



Sustainable Development Committee

Council Chamber
9909 Franklin Avenue, Fort McMurray

Tuesday, September 06, 2016
4:00 p.m.

Agenda

Call to Order

1. Adoption of Agenda

Minutes of Previous Meeting

2. Minutes from Sustainable Development Committee Meeting - April 5, 2016

New and Unfinished Business

3. Adoption of Social Procurement Framework
4. Engaging Youth Report
5. Review of the Fort McMurray Boys and Girls Club Presentation Requests
6. Zero Waste Initiative Status Update

Adjournment

Unapproved Minutes of a Meeting of the Sustainable Development Committee held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, April 05, 2016, commencing at 3:30 p.m.

Present: C. Tatum, Chair
P. Meagher, Councillor
J. Stroud, Councillor (Alternate)

Absent: J. Cardinal, Councillor

Administration: M. Ulliac, Chief Administrative Officer
K. Scoble, Deputy Chief Administrative Officer
B. Couture, Executive Director
E. Hutton, Executive Director
M. Johnstone, Executive Director
D. Leflar, Chief Legislative Officer
A. Rogers, Senior Legislative Officer
D. Soucy, Legislative Officer

Call to Order

Chair C. Tatum called the meeting to order at 3:31 p.m.

1. Adoption of Agenda

Moved by Councillor J. Stroud that the Agenda be adopted as presented.

CARRIED UNANIMOUSLY

Minutes of Previous Meeting

2. Minutes from Sustainable Development Committee Meeting - March 1, 2016

Moved by Councillor J. Stroud that the Minutes of the Sustainable Development Committee meeting held on March 1, 2016 be approved as presented.

CARRIED UNANIMOUSLY

New and Unfinished Business

3. Wood Buffalo Sport Connection and Allocation of 2015 Western Canada Summer Games Legacy Funding
(3:33 p.m. – 3:39 p.m.)

Monica Lance, Acting Director, Community Services, provided an overview of the proposed establishment of a Wood Buffalo Sport Connection and the allocation of 2015 Western Canada Summer Games Legacy Funding.

Entrance

Councillor P. Meagher joined the meeting at 3:35 p.m.

Moved by Councillor J. Stroud that the following be recommended for Council approval:

- That the Community Services Department complete an inclusive community engagement process to contribute to the establishment of a Wood Buffalo Sport Connection; and
- That the \$604,071 from the 2015 Western Canada Summer Games (WCSG) surplus remains in the Games Legacy Reserve Fund to be allocated through the Community Investment Program to a Wood Buffalo Sport Connection once it is formally established and able to request funding.

CARRIED UNANIMOUSLY

4. Wood Buffalo Growth Forecasts

(3:40 p.m. – 4:10 p.m.)

Dennis Vroom, Manager, Industry Relations, presented an overview of the Wood Buffalo growth forecasts to the year 2035, noting that this was a collaborative effort with the Government of Alberta and the Oils Sands Community Alliance. The growth forecasts presented do not take into account the most recent 2015 Municipal Census, which will be incorporated going forward.

Moved by Councillor P. Meagher that the following be recommended for Council approval:

1. That the Wood Buffalo Growth Forecasts be accepted as information and be taken into consideration by Administration for planning and budgeting purposes;
2. That Administration continue to work with the Government of Alberta and oil sands industry representatives to test, verify and refine the inputs used in the regional growth forecast process.

CARRIED UNANIMOUSLY

5. Northside Multi-Use Facility Phase 1 (Twin Arenas) and Phase 2 (Recreation Centre) Capital Project Update

(4:11 p.m. – 4:32 p.m.)

Monica Lance, Acting Director, Community Services, Dawny George, Director, Engineering, and Nasir Qureshi, Manager, Program Management, provided an update on the Northside Multi-Use Facility Phase 1 (Twin Arenas) and Phase 2 (Recreation Centre) Capital Project. It was requested that Administration explore other means of accommodating a sensory room if Phase 2 is cancelled.

Moved by Councillor J. Stroud that the following be recommended for Council approval:

1. That the Northside Multi-Use Facility Phase 1 (Twin Arenas) capital project be approved for construction as a single phase project; and
2. That the Northside Multi-Use Facility Phase 2 (Recreation Centre) design capital project be halted and be cancelled; and
3. That the Northside Multi-Use Facility Phase 2 (Recreation Centre) construction capital project, be cancelled and removed from the 2017 unfunded capital project list.

CARRIED UNANIMOUSLY

6. Wood Buffalo Community Gardens
(4:33 p.m. – 4:45 p.m.)

Nina Caines, Manager, Parks, presented on the Wood Buffalo Community Gardens, including the gardens currently available throughout the Municipality and the plan going forward.

Adjournment

As all scheduled business matters had been concluded, Chair C. Tatum declared the meeting adjourned at 4:45 p.m.

Chair

Chief Legislative Officer

Supply Chain Management

Addressing Request for a Social Procurement Framework

Ted Zlotnik, Director, Supply Chain Management

Tanya MacAulay, Procurement Manager

Laurie Gaudet, Procurement Supervisor

September 6, 2016

Social Procurement background

- On January 26, 2016 Council approved the development of a Social Procurement Framework.
- Supply Chain Management (SCM) subsequently developed the framework and a pilot plan for implementation.

Social Procurement Framework

The following key stakeholders support the implementation of the Social Procurement Framework:

- Fort McMurray Chamber of Commerce
- Fort McMurray Construction Association
- Metis Infinity Corporation
- NAABA

Inbox (16) - sandra@sand x Buy Social Canada x

← → ↻ buysocialcanada.ca ☆ ☰

Select Language ▼

 **BUY SOCIAL CANADA** 

A A A

HOME WHAT IS SOCIAL PURCHASING? JOIN BUY SOCIAL NEWS & UPDATES OUR MEMBERS CONTACT US

The Buy Social Canada Program

The Buy Social program has been created to encourage social value purchasing across the community, private and public sectors, and to provide an external social enterprise certification program.

Are you a social enterprise supplier or do you buy social?

Join Now!

Latest Tweets How to Participate Recent Events

Windows taskbar: 8:29 AM 09/09/2015

Social Procurement Framework

On April 27, 2016
the Municipality received
certification from
Buy Social Canada



Social Procurement Framework

“Buying from a social enterprise can:

- Create employment opportunities for youth and jobs for persons with barriers
- Provide community inclusion for isolated community members
- Promote cultural diversity
- Meet environmental challenges
- Respond to health or education needs and much more”

Social Procurement Framework

SCM recommends pursuing a pilot that will involve adding community benefit clauses to bid documents for large infrastructure projects, such as:

- 10-15% subcontracting to local vendors
- Opportunities for apprenticeships, disadvantaged youth or homeless
- M.E.A.T. Criteria (Most Economical Advantageous Tender)

Social Procurement Framework

SCM will engage more departments to explore the greater benefits of social procurement, such as:

- Community Strategies
- Parks
- Sustainable Operations

Work together collaboratively to increase the social value within the Municipality.

Framework Intent

- **Focus on social value – not geography**
- **Consider timelines**
Short timelines benefit the incumbent and stifle innovation.
- **Consider the ask: Contract language and structure**
Adding clauses to templates and re-engineering our procurement strategies.

In Summary

Social Public Procurement:

- Aligns spend in support of strategic economic, social and environmental community goals.
- Promotes innovation and the opportunity for small business growth.

In Summary

Social Public Procurement:

- Meets the principles of fairness, integrity, accountability and transparency.
- Imposes a duty to explore opportunities to better leverage spend for community benefit.

Next Steps

- Identify projects/bids to implement the framework, followed by a pilot which will involve monitoring and reporting results.
- Implement the relevant changes to our procurement processes (solicitation documents and contracts).

Next Steps

- Engage with the internal and external organizations to provide education on social procurement and identify future community benefit opportunities.

Thank you

Subject: Adoption of a Social Procurement Framework**APPROVALS:**

Ted Zlotnik, Director
Terry Hartley, Acting Executive Director
Marcel Ulliac, Chief Administrative Officer

Administrative Recommendations:

That the following be recommended to Council for approval:

THAT the Social Procurement framework be accepted as information; and

THAT Administration be directed to proceed with the pilot plan.

Summary:

On January 26, 2016, Council approved a request from Administration to develop a Social Procurement framework in consultation with stakeholders. Since that time Administration has created both a Social Procurement framework and a pilot plan for implementation.

Background:

The Regional Municipality of Wood Buffalo will become the first municipality in Alberta to adopt a Social Procurement framework. The next step is a pilot phase, during which the Municipality will engage with key stakeholders in a process to develop the region's collective capacity to leverage existing spend to achieve targeted and desirable community benefits.

In 2015, Supply Chain managed approximately 215 market requests which included 35 Tenders; 82 Request for Quotes (RFQs) and 98 Requests for Proposals (RFPs). Administration recommends utilizing the market solicitation mechanism as a tool to drive community value. Social Procurement represents a significant opportunity for the Municipality to take a more strategic approach to procurement. The pilot will explore and develop new ways to leverage the region's supply chain to achieve important and targeted community outcomes.

Tenders typically represent higher value infrastructure contracts, whereas RFQs are used primarily to acquire services such as landscaping and snow clearing. The RFP process is most often used to source professional consulting services, such as engineering requirements. In challenging economic times, governments, businesses, non-profit organizations and citizens must all work together to do more with less and to support those who are the most disadvantaged in our region. Eventually we want to develop a pre-approved list of preferred socially proactive suppliers.

The pilot project has been designed to achieve community benefits by building Social Procurement capacity across key sectors in the region.

