



REGIONAL MUNICIPALITY  
OF **WOOD BUFFALO**

## **Council Meeting**

Jubilee Centre Council Chamber  
9909 Franklin Avenue, Fort McMurray

Tuesday, May 24, 2011  
6:00 p.m.

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### **Agenda**

#### **Call to Order**

#### **Opening Prayer**

#### **Adoption of Agenda**

#### **Minutes of Previous Meetings**

1. Regular Meeting – May 10, 2011

#### **Delegations**

2. Scott Clements, President and CEO and Jeff Fitzner, Board Director of the Fort McMurray Airport Authority - Proposal for Public Sector Partnership
3. Jim Palmer, Vice Chair; Doug Phibbs, Immediate Past Chair; Franco Savoia, President and CEO, YMCA Wood Buffalo - YMCA Request for Funding
4. Business Arising out of Delegation - YMCA Funding Request

*Those individuals in attendance at the meeting will be provided with an opportunity to address Council regarding an item on the agenda, with the exception of those items for which a Public Hearing is required or has been held. Consistent with all delegations, each presentation will be allowed a maximum of five minutes.*

#### **Presentations**

5. John Stelter, KPMG and Jen Boleski, KPMG - 2010 Audited Consolidated Financial Statements

6. Business Arising out of Presentation - 2010 Audited Consolidated Financial Statements

### **Public Hearings and Related Reports**

7. Bylaw No. 11/010 – Road Closure and Authorization to Sell
  - Public Hearing
  - Consideration of 2<sup>nd</sup> and 3<sup>rd</sup> readings
8. Bylaw No. 11/011 – Land Use Bylaw Amendment (7313 Hughes Avenue)
  - Public Hearing
  - Consideration of 2<sup>nd</sup> and 3<sup>rd</sup> readings
9. Bylaw No. 11/014 – Land Use Bylaw Amendment (Longboat Landing)
  - Public Hearing
  - Consideration of 2<sup>nd</sup> and 3<sup>rd</sup> readings

### **Reports**

10. Recreational Lease Assignment – REC 850024 (Fort McMurray Golf Course)
11. The Fort McMurray Boys and Girls Club – Bridging Loan
12. Keyano College Huskies Athletics Hockey Sponsorship
13. Regional Municipality of Wood Buffalo 10 - Year Plan to End Homelessness Funding Allocation
14. 2011 Council Expense Summary for the Period January 1 – March 31, 2011

### **New and Unfinished Business**

### **Reporting - Boards and Committees**

### **Adjournment**

**Unapproved Minutes of a Meeting of the Council of the Regional Municipality of Wood Buffalo held in the Council Chambers at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, May 10, 2011, commencing at 6:00 p.m.**

**Present:** M. Blake, Mayor  
M. Allen, Councillor  
L. Flett, Councillor  
S. Germain, Councillor  
D. Kirschner, Councillor  
P. Meagher, Councillor  
D. Scott, Councillor  
J. Stroud, Councillor  
R. Thomas, Councillor  
A. Vinni, Councillor

**Absent:** D. Blair, Councillor

**Administration:** G. Laubenstein, Chief Administrative Officer  
A. Rogers, Acting Chief Legislative Officer  
L. Kotyk, Legislative Assistant/Voting Machine Operator  
M. Laing, Legislative Assistant/Recorder

**Call to Order**

Mayor Blake called the meeting to order at 6:07 p.m.

**Opening Prayer**

Mayor Blake invited those so inclined to join her in Prayer.

**Agenda**

11-123 Moved by Councillor Meagher that the agenda be adopted as presented.

CARRIED UNANIMOUSLY

**Minutes**

**1. Council Meeting – April 26, 2011**

11-124 Moved by Councillor Thomas that the minutes of the Council meeting held on April 26, 2011 be approved as presented.

CARRIED UNANIMOUSLY

**Delegations****2. Ann Dort-McLean, President, Wood Buffalo Environmental Association (WBEA) re: Air Quality and Air Quality Monitoring in the Wood Buffalo Region**

Ann Dort-McLean, Jane Percy and Melissa Pennell from the Wood Buffalo Environmental Association were in attendance and presented information regarding their organization and its air quality monitoring systems.

11-125 Moved by Councillor Meagher that the presentation from the Wood Buffalo Environmental Association be received as information.

