from management's best estimates as additional information becomes available in the future.

3. Restricted cash - zone banker and alternative relationship plan

Restricted cash includes \$481,171 (2025 - \$868,230) of unspent funds that are related to the Network's role as the Zone Banker for the Calgary Zone Business Unit (the "Zone") and \$263,428 (2025 - \$nil) for the Alternative Relationship Plan (the "ARP").

The Network holds these funds on behalf of the Zone and the ARP and this cash and the corresponding liability will be presented separately until all funds related to the Zone and the ARP have been spent.

The ARP funding is governed by Ministerial Order M.O. 515/2025, effective April 1, 2025, with a term ending March 31, 2028. The Network administers the ARP payments subject to maximum compensation limits and reporting requirements set out in the Order.

CALGARY WEST CENTRAL P.G. CO.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

4. Capital assets

			2026		2025
	Cost	Accumulated Amortization	Net Book Value	Net Book Value	
Leasehold improvements	\$ 154,909	\$ 99,670	\$ 55,239	\$ 75,078	
Computer equipment	418,608	369,171	49,437	122,854	
Equipment	87,358	67,408	19,950	-	
Furniture and fixtures	209,176	192,789	16,387	21,711	
Clinical equipment	64,410	57,924	6,486	2,212	
	<u>\$ 934,461</u>	<u>\$ 786,962</u>	<u>\$ 147,499</u>	<u>\$ 221,855</u>	

5. Deferred contributions

Deferred contributions relate to funds received from various parties for specific programs and BPAs. Revenue related to these funds is recognized in the year in which the corresponding program expenditures are incurred.

	PPHS Per Capita	Unamortized capital assets	BPA	Operational Stability Fund ("OSF")	Total
Opening balance	\$ 1,429,792	\$ 221,855	\$ 1,805,911	\$ 970,000	\$ 4,427,558
Transfer to BPA or OSF	(1,712,089)	-	1,391,378	320,711	-
Eligible per capita payments	20,502,408	-	-	-	20,502,408
Nurse practitioner funding	331,336	-	-	-	331,336
Transfer to UDR from expired BPAs	68,672	-	(68,672)	-	-
Revenue recognized	(19,582,203)	-	(2,764,949)	(476,709)	(22,823,861)
Amortization	110,739	(110,739)	-	-	-
Capital asset purchases and disposals	(36,383)	36,383	-	-	-
	<u>\$ 1,112,272</u>	<u>\$ 147,499</u>	<u>\$ 363,668</u>	<u>\$ 814,002</u>	<u>\$ 2,437,441</u>

CALGARY WEST CENTRAL P.G. CO.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

5. Deferred contributions, continued

The BPA deferred contributions are broken down further as follows:

	Beginning balance	Additions	Utilizations	Expired BPA funds	Ending balance
CWC PCN 2024-2026 BPA	\$ 1,150,480	\$ -	\$ (921,557)	\$ -	\$ 228,923
CWC PCN 2025-2026 BPA	-	1,391,378	(1,256,633)	-	134,745
CWC PCN 2023-2025 BPA	655,431	-	(586,759)	(68,672)	-
Ending balance	\$ 1,805,911	\$ 1,391,378	\$ (2,764,949)	\$ (68,672)	\$ 363,668

6. Per capita revenue

Per-capita revenue is the calculation of the number of identified Enrollees at a specific instance multiplied by the proportion of the yearly rate (yearly rate \$62 per enrollee).

	Enrollees	Rate	Amount
Eligible per capita payments April 2025	329,540	\$ 31	10,215,740
October 2025	331,828	\$ 31	10,286,668
Total eligible per capita payments for 2025/2026			20,502,408

7. Economic dependence

The Network's primary source of revenue is from Primary and Preventative Health Services (formerly Alberta Health). Should this funding cease, the Network would not be able to continue to operate without a significant increase in alternate sources of revenue.

This funding requires the Network to follow certain guidelines with respect to the use of the program funds. Should the Network fail to follow these guidelines, this funding could be cancelled. As at March 31, 2026 the Network's management believes it is in compliance with the guidelines as established by Primary and Preventative Health Services (formerly Alberta Health).

CALGARY WEST CENTRAL P.G. CO.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

8. Commitments

The Network has entered into various agreements with estimated minimum annual payments as follows:

2027	\$ 403,716
2028	400,662
2029	<u>66,642</u>
	<u>\$ 871,020</u>

In addition, the Network also pays for property taxes and building maintenance relating to its leased space. These expenditures vary each year and are booked as expenditures in the year that they are incurred.