Strategic Plan Linkages:

Pillar 1 – Building Responsible Government

Pillar 3 – Vibrant Economy

Attachments:

1. Regional Municipality of Wood Buffalo Social Procurement Framework
2. Cumberland Community Benefit Agreement Example
3. Pilot Plan

Regional Municipality of Wood Buffalo Social Procurement Framework ¹

Social Procurement in context

Social Procurement is a growing practice that seeks to better leverage tax dollars to achieve positive social outcomes in keeping with community values and strategic objectives. By adopting this Social Procurement framework, the Municipality is taking an innovative, pro-active approach to community socio-economic development.

Public sector spending represents a significant portion of the region's economy. "Council stands behind our business community and looks forward to seeing the new Social Procurement framework take shape," said Mayor Blake. "We are proud to be the first municipality in Alberta to take this step – it will really help as we work together to strengthen our region from the ground up."

With billions in federal stimulus spending about to flow, interest in Social Procurement is on the rise. In November 2015, Prime Minister Trudeau specifically included Social Procurement in his mandate letter to Federal Procurement Minister Foote, communicating the need to modernize public sector procurement and signaling a new era for the advancement for social innovation and Social Procurement across Canada.

In February 2014, Social Procurement became law across Europe. Community Benefit Agreements are being added to public sector contracts in Ontario and Quebec. Nova Scotia is about to follow. This is good preparation for CETA, which unlike NAFTA, will impact municipal procurement. Toronto is poised to create Canada's first Social Procurement policy. The Municipality is demonstrating municipal leadership by becoming the first municipality in Alberta to adopt a social procurement framework. The primary objective driving the first phase of the Regional Municipality of Wood Buffalo Social Procurement Framework is economic development.

Regional Municipality of Wood Buffalo - Social Procurement Framework

The Municipality is committed to a procurement process for goods and services that takes into account ethical procurement and social procurement considerations. Vendors and potential vendors to the Municipality must respect fundamental human rights, treat their workers fairly and with respect.

Definitions of Ethical and Social Procurement are as follows:

- **Ethical Procurement**

Ethical purchasing is a values-based approach to procurement that seeks to do no harm to society broadly. Ethical procurement is conducted in an open and transparent way that demonstrates honesty, integrity and professionalism; optimizing resources to deliver maximum

¹ The Regional Municipality of Wood Buffalo Social Procurement Framework designed by Sandra Hamilton

total value to the taxpayer.

- **Social Procurement**

Social Procurement better leverages tax dollars to achieve positive social outcomes in keeping with community values and strategic objectives. Social purchasing promotes economic development and supply chain diversity by working to improve access for micro, small-medium enterprises (SME's) and equity seeking social enterprises. In supporting the development of a social enterprise ecosystem, social procurement also promotes inclusion and employment for disadvantaged groups, which contributes to the improved health and well-being of the entire community.

Also known as Social Impact Purchasing or Socio-Economic Purchasing, Social Procurement signals to the marketplace that this community seeks to conduct business with companies that enhance rather than diminish social value.

The Regional Municipality of Wood Buffalo is committed to:

- (a) Work cooperatively with vendors and other key stakeholders to advance Corporate Social Responsibility in the business community by promoting ethical procurement considerations and by encouraging vendors and subcontractors to work towards the highest possible ethical standards whenever practical;
- (b) Develop a vendor community that exhibits leadership in Corporate Social Responsibility through its efforts to continuously improve best practices that protect the welfare of workers and the environment, and encourage sound social stewardship, all the while maintaining a competitive position in the market;
- (c) Embed ethical, social and economic performance criteria into Municipal supply chain procedures, processes and activities;
- (d) Ensure compliance with these principles by reserving the right to request external independent certifications, supplier disclosures, certifications and other reports as and when needed.

What is Social Public Procurement?

- Social Procurement better leverages tax dollars to achieve desirable and targeted social impact
- The Social Procurement framework aligns procurement with community values and strategic priorities
- Social Procurement seeks to balance the needs of People, Planet & Profit
- Social Procurement “*Moves beyond the do no harm of the environmental movement, to proactively do some good*” says Sandra Hamilton, the Municipality’s consultant and a leading

social procurement advisor in Canada.

Over the last thirty years the environmental movement has done an excellent job of educating and increasing awareness surrounding the importance of developing more sustainable practices. This has led to considerable changes in behaviours and societal norms. Environmental considerations in government procurement have now become normalized.

Social Procurement seeks to further leverage tax dollars to achieve broad societal goals, increasing equality and supply chain diversity, while contributing to improved community wellbeing through the blending and weighting of social, environmental and economic considerations in the procurement process.

Social Procurement leverages the public procurement process for goods and services, to advance positive economic, workforce, and social development outcomes². Social Procurement blends financial and social considerations in public sector purchasing to deliver against two bottom lines:

1. A commitment to purchasing the best value services and products, in keeping with the MEAT criteria, the Most Economically Advantageous Tender; and,
2. A commitment to better leverage limited public resources to achieve positive strategic community outcomes³

Why is the Regional Municipality of Wood Buffalo creating a Social Procurement framework?

- By expanding the traditional understanding of ‘best value’ in procurement, to include the generation of positive societal benefits, alongside high quality and competitive bids, the Municipality is working to maximize community benefits and deliver improved socio-economic returns for regional taxpayers, within the existing spend
- To ensure a sustainable and ethical approach to procurement, that is values aligned with the community vision and our Municipal Development Plan, constructed to support the strategic priorities
- To stimulate economic development
- To improve access to local government contracts for micro/small-medium enterprises and for equity seeking social enterprise groups
- To promote diversity and innovation through supply chain partnerships
- To stimulate growth and build the capacity of social enterprises in the community

² Adapted from Social Procurement: Guide for Victorian Local Government. State Government of Victoria, AU. October, 2010

³ Adapted from the [Toronto Social Procurement Framework](#), April 2013

Key Pillars Guiding Social Procurement

1. The procurement process will continue to meet all the principles of fairness, integrity, accountability and transparency, while also screening for transformational opportunities to enhance social outcomes of broad benefit to the community.
2. In advance of carrying out any procurement, the framework imposes a responsibility on the public sector buyer to consider how the purchase might be better leveraged to enhance the economic, social or environmental wellbeing of the region; to improve access for micro, small businesses and/or social enterprises; or to promote innovation⁴.
3. When planning high social impact procurement opportunities, e.g. Service contracts for work such as janitorial, landscaping etc., this responsibility includes a requirement to engage in reasonable outreach to engage equity-seeking businesses/social enterprises.
4. The procurement framework continues to evaluate:-
1) Quality 2) Price 3) Environmental, while adding the fourth component 4) Social

Procurement will continue to be compliant with the obligations set out in both domestic and International Trade Agreements (NWPTA, AIT, etc.).

The Key Social, Employment and Economic Goals are:-

- Contribute to a stronger economy within the Community/Region
- Increase diversity among vendors
- Improve supply chain access for micro, small business and social enterprises
- Increase the number of good quality jobs, with benefits, for full-time residents
- Create jobs for disadvantaged groups and increase social inclusion, by improving contract access for equity-seeking groups, such as social enterprises
- Improve and enhance public spaces
- Increase training and apprenticeship opportunities
- Help move people out of poverty, providing increased independence and sustainable employment for those in need while reducing the social impact on the community.
- Improve opportunities for meaningful independence and community inclusion for citizens living with disabilities

⁴ Adapted from the Scottish Social Procurement Act

- Stimulate an entrepreneurial culture of social innovation

Promotion of Contract Opportunities

In addition to bid opportunities, at or above an applicable trade threshold being publicly posted on Alberta Purchasing Connection (APC). The Municipality also encourages potential vendors to self-register on the Municipal website through the vendor database to provide exposure for departmental quoting that is under threshold values.

Community Benefit Agreement (CBAs)

CBA's are contractual obligations undertaken by bidders. Based upon learnings from the pilot phase, the Municipality will select an approach to determine when CBAs may be added to tenders and/or RFPs. The Municipal CBA evaluation criteria will be transparent and clearly defined in each procurement process.

Infrastructure planning and investment procurement will work to include Community Benefit Agreements in contracts. CBAs may be used on infrastructure projects to require contractors to develop recruitment programs for regional residents and/or to provide disadvantaged populations with construction work experience. In addition to hiring, apprenticeships and training targets, CBAs may also be used to improve public space within the community, or any other specific benefit as identified by the community.

Apprenticeship Plan

Bidders entering into a procurement process for the construction or maintenance of large multi-year infrastructure projects (valued at over \$5 million) with a municipal asset shall provide a plan, which in the event of a successful bid, would outline the intended use of apprentices in the project construction and/or ongoing maintenance.

The plan will include the method by which the bidder intends to create employment and/or apprenticeship opportunities arising from the construction or maintenance contracts for regional residents and disadvantaged residents specifically from the community in which the infrastructure asset is located⁵.

⁵ Adapted language from Ontario Provincial Government, Bill 6, Infrastructure for Jobs and Prosperity Act, 2015

Cumberland Community Benefit Agreement Example

Community benefit clause section for tenders:

The Council of the Village of Cumberland has adopted a Social Procurement framework, committing the Village to ethical purchasing with social values and environmental sustainability at its core. To this end, the Village's procurement is guided by the attached Social Procurement framework.

To be considered eligible to bid on this tender, bidders must comply with all employment and human rights laws relating to the tendered project and must meet all legal requirements related to workplace or workers' safety laws and regulations.