CARRIED UNANIMOUSLY

**Graham Boje, Executive Director, Oil Sands Developers Group**, spoke in support of the 2011 Property Tax Rate Bylaw. He made specific reference to the industry and Municipality engagement and that they are open to dialogue at any time.

11-126 Moved by Councillor Germain that the presentation made by Graham Boje, Executive Director, Oil Sands Developers Group, be received as information and that Council continue to work and dialogue with the Oil Sand Developers Group.

CARRIED UNANIMOUSLY

**Jim Rogers, resident**, addressed Council regarding the 2011 Property Tax Rate Bylaw, noting that it may be an opportune time to levy additional taxes from industry for the provision of their future infrastructure and servicing needs.

11-127 Moved by Councillor Thomas that the presentation made by Jim Rogers, be received as information.

CARRIED UNANIMOUSLY

**Sean Graham, resident**, spoke in opposition to the 2011 Tax Rate Bylaw, and presented a document identifying an alternate methodology to deal with what he believes to be under spending in the Regional Municipality of Wood Buffalo.

11-128 Moved by Councillor Allen that the presentation made by Sean Graham, be received as information.

CARRIED UNANIMOUSLY



**Veronique Rensonnet, resident**, spoke in opposition to the 2011 Tax Rate Bylaw. She expressed her concerns regarding debt and would like to see the Municipality debt free in years to come. She spoke to amortization over a shorter period of time would be more appropriate and would allow to set aside money for the future.

11-129 Moved by Councillor Meagher that the presentation made by Veronique Rensonnet, be received as information.

CARRIED UNANIMOUSLY

**John Vyboh, resident**, spoke in opposition to the 2011 Tax Rate Bylaw. He expressed his concerns regarding debt management within the Municipality.

11-130 Moved by Councillor Thomas that the presentation made by John Vyboh, be received as information.

CARRIED UNANIMOUSLY

### **Bylaws**

#### **3. Bylaw No. 11/012 – 2011 Property Tax Rate Bylaw (2<sup>nd</sup> and 3<sup>rd</sup> readings)**

11-131 Moved by Councillor Thomas that Bylaw No. 11/012, being the 2011 Property Tax Rate Bylaw, be read a second time.

CARRIED UNANIMOUSLY

11-132 Moved by Councillor Meagher that Bylaw No. 11/012 be read a third and final time.

CARRIED UNANIMOUSLY

11-133 Moved by Councillor Allen that in the event the anticipated property taxation revenues are not realized, the 2011 Operating Budget shall be adjusted by reducing the contribution to the Capital Infrastructure Reserve by the same amount as the shortfall.

CARRIED UNANIMOUSLY

#### **4. Bylaw No. 11/010 – Road Closure and Authorization to Sell (1<sup>st</sup> reading)**

11-134 Moved by Councillor Meagher that Bylaw No. 11/010, being a bylaw to close a road allowance, be read a first time; and THAT subject to the final road closure, Administration be authorized to proceed with the sale of closed road allowance to the adjacent land owners in accordance with the terms and conditions outlined in Attachment 2 (Summary Land Sale – Terms and Conditions, dated April 7, 2011).

CARRIED UNANIMOUSLY

**5. Bylaw No. 11/011 – Land Use Bylaw Amendment Lot 6, Block 8, Plan 3969 ET (7313 Hughes Avenue) (1<sup>st</sup> reading)**

11-135 Moved by Councillor Thomas that Bylaw No. 11/011, being a Land Use Bylaw Amendment for Lot 6, Block 8, Plan 3969 ET (7313 Hughes Avenue), be read a first time.

CARRIED UNANIMOUSLY

**6. Bylaw No. 11/014 – Land Use Bylaw Amendment – Longboat Landing (1<sup>st</sup> reading)**

11-136 Moved by Councillor Allen that Bylaw No. 11/014, being a Land Use Bylaw Amendment specific to the Longboat Landing District (LBL-R4), be read a first time.

CARRIED UNANIMOUSLY

**Reports**

**7. Expropriation – Utility Right of Way and Temporary Workspace within NW 1/4 Section 2, Township 89, Range 9, W4th (Saline Creek Water and Sewer Lines)**

11-137 Moved by Councillor Thomas that an expropriation be initiated to secure a Utility Right of Way (URW) and Temporary Workspace within NW1/4 Section 2, Township 89, Range 9, W4th, from Highridge Developments Ltd.