9. Going concern

During the year, management became aware of potential changes to the governance structure of Primary Care Networks (PCNs) in Alberta, which are dependent on decisions by the provincial government. These changes may result in the consolidation of the Network with other PCNs under a single provincial structure.

As at the date these financial statements were prepared, the outcome of these potential changes is uncertain and the impact on the Network's future operations, funding, and reporting structure cannot be reasonably estimated.

Management has assessed the Network's ability to continue as a going concern and, notwithstanding the above uncertainty, believes that the going concern basis of accounting remains appropriate as at March 31, 2026.

10. Related party transactions

The PCN derived 99% (2025 - 98%) of its revenue from Primary and Preventative Health Services (formerly Alberta Health) through per capita funding, operational sustainability funding (OSF), business plan amendments (BPAs), nurse practitioner funding and clinical operations fee for services.

These transactions are in the normal course of operations and have been valued in these financial statements at the exchange amount which is the amount of consideration established and agreed to by the related parties.

11. Financial instruments

The Network is exposed to various financial risks through transactions in financial instruments. The following provides helpful information in assessing the extent of the Network's exposure to these risks.

CALGARY WEST CENTRAL P.G. CO.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

11. Financial instruments, continued

(a) Liquidity risk

Liquidity risk is the risk that the Network will encounter difficulty in meeting obligations associated with financial liabilities. The Network is exposed to this risk mainly in respect of its accounts payable and accrued liabilities.

Unless otherwise noted, it is management's opinion that the Network is not exposed to significant other price risks arising from these financial statements.

CALGARY WEST CENTRAL P.G. CO.
SCHEDULES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

Schedule of General and Administrative Expenditures

Schedule 1

	2026	2025
Administrative salaries, wages and benefits	\$ 4,530,908	\$ 4,525,288
Technology	503,329	487,345
Premises costs	297,796	302,942
Consultants	286,204	495,673
Clinical technology	191,799	170,572
Employee training and recruitment	159,526	166,534
Directors' expenditures	111,537	163,980
Professional fees	99,742	73,560
Medical directors	97,935	76,728
Insurance	73,641	64,587
Office supplies	53,910	65,056
Travel and meals	15,847	17,324
Communications	15,352	16,047
Small furniture and equipment	2,435	2,435
Amortization	110,739	119,927
	\$ 6,550,700	\$ 6,747,998



Calgary West Central P.G. Co.
carrying on business as
the Calgary West Central Primary Care Network
2025 ANNUAL GENERAL MEETING MINUTES

Sept. 23, 2025, at 6:30 p.m.
Video conference

REGISTERED ATTENDEES

CWC PCN MEMBERS IN PERSON

- | | | |
|-------------------------|----------------------------|------------------------|
| • Ahmed Abuhelala | • Famina Remtulla | • Mei-Fun Seto |
| • Alin Cristurean | • Fauzia Khaliq Kareemi | • Melanie Morgan |
| • Amanda Wang | • Gagandeep Kaur | • Mercy Akinsipe |
| • Amanpreet Dhaliwal | • Gail Ewasechko | • Michael Forseth |
| • Amira Imdadullah | • Glenda Maclean | • Michael Yosefi |
| • Andy Wong | • Goldees Liaghati-Nasseri | • Michael Fraser |
| • Anindita Bhattacharya | • Hiba Rabei | • Mihaela Chaudhary |
| • Anne Mclean | • Hilda Morales | • Mileva Stojanovic |
| • Anne Kittler Fath | • Inder Jassi | • Mitra Arjang |
| • Antony Ng | • Jaclyn Safran | • Muhammad Raza |
| • Aravind Subramanian | • Jacqueline McDougall | • Naomi Rittberg |
| • Ashley Humeniuk | • Jagdeep Doulla | • Natalie England |
| • Attila Nadori | • James Thorson | • Nicola Chappell |
| • Ayoade Adebiyi | • Jane Ballantine | • Oladeji Falodun |
| • Basia Okoniewska | • Jean Rawling | • Patrick Wong |
| • Behirokh Raissi | • Jennifer Bikow | • Peter Thornton |
| • Bonnie Larson | • Joanna Mish | • Peter Neary |
| • Brendan Vaughan | • Joey Poon | • Peter Nieman |
| • Brian Kelly | • Kari Parsons | • Rachel Han Savoie |
| • Catherine McKenna | • Kayode Leslie | • Ramona Chrisohou |
| • Chinwe Anyanwu | • Lindiwe Nyati | • Reid Vender |
| • Chris Sarin | • Lindsey Kjaldgaard | • Robert Wong |
| • Chris Gorrie | • Lori Gohill | • Roseanne Penner |
| • Corinne McDonald | • Lynne Searles | • Rossana Arcega |
| • Dan Husband | • Madiha Saleem | • Sameena Ashraf Bajwa |
| • David Loewen | • Makela Nkemdirim | • Sandra Peacock |
| • Dena Keashly | • Manisha Subedi | • Scott Forsyth |
| • Elcey Varkey | • Margot McLean | • Serge Kongolo |
| • Elise Walsh | • Maria De Bruyn | • Shirley Traynor |
| • Elizabeth Erasmus | • Maria Botha | • Stephanie Mullin |
| • Elizabeth Monaghan | • Maya Grover | • Sudarshan Das |
| • Emilie Vo-Tigley | • Mehrdad Emadi | • Susan Sutton |
| • Emma Beeharry | • Mehrnaz Yousefi | • Tara Martin |