In addition, the proponent must satisfy at least two of the following goals or initiatives which are included in the Village's Social Procurement framework. Please outline how you currently satisfy, or how you plan to satisfy (if you are the successful proponent), at least two of the following goals or initiatives before the completion of the project:

1. Assist the Village in achieving any of the following key social, employment and economic goals as outlined in the attached Social Procurement framework:
 - contribute to a stronger local economy;
 - increase the number of local jobs that support young working families;
 - increase social inclusion, by improving contract access for equity-seeking groups, such as social enterprises;
 - enhance community arts and culture infrastructure;
 - improve and enhance public spaces;
 - help move people out of poverty, providing increased independence and sustainable employment for those in need;
 - improve opportunities for meaningful independence and community inclusion for citizens living with disabilities; and
 - stimulate an entrepreneurial culture of social innovation.
2. Provide financial or in-kind support to not for-profit community organizations that provide community benefits to Cumberland residents and businesses. (See the attached framework or find more information about the community benefits that the organizations can provide at cumberland.ca/community-grant-program).
3. Employ residents of the Village of Cumberland on this project.
4. Employ apprentices/trainees (preferably Cumberland residents) on this project.
5. Assist the Village (financially or in-kind) with any of the initiatives contained within the attached draft 2016 Council Strategic Priorities, if you are awarded the contract for this project.

Pilot Plan

During the pilot phase the Municipality will work closely with an external Social Procurement advisor and key stakeholders to conduct two procurement engagements in each of the three market segments identified below. Each has been identified as presenting the best opportunity to increase social and/or economic value in the community.

1. Community Benefit Agreements (CBAs) in infrastructure contracts
2. Building social capacity in the private sector marketplace
3. Improved supply chain access for micro, small-medium enterprises (SMEs), and social enterprises

Pilot #1 Community Benefit Agreements in Infrastructure

Tender Pilot:

Test the potential of CBAs in tenders for large infrastructure projects.

Objectives:

- To model how the Municipality supply chain partners can contribute to the community
- To engage key stakeholders in this new process
- To learn from the pilot and adjust pre-procurement engagement and post-procurement evaluation accordingly
- To build regional market capacity to respond to CBA requirements in public sector contract

The Village of Cumberland BC, Canada's first Buy Social certified municipality, provides one example whereby the social criteria is first assessed in a pre-qualifying phase. Only pre-qualified bidders are then invited to proceed into the conventional tender process, which evaluates against tightly defined technical specifications, capability, and price point.

Outcome Metrics:

- Stretch supply chain partners to deliver more community benefits
- Job creation for disadvantaged regional residents
- Apprenticeship opportunities for regional residents
- Enhanced community infrastructure i.e. parks, child care centres, etc.

Key Partners:

- Fort McMurray Construction Association (FMCA)
- Chamber of Commerce
- Northeastern Alberta Aboriginal Business Association (NAABA)

Pilot #2 Building Social Capacity in the Private Sector Marketplace**RFP Pilot:**

Utilize contract structure & test social value weightings in evaluation criteria

Objectives:

- To proactively seek social value opportunities in procurement process
- To encourage private sector businesses bidding on the Municipality's contracts to build social capacity and be proactive partners in delivering social value in the community
- To stimulate more socially responsible hiring practices among suppliers the Municipality will work to pre-approve firms based, in part, on their inclusive hiring practices

Outcome Metrics:

- A more socially responsible and diverse supply chain
- More socially responsible businesses in the supply chain
- More enterprising non-profits in the supply chain

Key Partners:

- Vendor community

Pilot #3: Improved Supply Chain Access for Micro, SMEs and Social Enterprises**Three Quote Pilot:**

"Three quotes" procurement pilot for below threshold purchasing for goods and services between \$10K and \$75K and for construction projects under \$200K. Estimated spend is about \$3M/year, based on 2015 spend information.

Objectives:

- To simplify the procurement process and to include micro businesses to compete for appropriate contract opportunities offered by the Municipality
- To promote vendors to self-register through the online vendor registry
- To improve supply chain access for micro, SMEs and social enterprises

Outcome Metrics:

- To diversify the supply chain, with more micro businesses and social enterprises providing goods and services to the region. More regional cross-sector, cross culture dialogue and cooperation

Key Partners:

- All internal departments requiring goods and services
- Economic Development department
- Rural relations and community engagement

Subject: Engaging Youth Report**APPROVALS:**

Carol Bouchard, Director
Dale Bendfeld, Executive Director
Marcel Ulliac, Chief Administrative Officer

Administrative Recommendation:

THAT the following be recommended for Council approval:

THAT the “Engaging Youth” report dated April 2016 be approved as an internal Municipal guiding document.

Summary:

Based on consultation with a diverse cross-section of youth and youth service providers in the Regional Municipality of Wood Buffalo, the Community Services Department (CSD) has developed an internal guiding document about how Administration can successfully interact and collaborate with young people. The Engaging Youth report outlines a series of recommendations and actions to more effectively engage and involve youth in the community and decisions that affect them. It should be used as a tool, when appropriate, in the process of developing programs and services that will help them grow up to be healthy, caring, responsible and productive adults. Implementation of the recommendations and actions will be further reviewed collaboratively with various Municipal departments and community partners to identify initiatives that are already underway and other actions that are most achievable.

Background:

In 2011, a group of organizations and agencies, including the Municipality, polled 3,151 young people aged 12 to 18 years using the Search Institute’s Profiles of Student Life: Attitude and Behavior Survey. The Search Institute is an independent, non-profit organization that conducts research about what children need to succeed. In a framework that is now widely used across the globe, it has identified 40 “developmental assets” for positive youth development. These building blocks fall into eight categories: Support, boundaries and expectations, commitment to learning, positive values, positive identity, social competencies, constructive use of time, and empowerment.

The average number of assets reported by respondents in the region was 17.8: 19 percent reported 0 to 10 assets; 43 percent, 11 to 20; 32 percent, 21 to 30, and a mere 5 percent, 31 to 40. Considering the survey findings and the Municipality’s growing youth demographic, it became critical to gain greater insight into the current and future needs of the region’s youth in this age category.

In 2014, CSD introduced a plan, goals and process to develop a youth strategy at an engagement session with agencies serving youth and community organizations. The participants were asked to identify and provide insight and perspective about youth issues and service gaps.

In 2015, there was further engagement with a diverse cross-section of 435 youth aged 12 to 18 years. They shared their opinions and perspectives about the services and resources available to them. With this input, the Engaging Youth report was created to help the Municipality better provide services to and address the needs of youth in the region now and in the future.

Rationale for Recommendation:

The three main recommendations in the report came directly from the input and feedback of young people involved in the engagements. The most common themes that emerged from the consultations were to: Make engagement more effective, improve programs and improve services.

The report aligns with Pillars 2, 3, 5 and 7 of the 2015-2017 Strategic Plan. Report findings indicate that engaging youth will lead to a greater understanding about what makes Municipal facilities, activities and services more accessible and attractive to youth. It will contribute to the delivery of high-quality, well-planned services for youth and ultimately improve quality of life.

Strategic Plan Linkages:

Pillar 2 - Building Balanced Regional Services
Pillar 3 - Building a Vibrant Economy Together
Pillar 5 - Building a Reliable Transportation System
Pillar 7 - Building for a Healthy and Active Lifestyle

Attachment:

1. Engaging Youth Report dated April 2016

ENGAGING YOUTH



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

TABLE OF CONTENTS



02

EXECUTIVE SUMMARY

- 03 40 Developmental Assets
- 04 Vision

05

RECOMMENDATIONS

- 05 Effective Engagement
- 05 Improve Programs
- 07 Improve Services

08

2014 AGENCY ENGAGEMENT

09

2014 PILOT YOUTH ENGAGEMENT

10

2015 YOUTH ENGAGEMENT

- 10 Who are Youth?
- 12 Reality vs. Myth
- 13 Dream Tree

21

MOVING FORWARD



EXECUTIVE SUMMARY

In November 2011, a group of agencies and organizations, including the Regional Municipality of Wood Buffalo, polled 3,151 young people aged 12 to 18 years, in Grades 7 to 12, using the Search Institute's Profiles of Student Life: Attitude and Behaviors survey.

The Search Institute is an independent, non-profit organization that conducts research about what children need to succeed, offering resources and expertise. It has identified 40 "developmental assets" that help children grow up to be healthy, caring, responsible and productive adults. This framework is the predominant approach to research on positive youth development and is used across the world. (<http://www.search-institute.org/research/developmental-assets>)

These building blocks represent a wide range of skills, experiences, relationships and behaviours falling into eight categories: Support; empowerment; boundaries and expectations; constructive use of time; commitment to learning; positive values; social competencies, and positive identity. Some of the assets are internal, emphasizing the qualities that youth should develop and strengthen as they transition into adulthood; others are external, reflecting the ways in which youth are influenced by the world around them. The relationship between external and internal assets is significant. The presence of strong external assets will encourage strong internal assets and vice versa.

With so many changes, new experiences and obstacles to overcome, the stage between childhood and adulthood is difficult. Youth are developing the skills, qualities and traits that will help them become successful adults. It is important that they are given the tools required for a positive transition.

The average number of assets reported by the Wood Buffalo respondents was 17.8: 19 percent reported 0 to 10 assets; 43 percent, 11 to 20; 32 percent, 21 to 30, and a mere 5 percent, 31 to 40.

Based on studies of more than four million young people, the Search Institute has determined that the more assets that youth have, the less likely they are to engage in a wide range of high-risk behaviours (e.g., problem alcohol use, illicit drug use, violence and sexual activity) and the more likely they are to thrive (e.g., do well in school, be civically engaged and value diversity). Indeed, the Search Institute has found that regardless of community size or geography, youth typically lack support.

Considering the survey findings and the Municipality's growing youth demographic (young people aged 10 to 19 represented 10 per cent of the population in 2012, according to the Municipal Census), there was a clear need to gain greater insight into the current and future needs of regions youth, including resources, services, programs and activities. The goal became to develop a guide on:

- **HOW** to engage youth and involve them in the decisions that affect them.
- **HOW** to provide "youth-friendly" programs and services.
- **HOW** to integrate the 40 developmental assets into current service delivery.