CARRIED UNANIMOUSLY

**8. Land Transfer – The West Half of Block X Plan 616 AO (Riverview Heights Developments Inc. – Abasand)**

11-138 Moved by Councillor Meagher that ownership of the property legally described as the west half of Block X, Plan 616AO, as described by Land Identification Numeric Code (LINC) 0029 561 173, be transferred to the Municipality; and THAT the accumulated property taxes in the amount of \$3,045.89 be cancelled.

CARRIED UNANIMOUSLY

**9. Appointments to Council Committees**

11-139 Moved by Councillor Kirschner that the following appointments be approved, as of May 10, 2011:

- **Landlord and Tenant Advisory Board**
    - Brenda MacLean to December 31, 2011
    - Joseph Dickson to December 31, 2012
  - **Subdivision and Development Appeal Board**
    - Christian Yonga to December 31, 2013.
- CARRIED UNANIMOUSLY

**New and Unfinished Business**

There was no new or unfinished business.

**Reports on Boards and Committees**

Council representatives reported on the following Boards and Committees:

- MacDonald Island Park Corporation (Councillor Germain)

**Adjournment**

11-140 Moved by Councillor Meagher that the meeting be adjourned.

CARRIED UNANIMOUSLY

The meeting adjourned at 7:57 p.m.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Chief Legislative Officer

# 2011

## Proposal for Public Sector Partnership Fort McMurray Airport Authority



5/10/2011

## **Proposal to the Regional Municipality of Wood Buffalo (RMWB) Request for Investment in the new Fort McMurray Airport**

### **Background**

The Fort McMurray Airport Authority (FMAA) was formed effective 1 January, 2010 and received the transfer of airport assets from the RMWB on the same effective date. The Airport Authority model has demonstrated its positive utility across Canada over the last 20 years and, in its first year of operations, the FMAA has demonstrated its own success using the model as described in the attached *2010 Annual Report*. Most notable in the report is the bold vision of the FMAA – to become “Canada’s Premier Regional Airport, connecting the World to the people, resources and opportunities in the Wood Buffalo Region” – a vision that reflects the region’s growing global significance.

### **New Facilities Planned**

The existing airport terminal building (ATB) was constructed to handle approximately 250,000 passenger movements annually; projections based on the first quarter of 2011 suggest passenger movements will exceed 760,000 in the current year. The terminal’s capacity has been exceeded since 2005.

In response to the robust growth of the region and the dramatic increase in passenger volumes, the FMAA Board has approved a major capital project of approximately \$250 million, including expenditures of about \$100 million for civil works required in the first phase of construction to support the expansion.<sup>1</sup> Because the current facilities cannot be economically expanded sufficiently to satisfy the projected growth over the next 20 years, the new facility is a “greenfield” project. As a consequence, costs are higher due to the necessity of starting virtually anew on unserved land across the airfield from the current terminal. This also has, however, the added advantage of enabling construction to proceed on the new \$150 million ATB and supporting facilities with minimal disruption of the current operations.

### **Base Financing for the Project**

While the FMAA has secured the necessary funding via the Alberta Capital Financing Authority (ACFA), there is little financial flexibility looking ahead at the significant financial challenges. FMAA’s rates and charges to users have been raised to among some of the highest in Canada in order to meet the

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<sup>1</sup> Some of the civil works could be leveraged to support industrial development beyond the airport in the “Southlands.”



covenants of the lenders and project a positive cash flow. The FMAA's present position is similar to that of the RMWB in 2007 when the "Radke Report" concluded that significant public capital had to be invested to help an overwhelmed municipality meet the infrastructure requirements in the region. Since then, the Government of Alberta has committed more than \$2.25 billion to the region. The Fort McMurray Airport, however, has received no additional funding and so remains stressed beyond capacity.

## **Public Sector Partnership**

When the assets of the Airport were transferred from the Regional Airport Commission, a wholly-owned municipal subsidiary, to the FMAA and the Memorandum of Understanding signed between the RMWB and the FMAA, there was an accompanying letter of intent signed that expresses the ongoing close and special relationship that the FMAA Board wishes to have with the RMWB. Council has so far demonstrated its commitment to the Airport's success by adopting the bylaw on municipal taxation of the FMAA. The FMAA hopes that the many other challenges to sustainable airport operations can be dealt with in a similar way via the partnership route where appropriate and mutually agreeable. Air transportation is vital to the success of the region and the RMWB leads the way in recognition of this.