- Thomas Bouchard
- Vanda Phillips
- Veronica Malhotra
- Vince Vong
- Yasmin Majeed
- Zoe Zlot
- Zoe Filyk

CWC PCN MEMBERS BY PROXY

- Alexandra Curry
- Alexia Schneider
- Alison Leggett
- Allison Denesuk
- Aman Khan
- Amy Chow
- Artyem (Eric) Dantzig
- Brienne Tappay
- Carrie Abrahamson
- Cecile Henderson
- Charissa Chen
- Charlene Kennedy
- Charmaine Gill
- Christin Hilbert
- Debra Putnam
- Deidre Young
- Eeshita Arora
- Elisabeth Retzer
- Eric Babins
- Faye Sirianni
- Hayley Levinson
- Janet Tse
- Jeremy DeBruyn
- Jodi Steining
- Joel Tappay
- Julia Chen
- Kaitlin Forbes
- Karen Packer
- Kathy Truong
- Kerri Treherne
- Kesa Robinson
- Kirsty Sloper
- Lana Lovo
- Lara Nixon
- Lindsay Crickard
- Lindsay Kennedy
- Lisa Stevenson
- Luis Acevedo
- Madhu Aul
- Mahmood Al-Rubaiee
- Manoji Wirasinghe
- Martin Akinbo
- Mary Gawlinski
- Matthew Ferrao
- Matthew Johnston
- Michele Moss
- Mindy Gautama
- Monica Chu
- Monica Skrukwa
- Natalie Ward
- Neeraj Khanna
- Phillip van der Merwe
- Rachel DeFina
- Richard Chan
- Robert Stopainig
- Ronke Babatunde
- Roopa Lakra
- Saif Zahir
- Salomy David
- Sameena Khan
- Scott Beach
- Shannon Grant
- Shauna Mercer
- Shaza Abdalla
- Sher Clain
- Stephanie Kerwin
- Taiwo Tanimowo
- Tamara Narine
- Tatiana Josephy
- Theresa Truong
- Van Nguyen
- Vincent Ma
- William Forsey

AHS JOINT VENTURE GOVERNANCE COMMITTEE MEMBERS

- Ms. Jenny Mazuryk
- Dr. Mike Spady
- Ms. Lesley Myles

CWC PCN EMPLOYEES AND GUESTS

- Christopher Cameron, Executive Director
- Rachel Han Savoie, Medical Director
- Tim Rose, External Director
- Karen Sharp, External Director
- Robin Prashad, External Director
- Lisa Bergerman, Director of Member Services, Engagement & Program Design
- Janay Matchett, Manager of Corporate Governance
- Alicia Marchtaler, Governance, Risk, and Improvement Consultant
- Hayley Lukacs, Board Governance and Privacy Coordinator
- Carly Bullough, Policy & Risk Analyst
- Dan James, Communications Consultant
- Savannah Carby, Member Services Coordinator
- Dale Wyke, Facilities & IT Administrator
- Shannon McIntosh, Baker Tilly Catalyst LLP (guest)

1. REGISTRATION AND WELCOME

The Board Chair and moderator of the Annual General Meeting (AGM), Vincent Vong, welcomed attendees to the 2025 AGM and acknowledged the traditional territories of the peoples of the Treaty 7 Region in Southern Alberta, including the traditional and ancestral territory of the Blackfoot Confederacy: Kainai, Piikani, and Siksika as well as the Tsuut'ina Nation, the Îethka Nakoda Nations (Chiniki, Bearspaw, Goodstoney), and the Otipemisiwak Metis Government (Districts 5 and 6).