40 DEVELOPMENTAL ASSETS

SUPPORT

- Family Support
- Positive Family Communication
- Other Adult Relationships
- Caring Neighbourhood
- Caring School Climate
- Parent Involvement in Schooling

BOUNDARIES & EXPECTATIONS

- Family Boundaries
- School Boundaries
- Neighbourhood Boundaries
- Adult Role Models
- Positive Peer Influence
- High Expectations

COMMITMENT TO LEARNING

- Achievement Motivation
- School Engagement
 - Homework
- Bonding to School
- Reading for Pleasure

POSITIVE VALUES

- Caring
- Equality & Social Justice
- Integrity
- Honesty
- Responsibility
- Restraint

POSITIVE IDENTITY

- Personal Power
- Self-Esteem
- Sense of Purpose
- Positive View of Personal Future

SOCIAL COMPETENCIES

- Planning & Decision-Making
- Interpersonal Competence
 - Cultural Competence
 - Resistance Skills
 - Peaceful Conflict Resolution

CONSTRUCTIVE USE OF TIME

- Creative Activities
- Youth Programs
- Religious Community
- Time at Home

EMPOWERMENT

- Community Values Youth
- Youth as Resources
- Service to Others
- Safety



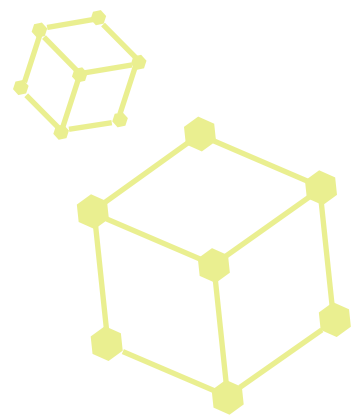
Demonstrate the Municipality's commitment to providing programs and services that value youth and foster a culture of positive youth engagement.

In 2014, led by the Municipality's Community Services Department, a core working group of staff introduced a plan, goals and process at an engagement session with agencies serving youth and community organizations. They were asked to identify and provide insight and perspective about youth issues and service gaps.

In 2015, there was further engagement with a diverse cross-section of 435 young people – again, 12 to 18 years, in Grades 7 to 12 - ensuring that the strategy would be youth-led, youth-driven and youth-friendly, with the content and information based on interaction with young people in the region. They candidly offered their opinions, concerns, experiences and perspectives, and their willingness to share their stories and help promote positive change has been invaluable.

Based on this consultation, a series of recommendations and actions have emerged to effectively engage youth in the community, involve them in the decisions that affect them, provide appropriate programs and services and incorporate the 40 developmental assets in service delivery. This requires an internal action group spearheaded by the Community Services Department, with representatives from Education and Training, Transit, Public Affairs, Human Resources, RCMP and Bylaw Services and others as needed. It is also advised that the information gathered from the engagement sessions be shared with agencies serving youth in the region.

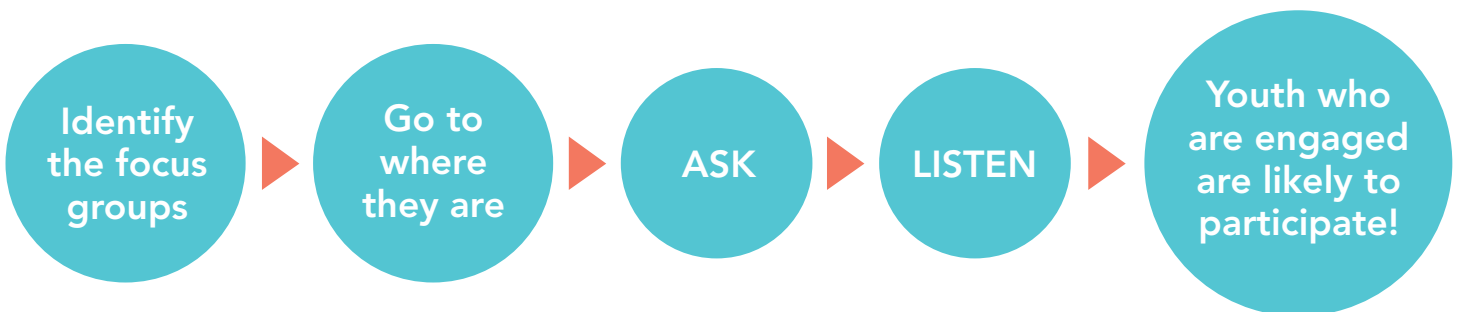
The Mayor's Advisory Council on Youth (MACOY) and the Justin Slade Youth Foundation took part, as well as six schools – Composite High School, École McTavish Junior High Public School, Father Mercredi Community High School, Frank Spragins High School, Holy Trinity Catholic High School and Westwood Community High School.



RECOMMENDATIONS

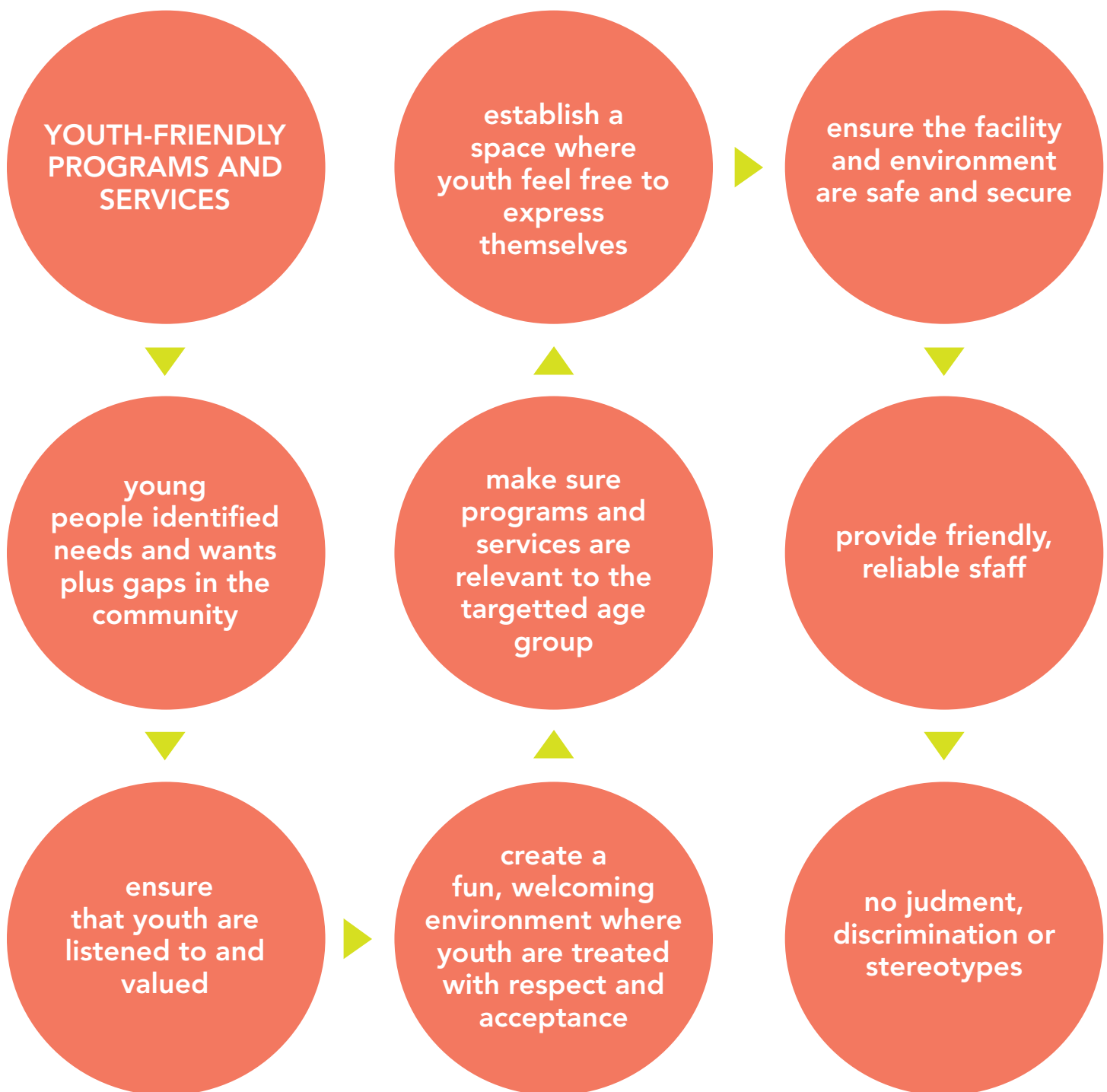
EFFECTIVE ENGAGEMENT

- Involve youth in decision-making when establishing policies or programs designed for them or may impact them.
- Create positive relationships with school boards, agencies serving youth and community organizations in order to encourage effective youth engagement in the places where youth are.
- Develop engagement plans that specifically target youth; for example, organize monthly civic sessions at local schools (going to where the youth are) to seek input and feedback.
- Train on how to productively interact with and provide customer service to the youth demographic.



IMPROVE PROGRAMS

- Greater focus on services for youth in the Community Investment Program grant process.
- Summer program events targeted at the 12-to-18 years demographic.
- Mentorship programs in the community at large, including Municipal staff and Council teaching youth about the civic process.
- More capacity to evaluate the impact of youth programs.
- Address age-related and other transition gaps in Municipal services.
- Investigate the option of including youth on Council-appointed committees.
- Perform an environmental scan of best practices for dedicated youth spaces, including hours of operation, staffing, training, programming, activities, physical infrastructure, transportation supports and healthy snacks.
- Support the creation of advocacy opportunities for youth.
- Invest in young artists and arts groups to develop youth-sensitive and appropriate communication materials that will promote key Municipal programs that serve youth needs and promote best practices in youth-led collaborative initiatives.