## **Request for Public Support of the FMAA Major Capital Project**

The FMAA requests that the RMWB lead the creation of a public sector partnership to jointly fund the civil works associated with the Fort McMurray Airport expansion, as well as a portion of the the ATB facility. It is proposed that the FMAA and RMWB both contribute \$25 million toward civil works to yield a total cumulative local investment of up to \$50 million. The FMAA then asks the RMWB to help it obtain matching funding of up to \$50 million from both the federal and provincial governments, for a total investment of \$150 million to be applied to civil works and other airport infrastructure. As noted above, the need to improve air transportation was a notable omission in the "Radke Report" through which the Province intended to focus attention on critical infrastructure. The Province is currently considering funding requests from both the Edmonton and Calgary airport authorities, whose need, it could be argued, is less severe. There are also precedents for federal assistance to airport authorities: for example, the Quebec City airport received \$100M, split 50-50 between Quebec and the Government of Canada, to assist in its redevelopments.

The FMAA is confident that a similar case can be made for both senior orders of government to contribute to the cost of expanding the Fort McMurray Airport, given the importance of the region to the provincial and federal economies.

# Going Forward Together

## A Public Sector Partnership

Meeting with RMWB Council  
24 May, 2011

Jeff Fitzner, Director FMAA  
Scott Clements, President & CEO FMAA

Going Forward Together

# Vision

We are **Canada's Premier Regional Airport**, connecting the World to the People, Resources and Opportunities in the Wood Buffalo Region



# Board of Directors

- **Jon McKenzie** – Oil Sands Development Group – (VP Suncor) **CHAIR**
- **Sheldon Schroeder** – Oil Sands Development Group – (VP CNRL)
- **Jeff Fitzner** – FM Chamber of Commerce – (CEO CASMAN Construction)
- **Mildred Ralph** – FM Chamber of Commerce – (SNC Lavalin, O&M Logistic Inc)
- **Allan Kallal** - RMWB — (CFO RMWB School Board)
- **Roy Williams** – RMWB – (Stantec)
- **Bernd Wehmeyer** - RMWB – (Suncor – Manager Firebag Aerodrome)
- **Roxanne Wells-Devaney** – CUPE – (Riverside Mediation)
- **Peter Wallis** - At Large – (Executive Director Van Horne Institute)
- **Cheryl Alexander** - At Large – (General Manager – NAABA)