The Board Chair provided brief commentary related to the ongoing Modernizing Alberta's Primary Health Care System (MAPS) transition, emphasizing that the priority remains ensuring no disruption to front-line services and programs essential to supporting practices and patients. Family physicians continue to play a pivotal role in primary care across Alberta, and the Calgary West Central Primary Care Network (CWC PCN) remains engaged with the province, providing updates through e-newsletters as new information emerges.

The Board Chair also outlined virtual engagement guidelines for the event, including an explanation of how to navigate the Zoom platform.

2. INTRODUCTIONS AND ROLE CONFIRMATIONS

The Board Chair requested that any members of the public or media in attendance declare themselves as the AGM is a meeting of the membership, including select guests and CWC PCN employees. No declarations were made.

The Board Chair then introduced the current members of the CWC P.G. Co. Board of Directors:

- Dr. Amanda Wang, *Vice Chair*
- Mr. Tim Rose, *Treasurer*
- Dr. Vince Vong, *Chair*
- Dr. Mileva Stojanovic
- Dr. Antony Ng
- Dr. Ashley Humeniuk
- Dr. Jennifer Bikow
- Dr. Nkechi Ozoka
- Dr. Sameena Khan
- Dr. Frances Vettergreen
- Mr. Robin Prashad
- Ms. Karen Sharp

Members of the CWC P.G. Co. Joint Venture Governance Committee from Alberta Health Services were introduced:

- Ms. Jenny Mazuryk
- Dr. Mike Spady
- Ms. Lesley Myles

Ms. Shannon McIntosh, representing the PCN's auditor Baker Tilly Catalyst LLP, was introduced as a guest.

Christopher Cameron, Executive Director, and Dr. Rachel Han-Savoie, Medical Director of the CWC PCN, were also introduced, followed by the PCN's Manager of Corporate Governance, Ms. Janay Matchett who was appointed as Recording Clerk and Robert's Rules Officer for the AGM. Finally, Ms. Hayley Lukacs, Board Governance and Privacy Coordinator was introduced and appointed as Scrutineer.

3. CALL TO ORDER

The Board Chair called the meeting to order at 6:52 p.m.

4. NOTICE OF MEETING

The Board Chair reminded members that the 2025 AGM Notice of Meeting, which was sent out on Aug. 19, 2025, was available for inspection. The Recording Clerk was instructed to annex the notice to the minutes of this meeting. **See Appendix A: Declaration of Notice of Meeting.**

5. SCRUTINEER'S REPORT

The Board Chair adopted and announced the Scrutineers Report on attendance at the time quorum was established:

- Members present in person: 98
- Proxies received: 72
- Total members present: 170, representing 29.63 per cent of the membership.

Attendance taking continued after quorum was established and a total of 108 attendees were present in person and 73 by proxy for a total of 181 members. The Recording Clerk was instructed to annex the attendance report to the minutes of this meeting. **See Appendix B: Scrutineer's Attendance Report.**

6. CONSTITUTION OF MEETING

Per the Articles of Association of the network, the quorum for a general meeting is 20 per cent of the members of the network, present in person or by proxy. The Board Chair declared that quorum was reached at 6:46 p.m. and that the meeting was properly called and regularly constituted for the transaction of business.

7. APPROVAL OF AGENDA

The 2025 AGM Agenda was made available to the membership as part of the AGM package. The Board Chair requested a motion to be made to accept the agenda as presented.

MOTION

Dr. Corinne McDonald moved that the 2025 Annual General Meeting Agenda be accepted by the members as presented; seconded by Dr. Jean Rawling with no further discussion. By formal resolution, the motion was approved. ***Motion carried***

8. 2024 AGM MEETING MINUTES APPROVAL

The 2024 AGM Minutes were made available to the membership as part of the AGM package. The Board Chair requested a motion to be made to accept the meeting minutes as presented.

MOTION

Dr. Chris Sarin moved that the 2024 Annual General Meeting Minutes be accepted by the members as presented; seconded by Dr. Samina Ashraf Bajwa with no further discussion. By formal resolution, the motion was approved. ***Motion carried***

9. BOARD ELECTION

Pursuant to the Articles of Association, as three candidates are standing for election and four vacancies on the Board of Directors, a balloted election was unnecessary. The following three physician members were nominated for the Board elections ahead of the nomination deadline. A statement from each nominee was posted on the Examiner and made available for all attendees.