IMPROVE SERVICES:

- Create models that will increase the capacity of staff who deal with youth to develop relationships and partnerships in the community.
- Work with youth to develop and maintain a youth portal on the Municipal website to serve as a centralized resource for the Municipality's services, programs and initiatives for young people.
- Evaluate the efficiency of transit services to ensure that transportation routes and service address the needs of youth.
- Collaborate with appropriate community stakeholders, agencies that deal with youth, organizations and service providers to explore the potential and options to expand youth services outside of the downtown core, especially in Timberlea.
- Encourage positive interactions between youth and law enforcement.
- Investigate safety and security procedures that pertain specifically to youth.
- Liaise with local industry about best practices in employing youth and how to have food and retail establishments that are youth-friendly; develop metrics to evaluate short-, medium- and long-term outcomes from engagement with industry/retail establishments.



The Municipality aims to ensure that youth feel encouraged, supported and valued.

Young people should be able to pursue their interests and participate in the community free from judgment, stereotypes and barriers.

Youth perspectives are valuable and should be considered in all aspects of community development and planning.

2014 AGENCY ENGAGEMENT

In 2014, the core working group introduced the plan for a guiding document at an external engagement session with 43 representatives from 28 agencies serving youth, such as Fort McMurray Public Schools, Fort McMurray Catholic School District, Fort McMurray Family Crisis Society, Fuse Social, Some Other Solutions, Stepping Stones Youth Services, Alberta Human Services, Canadian Mental Health Association, Fort McKay Wellness Centre and United Way Fort McMurray.

The session allowed for a broad explanation of the goals and process, and served as an as interactive group activity regarding youth issues and service gaps in the region. A comprehensive list of youth issues and service gaps was compiled and presented to the agencies so they could pinpoint those that they considered to be most relevant. They also had the opportunity to identify other issues or gaps and provide further insights from their perspectives. The following were deemed the most relevant:

YOUTH PROGRAMS & SERVICES

ISSUE: Counselling & mental health services
GAP: Affordable programming & space

INFRASTRUCTURE

ISSUE: Youth drop-in & activity centres
GAP: Accessible & frequent public transportation to facilitate participation

YOUTH LEADERSHIP

ISSUE: Programs for youth who are not “at risk” or are leaders
GAP: “In-between” youth need programs too

YOUTH RETENTION

ISSUE: Lack of career options or planning for youth
GAP: Programs specifically geared towards youth

YOUTH SUPPORTS

ISSUE: Sustainable funding for current supports/youth transitioning from care
GAP: More positive adult role models

2014 PILOT YOUTH ENGAGEMENT

At a subsequent engagement, eight young people aged 12 to 18 years, in Grades 7 to 12, participated in a pilot project that would influence planning for future sessions. They were asked about their perspective on issues in the community that affect them and to share their views and understanding of what a youth strategy should include. Participants thought that such a strategy should be based on the Search Institute's 40 developmental assets and research, and should be guided by young people, with extensive youth engagement.

The issues included:

- **Accessibility** - More convenient public transportation.
- **Affordability** - Options for free activities because expensive fees limit participation.
- **Recreation** - More space for youths, more sports and clubs.
- **Respect and Fair Treatment** – Inclusive community with no prejudice, stereotypes or profiling based on race/age/gender/appearance.
- **Safety** - Safer Municipal facilities and drop-in centres monitored by adults.
- **Employment** - Mutual respect and a positive attitude in the workplace, with youth treated as individuals, not children; a positive learning experience with proper training and help from other employees; more services.

Participants were also asked: *If you could be Mayor for a day, what would you do for youth?* Their responses were very positive and reflected progressive community development, including: Positive promotion of the region and the oil sands; places and opportunities for people to develop and display specific skills /interests, and opportunities for youth who do not fit in the categories of "athletes" or "artists..

Youth want to be heard and they want the community to understand that they value respect, equality, education and recreation.

Youth deserve acceptance and freedom from judgment, discrimination, prejudice, racism, ageism and stereotypes. They need fairness, kindness and understanding.

2015 YOUTH ENGAGEMENT

The 2015 engagement allowed for a thorough collection of information. Participants were very enthusiastic and eager to share their perspectives on the needs, concerns, issues and gaps experienced by youth in the region. MACOY, the Justin Slade Youth Foundation and several schools were involved in sessions from May to September, with 435 young people participating, varying in age from 12 to 18 years, Grades 7 to 12.

Participants expressed a desire to address important issues, such as healthcare; transportation services; rehabilitation and counselling services; support for those experiencing homelessness, and seniors housing.

Their insights show that youth care about the community and have a great deal to contribute to community development. Indeed, the programs, services, resources, and specific outcomes they identified address many overarching issues and gaps in the community as a whole.

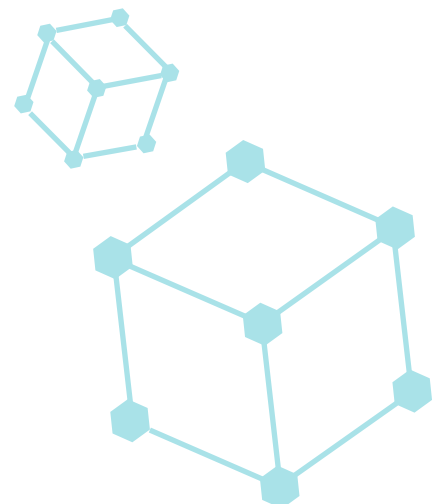
WHO ARE YOUTH?

During the engagement sessions, participants were provided with a dictionary definition of “youth.” They were asked to reflect on the meaning of the term, what it means to be a youth, and how they felt youth are perceived in the community.

Youth; n. (pl. youths)

1. the state of being young; the period between childhood and adult age
2. the vigour or enthusiasm, inexperience, or other characteristic of this period
3. an early stage of development
4. a young person
5. (treated as plural) young people collectively.

- *The Oxford Canadian Dictionary, Second Edition*



Many participants did not mind the term “youth” and believe it has positive connotations. Some felt that it is often associated with children and they do not want to be defined as immature or childish. Participants often preferred “teenager” or “young adult” because they thought those terms better represent their stage in life.

Throughout this document the term “youth” refers to young people aged 12 to 18, representing the period between childhood and adulthood. It is not meant to imply negative connotations and/or judgement. “Youth” is intended to be a positive representation of the age group, encompassing the period generally considered “teenager” and “young adult.”

When asked how they thought adults view youth, 89 percent said negatively and with judgement. They felt

that adults see young people as: Immature, reckless, inexperienced, selfish, inconsiderate, useless, careless, ignorant, irresponsible, violent, childish, angry, uncontrollable, arrogant, foolish, uneducated, unqualified, lazy, dumb, naive and disconnected.

Reflecting on their own perceptions of and feelings about themselves and their peers, 93 percent responded favourably. The affirmative words included: *Responsible, energetic, careful, loved, capable, outgoing, funny, ambitious, hardworking, amazing, respectful, friendly, awesome, hopeful, trustworthy, maturing, positive, athletic, enthusiastic, civilized, cool, confident, fun, comfortable, kind, talented, independent, fabulous, experienced, smart, full of potential, active, spontaneous, gifted, well-rounded, innovative, knowledgeable, competitive, versatile, adaptable, involved, passionate and world changers.*

While it is encouraging that youth in the region have such a positive perception of themselves and their peers, it is discouraging that they think that adults view them negatively.

It is important that young people are encouraged in a way that reflects positive perceptions.

REALITY VS. MYTH

Based on the responses from the young people, MYTHS reflect how youth perceive adult and community perceptions of them while REALITIES reflect how they identify themselves.

MYTH:

Youth are lazy



REALITY:

Youth are busy and want active lifestyles. They value recreation, sports, art, culture, and want opportunities to participate in programs, clubs and events.

MYTH:

Youth do not care about school or work



REALITY:

Youth are hardworking and want to be educated. Education ranked No.1 in youth priorities and employment ranked third. They want more opportunities for classes and programs and would like to see more high schools and post-secondary institutions and a greater variety of employment and apprentice options.

MYTH:

Youth have no respect



REALITY:

Youth value and desire respect and aspire to have respectful relationships, specifically with adults, authorities and the community.

MYTH:

Youth are careless, violent and destructive



REALITY:

Youth identify themselves and their peers as caring and considerate. They value feeling safe and living in a secure community.

MYTH:

Youth are selfish



REALITY:

Youth indicated that they have important values when it comes to family, friends and community. They prioritized community services and resources, including: Medical and support services; support for non-profit organizations and charities; rehabilitation centres and programming; housing for seniors, and programs and shelters for individuals experiencing homelessness.