# Vision

*Canada's Premier*  
**Regional Airport**

## FMAA Annual Report 2010

May 13, 2011





# ***Building Our Airport***

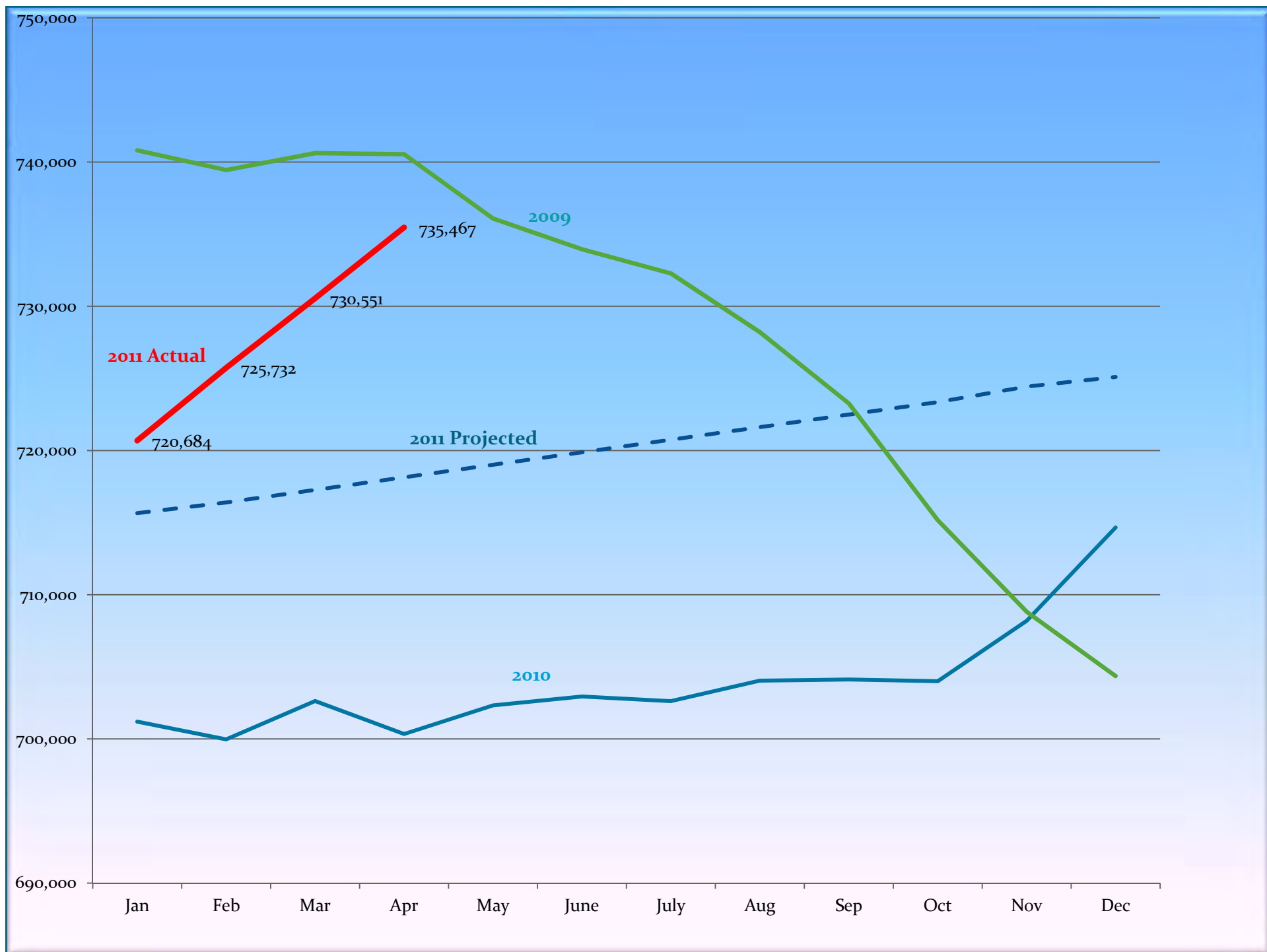
- Key Message: The time is now to build the airport Fort McMurray needs for today's needs and the global opportunities of tomorrow
- Provides the rationale and overviews the scope of the project



# Management Team

- President & CEO – **Scott Clements**
- COO – **Sally Warford**
- CFO – **Ter Hamer**
- Business Development – **Jim Meyer (LeighFisher)**
- Project Management – **Bruce Ferguson (Stantec)**
- Engineering – **Brad Pryde (PSMI)**
- Architects – **Steve McFarlane (MGB)**
- Legal Counsel – **Ron Odynski (Ogilvie LLP)**
- Real Estate Management – **Ken Williamson (Colliers)**
- Auditors – **Deloitte's**
- Bankers – **RBC**
- Long Term Lenders – **Alberta Capital Finance Authority**