Three-year term

- Dr. Amanda Wang
- Dr. Sameena Khan
- Dr. Michael Yosefi

The Board Chair thanked all the nominees for stepping forward to represent their colleagues. In accordance with the Articles of Association, the Board Vice-Chair requested that a motion be made to appoint the three candidates to the CWC P.G. Co. Board of Directors by acclamation.

MOTION

Dr. Maya Grover moved that Dr. Amanda Wang, Dr. Sameena Khan, and Dr. Michael Yose be appointed to the CWC P.G. Co. Board of Directors for three-year terms by acclamation; seconded by Dr. Mehrnaz Yousefi with no further discussion. By formal resolution, the motion was approved. ***Motion carried***

10. PRESENTATION OF FINANCIAL STATEMENTS AND AUDITOR'S REPORT FOR THE YEAR ENDING MARCH 31, 2025

The Board Treasurer introduced Shannon McIntosh with Baker Tilly Catalyst LLP, and the auditor of the Calgary

West Central P.G. Co., to present the summary of the Financial Statements and Auditor's Report for the 2024-25 fiscal year ending March 31, 2025.

The auditor explained to the membership that the 2024-25 Audited Financial Statements had been previously reviewed and approved by the Board of Directors and Joint Venture Governance Committee. Additionally, a summary of the audited financial statements was included in the AGM package for review by the membership.

The auditor noted that the organization was fully cooperative during the independent audit and that the CWC PCN is properly managed and efficiently in its resource allocations. Further, the auditor presented an expense breakdown of the 2024-25 fiscal year with a comparison to the previous fiscal year along with a detailed expense breakdown of direct patient care costs, indirect patient care costs, and administrative costs, noting that 2025 spending directs a positive shift and a reduction in administrative expenses. The auditor issued an unqualified audit opinion and noted that the CWC PCN's audited financial statements presented fairly in all material respects with no significant deficiencies in controls and processes.

The Executive Director addressed a question from the membership related to the CWC PCN's Statement of Operations on Expenditures. In comparing the 2024 and 2025 fiscal years, increases were noted in expenditures for the Mental Health Program and patient care coordination. It was confirmed that these increases primarily reflect a redistribution of existing spending rather than an overall increase in expenditures. Specifically, the 2025 financials represent 12 months of program operations, compared to six months of program operations captured in the prior year's financials. Further, with respect to Mental Health Program services, the increase can be attributed in part to the introduction of extended evening and weekend coverage, resulting in a modest increase to expenditures. Regarding patient care coordination, the increase corresponds with the expansion of patient-facing resources within the program. In addition, clinical program expenditures showed an overall increase; however, this was clarified as being linked to specific program adjustments rather than an increase in total expenditures.

11. RESOLUTION TO ACCEPT FINANCIAL STATEMENTS AND AUDITOR'S REPORT FOR THE FISCAL YEAR 2024-25 AS PRESENTED

The membership had no further questions or concerns about the audited financial statements. The Board Treasurer then requested a motion to approve the network's audited financial statements.

MOTION

Dr. Brendan Vaughan moved that the 2024-25 audited financial statements and auditor's report of the network be accepted by the members as presented; seconded by Dr. Stephanie Mullin with no further discussion. By formal resolution, the motion was approved. ***Motion carried***

12. RESOLUTION TO APPOINT THE AUDITOR FOR THE 2025-26 FISCAL YEAR

The Board Treasurer then requested a motion to appoint the Auditor of the Network for the fiscal year ending March 31, 2026.

MOTION

Dr. Glenda Maclean moved that Baker Tilly Catalyst LLP be appointed as the auditor of the network to hold office until the next AGM or until their successors are appointed and that the Board be authorized to fix the auditor's remuneration; seconded by Dr. Elise Walsh with no further discussion. By formal resolution, the motion was approved. ***Motion carried***

13. THANK YOU TO DEPARTING BOARD MEMBERS

The Board Chair thanked Dr. Frances Vettergreen and Dr. Nkechi Ozoka for their contributions to the Board as they have ended their terms this year.

14. TERMINATION

The Board Chair thanked all those who attended the 2025 AGM, including physician members, PCN staff, and noted guests. With all business from the 2025 AGM agenda addressed and no more official business to conduct, the Board Chair officially declared the 2025 AGM of the CWC P.G. Co. membership terminated at 7:11 p.m.