DREAM TREE

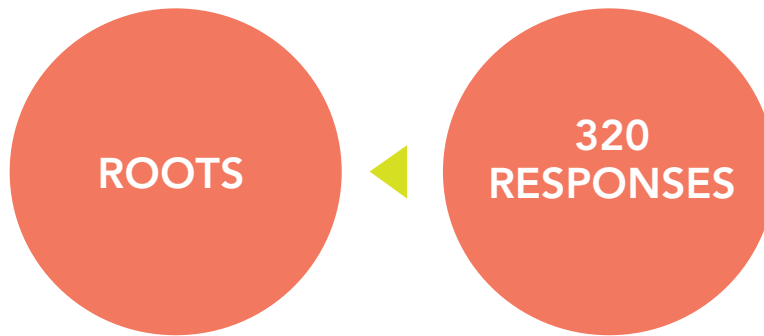
Roots = Core values in the community

Branches = Specific outcomes



83
DREAM
TREES WERE
CREATED





progressiveness, respect, acceptance, inclusiveness, tolerance,
trust, honesty, fairness, independence, freedom of expression,
justice, equality (gender and LGBTQ)

unity, diversity, accessibility
multiculturism, freedom from
judgment, discrimination,
racism, ageism, stereotypes

creativity, fun, happiness,
appreciation, opinions
of youth valued

family, friends,
kindness, patience,
understanding,
compassion, religion,
faith, tradition,
love, peace

economic stability,
prosperity, affordability,
alleviation of poverty,
sustainability, safety

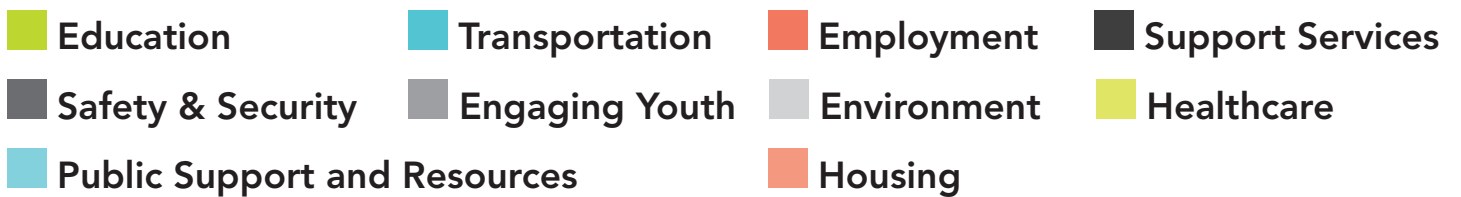
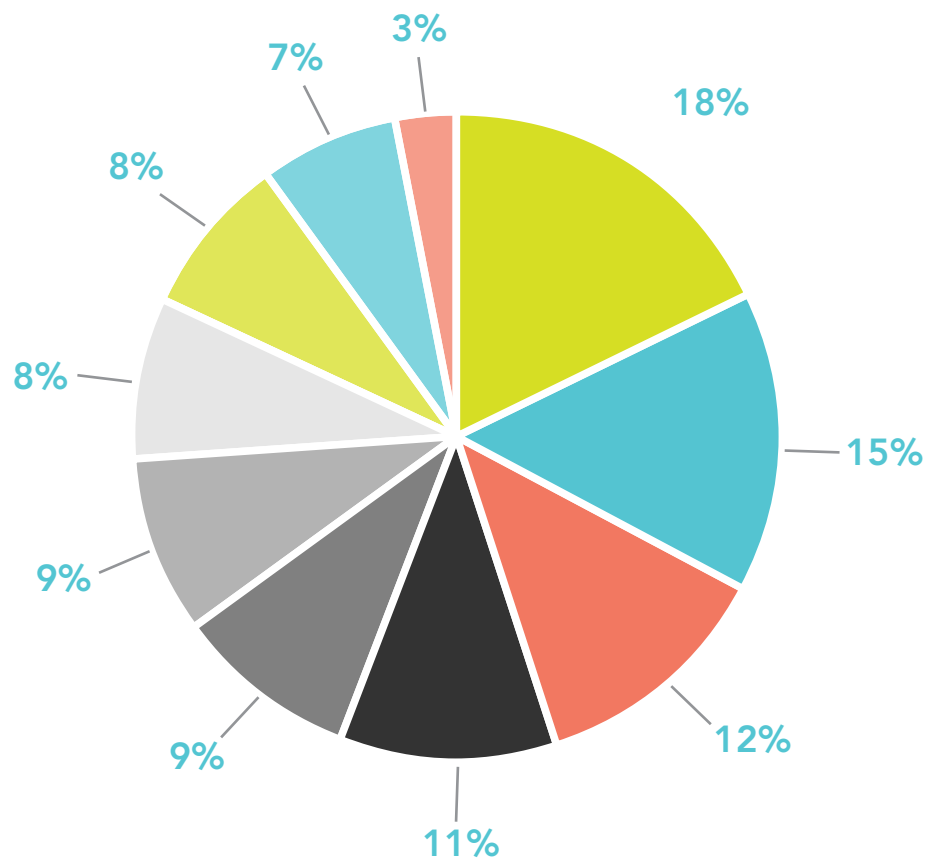
opportunities,
education, art, culture,
recreation, technology,
healthcare



TRUNK

NEEDS

717
RESPONSES



EDUCATION

- Increased quality and variety of educational opportunities
- More educational events, motivational speeches, workshops, conferences, lectures outside of school and during the summer
- Smaller classes
- More classes/programs that are diverse, creative and unique
- Better educational and learning systems and techniques that enhance youth skills and talents

TRANSPORTATION

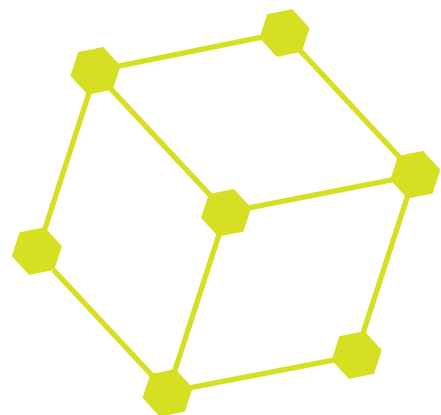
- Improved public transit system and routes
- Better service and more respect from bus drivers
- Safer buses
- Improved, warmer bus shelters
- Free transportation
- Alternative transportation systems (e.g., trains, subways, bike rentals and lanes)

EMPLOYMENT

- Better quality and more job opportunities
- Fair wages
- Increased apprenticeship opportunities
- Respectful employers; opportunities for volunteering and community service.
- Career fairs

SUPPORT SERVICES

- Mentoring
- Accessible advice and counselling
- Rehabilitation centres
- Programming and prevention services
- Better advertising of programming and support services (e.g., via social media).
- Teen mom groups



SAFETY AND SECURITY

- Increased police presence
- Crime reduction and prevention
- Improved relationships between youth and police officers
- Increased sexual harassment abuse and assault prevention
- Elimination of drugs and alcohol

ENVIRONMENT

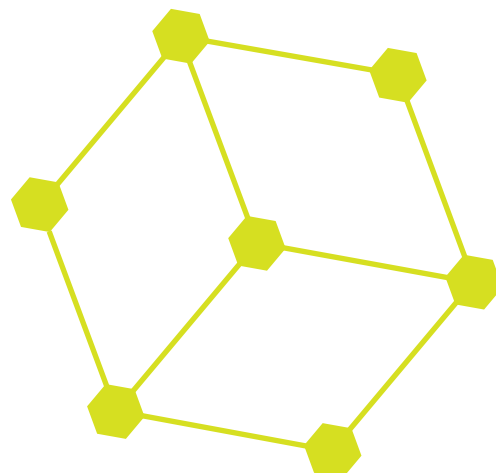
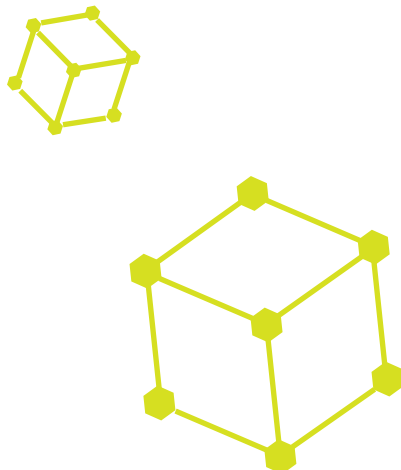
- Sustainability
- Reduced pollution
- Improved use of resources and alternative energy sources
- Beautification - more trees, flowers and plants
- Improved recycling systems and programs
- More workplace recycling

ENGAGING YOUTH

- More opportunities for youth to be involved and valued in the community
- Improved interaction and communication between youth and the community
- Right to vote
- Awards and recognition for achievements, contributions and opinions
- "Youth Day"

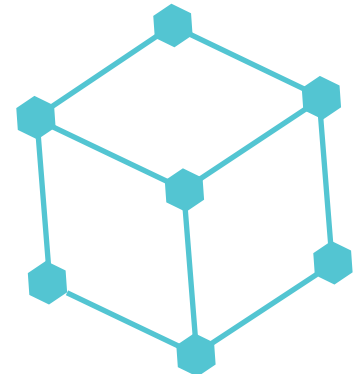
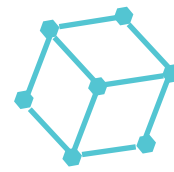
HEALTHCARE

- Expanded and improved healthcare services
- Increased, better and more attractive hospitals
- More specialists; more and better doctors
- Mental health services
- Access to medical services for youth anonymously
- Teen clinics



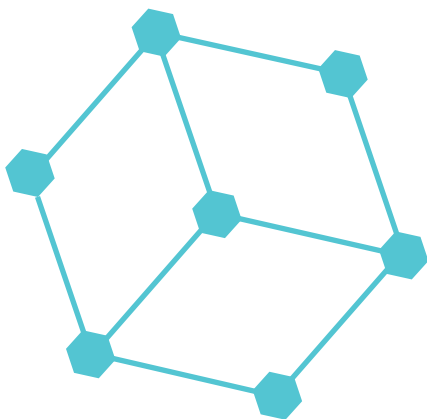
PUBLIC SUPPORT AND RESOURCES

- Increased community involvement
- Prevent homelessness; support those experiencing homelessness.
- Youth shelters
- Increased number of charities and food banks
- Greater support for non-profits
- More programs for those who need help but can't afford it



HOUSING

- More Housing options and opportunities (including seniors housing and long-term care facilities)
- Lower housing costs
- Better housing options for people in need
- Improved buildings and structures; maintain rundown and older homes and buildings