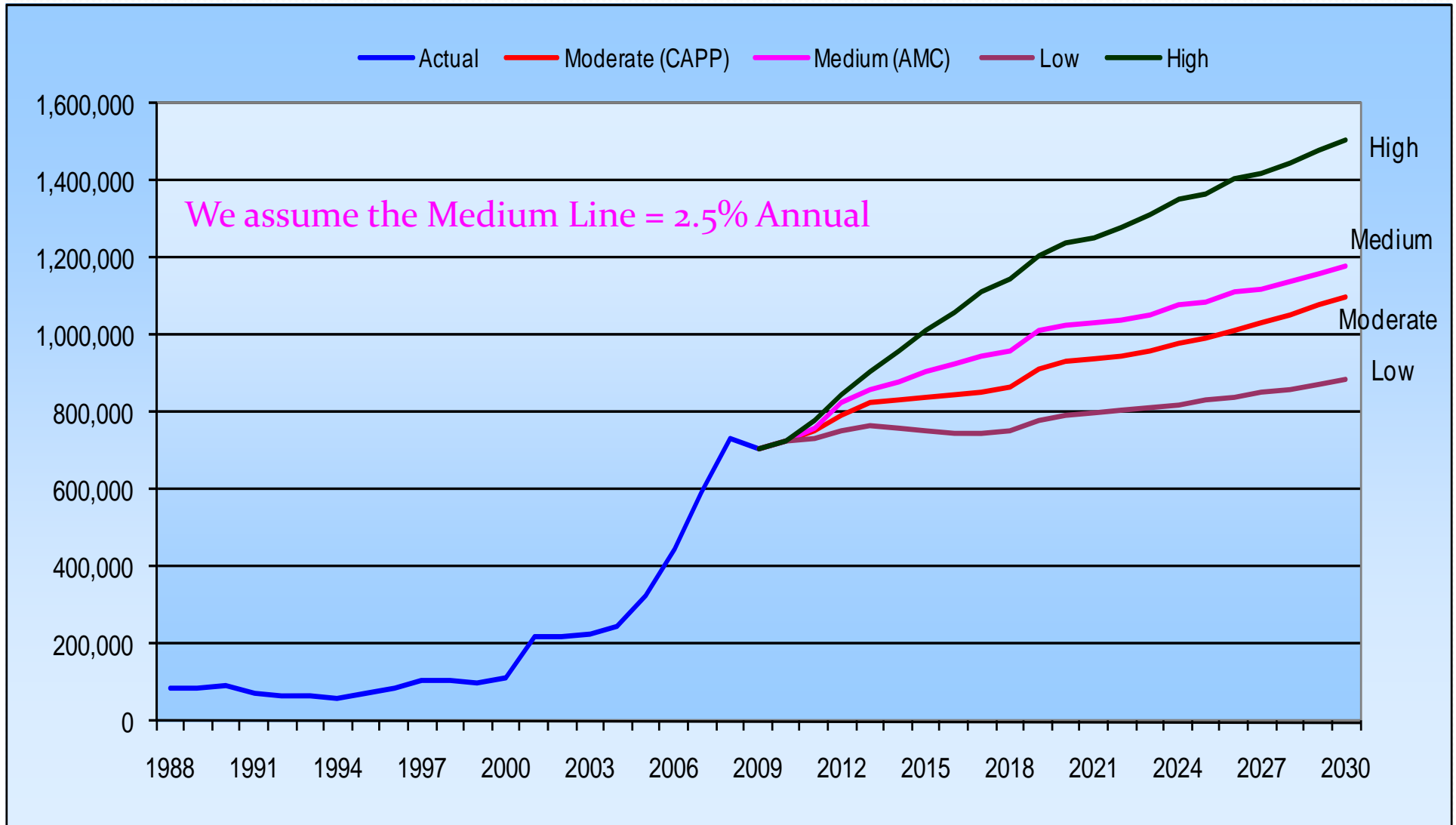


## Airports < 1 Million Passengers

The asterisks represent all airports with some form of Customs at the Airport. Of the top 32 Airports in Canada only two do not have any Customs – Fort McMurray (15) and Grande Prairie (23)