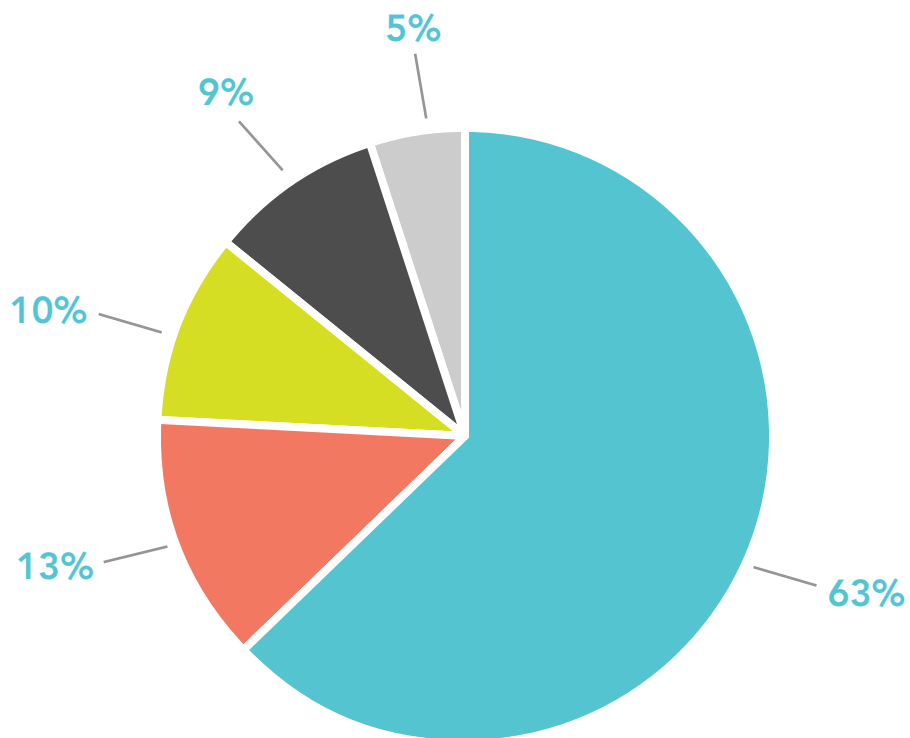


The programs, services, resources, and specific outcomes identified by participants are not only reflective of youth but address many overarching issues and gaps in the community as a whole.

BRANCHES

**SPECIFIC
OUTCOMES**

**1,395
RESPONSES**



 Recreation  Retail  Food  Public Needs  Nuture

RECREATION

- More recreation, events, clubs, groups, activities and entertainment
- More accessible recreational, sports and youth facilities distributed across the Municipality
- More affordable sports and recreational facilities, centres, programs, activities and teams (male and female)
- Training programs

RETAIL

- More shopping options
- Greater variety
- Youth-only/youth-friendly shopping centres and specialized stores (e.g., art, comic book, video games, music)

FOOD

- Greater variety of restaurants and food options (including multicultural), and better quality .
- Affordable and inexpensive restaurants
- Youth-friendly restaurants and cafes (in particular, a 1950s-style diner)
- Farmers markets
- Vegan and organic food centres
- No phone cafes - conversation only

PUBLIC NEEDS

- Upgrade Municipal facilities, road maintenance and beautification
- More pedestrian-friendly sidewalks, paths and roads
- Bike lanes
- Raise driving age to increase safety
- Better internet services; free Wi-Fi
- Accessible public library

NATURE

- Improve parks and green space
- More campgrounds, outdoor activities and programs
- Cleaner lakes, ponds, rivers, beaches for swimming
- Biking, quad, hiking trails
- Teen-only parks (no playgrounds)

MOVING FORWARD

As recommended by Search Institute, communities can draw upon the inherent strengths of youth and adults to increase assets in young people by:

- Offering adequate adult support through long-term, positive intergenerational relationships.
- Providing meaningful leadership and community involvement opportunities.
- Engaging young people in programs for youth.
- Providing consistent and well-defined behavioural boundaries.
- Helping youth connect to their community.
- Creating critical opportunities to develop social competencies and form positive values.

Building upon its developmental assets, the Search Institute has gone on to create a developmental relationships framework. Its recent research shows that young people

need close, caring and meaningful reciprocal connections - with adults in the community, teachers and other school staff, friends, peers, parents, siblings and other family members - so they will be more engaged and academically-motivated.

According to the Search Institute, youth in developmental relationships have a stronger sense of belonging, get better grades, have higher aspirations for the future, are engaged civically, and participate in college-preparatory activities more frequently.

The Search Institute has identified 20 actions – falling into five categories – that make a relationship developmental. It emphasizes that in the most transformative developmental relationships, all of these actions are bidirectional, with each person contributing to and benefitting from them.

EXPRESS CARE

Show me that you like me and want the best for me.

CHALLENGE GROWTH

Insist that I try to continuously improve.

PROVIDE SUPPORT

Help me complete tasks and achieve goals.

SHARE POWER

Hear my voice and let me share in making decisions.

EXPAND POSSIBILITIES

Expand my horizons and connect me to opportunities.

EXPAND POSSIBILITIES

- Expand my horizons and connect me to opportunities.

CHALLENGE GROWTH

- Inspire - Help me see future possibilities for myself.
- Expect - Make it clear that you want me to live up to my potential.
- Stretch - Recognize my thoughts and abilities while pushing me to strengthen them.
- Limit - Hold me accountable for appropriate boundaries and rules.

PROVIDE SUPPORT

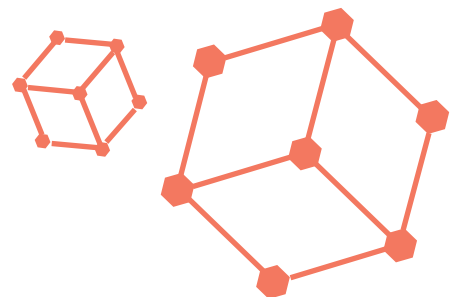
- Encourage - Praise my efforts and achievements.
- Guide - Provide practical assistance and feedback to help me learn.
- Model - Be an example I can learn from and admire.
- Advocate - Stand up for me when I need it.

SHARE POWER

- Respect - Take me seriously and treat me fairly.
- Give Voice - Ask for and listen to my opinions and consider them when you make decisions.
- Respond - Understand and adjust to my needs, interests, and abilities.
- Collaborate - Work with me to accomplish goals and solve problems.

EXPAND POSSIBILITIES

- Explore - Expose me to new ideas, experiences, and places.
- Connect - Introduce me to people who can help me grow.
- Navigate - Help me work through barriers that could stop me from achieving my goals.





SUSTAINABLE DEVELOPMENT COMMITTEE REPORT

Meeting Date: September 6, 2016

Subject: Review of the Fort McMurray Boys and Girls Club Presentation Requests

APPROVALS:

Carol Bouchard, Director
Dale Bendfeld, Executive Director
Marcel Ulliac, Chief Administrative Officer

Administrative Recommendation:

THAT the Community Services Department (CSD), in collaboration with the Fort McMurray Boys and Girls Club (FMBGC) and other community stakeholders, continue to address the needs of children and youth through its ongoing programs, projects and initiatives.

Summary:

At the Sustainable Development Committee (SDC) meeting on March 1, 2016, the FMBGC provided an overview of its June 2015 census of children and youth in Fort McMurray. Support and funding was requested for a variety of initiatives for preschool children under the age of six. The Sustainable Development Committee (SDC) directed Administration to consider the requests and submit a report and recommendations by May 30, 2016. CSD conducted a review and also met with FMBGC on March 31, 2016. It has been determined that the FMBGC requests are already being addressed by CSD and its community partners and the Community Services Department, in collaboration with community stakeholders, will continue to address the needs of children and youth.

Background:

At the March 1, 2016 meeting, the Sustainable Development Committee passed the following resolution:

“Moved by Councillor P. Meagher that the presentation provided by Howard Rensler re: Fort McMurray Boys and Girls Club be referred to Administration for review and consideration of request and preparation of a subsequent report and recommendation to be brought back through the Sustainable Development Committee by May 30, 2016.”

The Fort McMurray Boys and Girls Club stated in their presentation that children under the age of six are not as well-served as the 6 to 18 year age group. There were four main concerns: (1) Funding for programs and services for pre-school children; (2) negotiating with the Province for use of the former youth assessment facility in Gregoire by FMBGC and the Child Advocacy Council, along with operational funding; (3) designated areas in regional facilities, particularly those operated by the Regional Recreation Corporation (RRC), for licensed child care agencies along with operational funding, and (4) the creation of a local consultancy/advocacy entity to develop a strategy to improve opportunities for young children in the region.

Rationale for Recommendation:

Northeast Alberta Child and Family Services, Alberta Human Services, funds and regulates the delivery of licensed child care/day services within the province, so licensed child care/day services are not eligible for Family and Community Support Services (FCSS) funding through the Municipality's Community Investment Program. Preschool programs that focus on the social development of preschool children are eligible for FCSS funding unless the focus is on education to begin school. Out-of-school care administration/operating costs are eligible as well as summer fun and playground programs if the intent is social development.

There has been considerable progress in repurposing the former Youth Assessment Centre at 180 Mackenzie Boulevard. In 2015, community stakeholders, including the Municipality's Law Enforcement and RCMP Support Services Department, formed a steering committee to develop a Child and Youth Advocacy Centre (CYAC). On behalf of the committee, the Municipality received a Provincial Family and Community Safety Grant to hire a project coordinator (for an 18-month contract term) to help review and establish operating models and engage the community. In September 2015, Wood Buffalo Housing and Development Corporation (WBHDC), a member of the steering committee, proposed that the site of the former Youth Assessment Centre be transferred to WBHDC by Alberta Infrastructure and that space in the building be allotted to CYAC. It is awaiting a decision by the Province.

The RRC is a corporation under the Canada Not-for-Profit Corporations Act and is a separate legal entity that is governed by a volunteer board of directors that determines the activities offered within the facilities it operates. RRC indicated that its facilities are multi-use for all ages and designating specific space would not allow the necessary flexibility. However, it is willing to work with FMBGC on programing and explore potential partnerships to meet community needs.

Besides CYAC, there are two other equivalents of a local consultancy/advocacy entity in the region - the Early Years Coalition of Wood Buffalo and the Children 1st Community Child Care Network - that are dealing with child and youth issues and collaborating to raise awareness, conduct research, share information, provide training for child care providers and parents, and advocate for funding and services. The Municipality is part of the Early Years Coalition, which represents a cross-section of agencies in the region. Among its initiatives, it has held parenting workshops and conferences and participated in the five-year Early Child Development Mapping Project undertaken by Alberta Education. Children 1st, which is a member of the Early Years Coalition, works with the community, Municipality and Province to help provide more accessible, affordable high-quality child care services. It recently released its *2016 Putting Children First* study as a way of laying a foundation for developing preventative interventions that will lead to healthier outcomes for children.

Strategic Plan Linkage:

Pillar 7 – Building for a Healthy and Active Lifestyle

ZERO WASTE INITIATIVE

STATUS UPDATE

September 6, 2016

Presenter: Leslie Burke

Director, Sustainable Operations



STRATEGIC PLAN

GOAL 6: BUILDING A SUSTAINABLE REGION

- Protect the natural environment
- Reduce carbon footprint
- Reduce landfill waste



STORY OF ZERO WASTE



TRADITIONAL SOLID WASTE MANAGEMENT

- Hundreds of tonnes of waste deposited daily
- Wasting valuable resources
- Occupies valuable land
- Impacting climate change
- Not leveraging unique regional opportunities

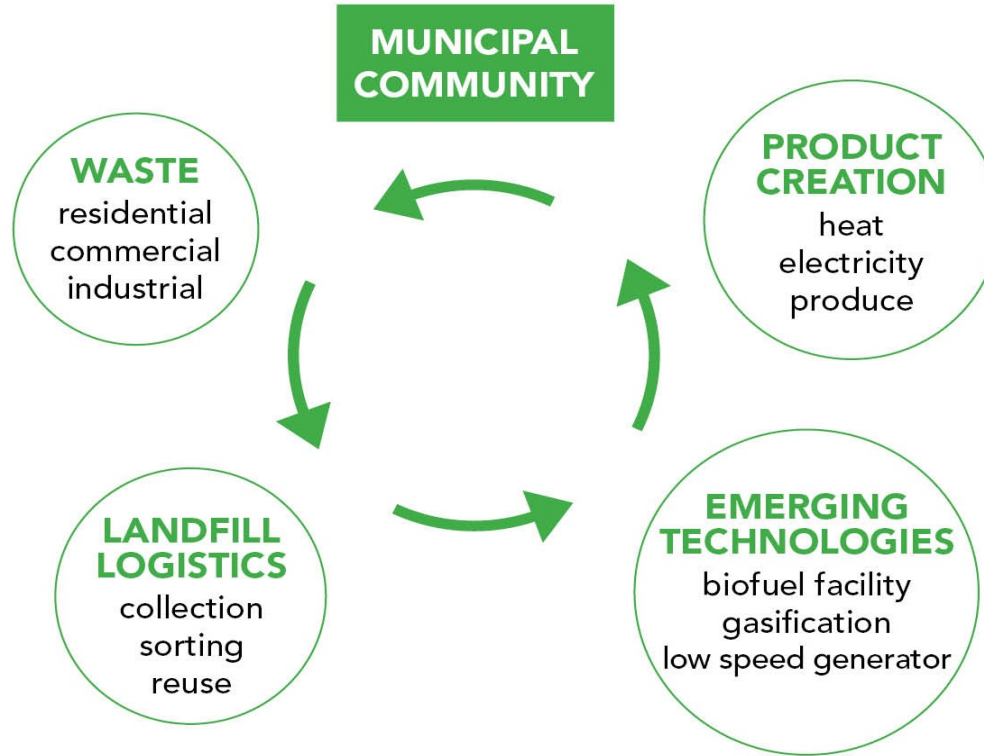


“ALL CLIMATE IS LOCAL”

- “Mayors are often better equipped than presidents to cut greenhouse gases”
- “In some ways, cities may be in a better position than nations to do something about climate change.”

Scientific American, Cynthia Rosenzweig, September, 2011

ZERO WASTE CONCEPT



BENEFITS

An aerial photograph of a city, likely Asheville, North Carolina, showing a mix of urban development and green spaces. In the foreground, a large, modern building with a curved roof, possibly a convention center or arena, is visible next to a golf course. The city extends into the background, surrounded by dense green forests and rolling hills under a clear blue sky.

Environment

- Reduced carbon footprint
- Positive net environmental effects
- Reduced land disturbance

Economy

- New revenue sources
- Reduced operating costs
- Diversified local economy

Society

- Community Investment
- New Local Products
- Job Creation

KEY PROCESSES

Waste → Energy



Energy → Resource



LOCAL INITIATIVES

Waste to Energy

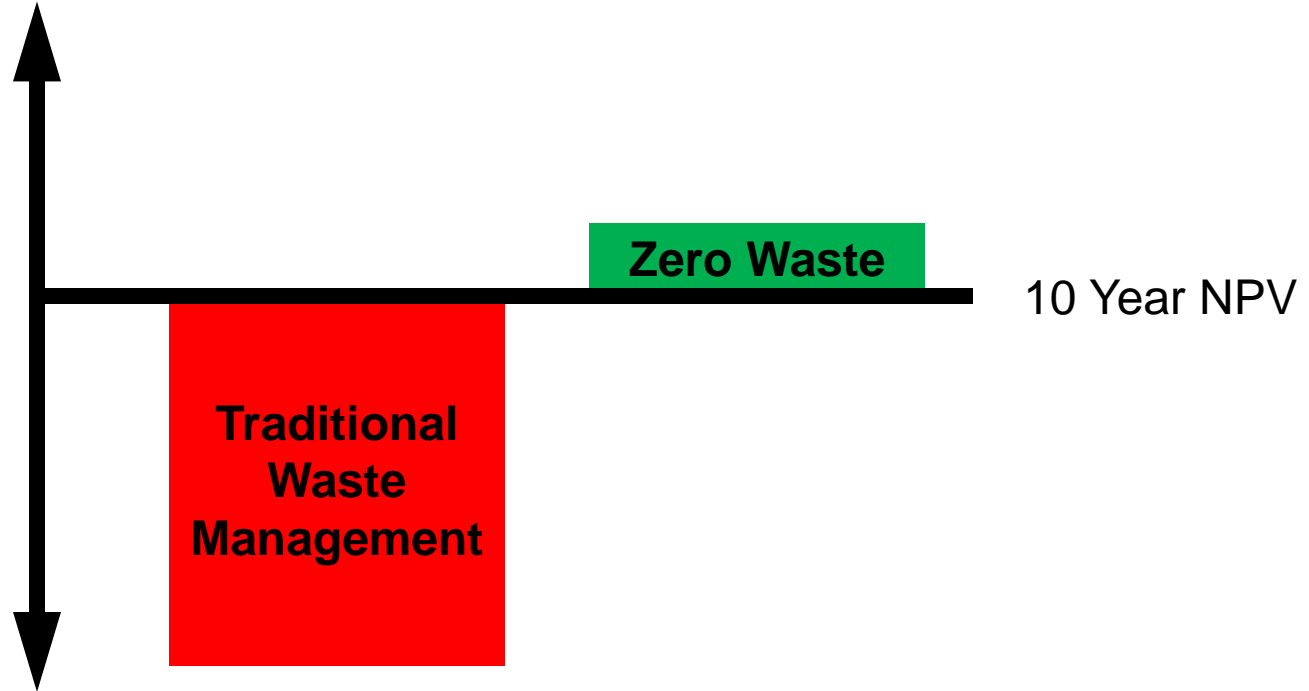
- Gasification
- Biodiesel Generation
- Aerobic Landfill Bioreactor
- Effluent Heat Capture
- Waste Conditioning

Energy to Resource

- Electricity and Heat Generation
- Aquaponic Greenhouses
- Material Conversion

ZERO WASTE INITIATIVE

NET PRESENT VALUE



GASIFICATION STATUS

Gasifier is currently at the landfill



GASIFICATION

NEXT STEPS

- 2016 Q3 – Gasifier Commissioning
- 2016 Q3/Q4 – Testing
- 2017 and beyond – Technology Scaling

BIODIESEL STATUS

Biodiesel unit is currently at the landfill



BIODIESEL

NEXT STEPS

- 2016 Q3 to 2017 Q2 – Facility Inspections and Certification
- 2017 Q1 to Q3 – Preparation for Operating
- 2016 Q3 to 2017 Q3 – Collection of Waste Vegetable Oil

AQUAPONIC GREENHOUSES

STATUS

Three units located at the Landfill

One unit operated in 2015



AQUAPONIC GREENHOUSES

NEXT STEPS

- 2016 Q3 – Operations and Maintenance Plans
- 2017 Q2/3 – Finalize Certification
- 2017 Q4 – Units Operating

AEROBIC LANDFILL

LARGEST LANDFILL CARBON OFFSET PROGRAM IN THE WORLD



ZERO WASTE INITIATIVE AND BEYOND

- Continued progress - Phase 1 target completion in 2017
- Integrated Initiatives
 - Implementing waste conditioning technologies

THANK YOU