# Growth Projection 2010



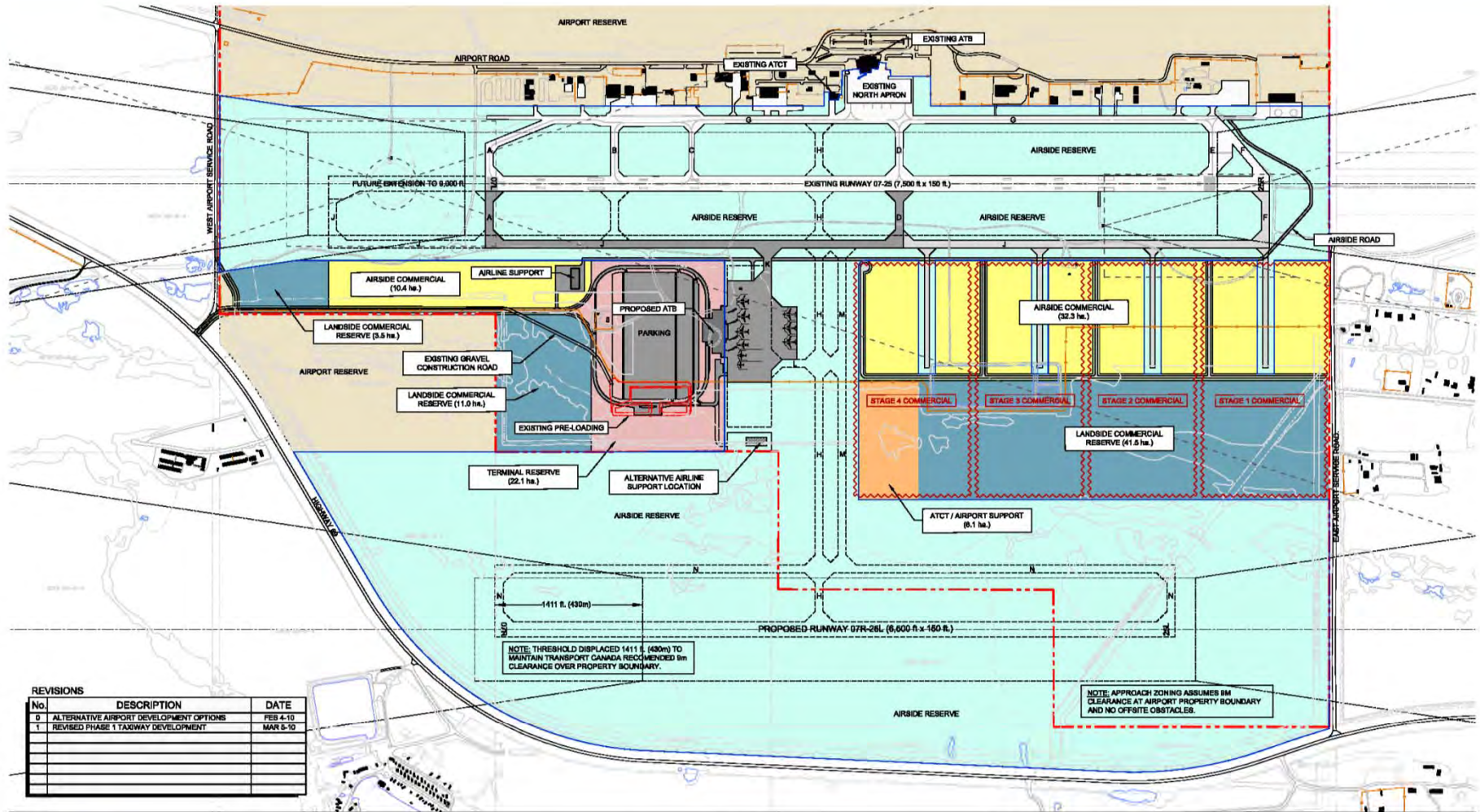
# Air Service Developments

- **Working with Air Canada and Westjet to offer many new business opportunities both domestic and international**
  - Westjet starting Toronto Daily Service (Seasonal in 2011)
  - Air Canada upgrading Toronto Service
- **Working with Regional partners to improve services**
  - Grande Prairie
  - Saskatoon
  - Red Deer
  - Kelowna
  - Cranbrook
  - Fort Chipewyan
- **Building the case for early and long term international services**
  - Las Vegas
  - Mexico
- **Case for AIR CARGO**

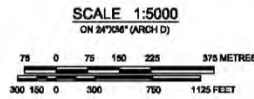


Going Forward Together

# The Airport Development Plan



REVISIONS		
No.	DESCRIPTION	DATE
0	ALTERNATIVE AIRPORT DEVELOPMENT OPTIONS	FEB 4-10
1	REVISED PHASE 1 TAXIWAY DEVELOPMENT	MAR 8-10



## GENERAL LEGEND

- EXISTING AIRPORT BOUNDARY
- EXISTING EDGE OF PAVEMENT
- PROPOSED EDGE OF PAVEMENT
- EXISTING FENCE LINE
- EXISTING DITCH LINE
- EXISTING WATER COURSE
- EXISTING TRAIL
- EXISTING TREE LINE
- EXISTING LEGAL BOUNDARY
- EXISTING PRE-LOADING LIMITS
- ELECTRONIC PROTECTION AREA

- RUNWAY APPROACH SURFACE
- RUNWAY STRIP
- EXISTING AIRSIDE PAVEMENTS
- PROPOSED SHORT-TERM PAVEMENTS
- PROPOSED MEDIUM-TERM PAVEMENTS
- PROPOSED LONG-TERM PAVEMENTS
- EXISTING STRUCTURES / BUILDINGS
- FUTURE STRUCTURES / BUILDINGS

## LAND USE INFORMATION

- AIRPORT RESERVE
- AIRSIDE RESERVE
- AIRSIDE COMMERCIAL
- LANDSIDE COMMERCIAL
- AIRPORT SUPPORT
- TRANSPORTATION RESERVE
- TERMINAL RESERVE

Client/Project: FORT MCMURRAY REGIONAL AIRPORT AIRPORT EXPANSION PROJECT

Figure No. 1

Title: AIRPORT DEVELOPMENT PLAN

Revised By: JHE





# Positive Points

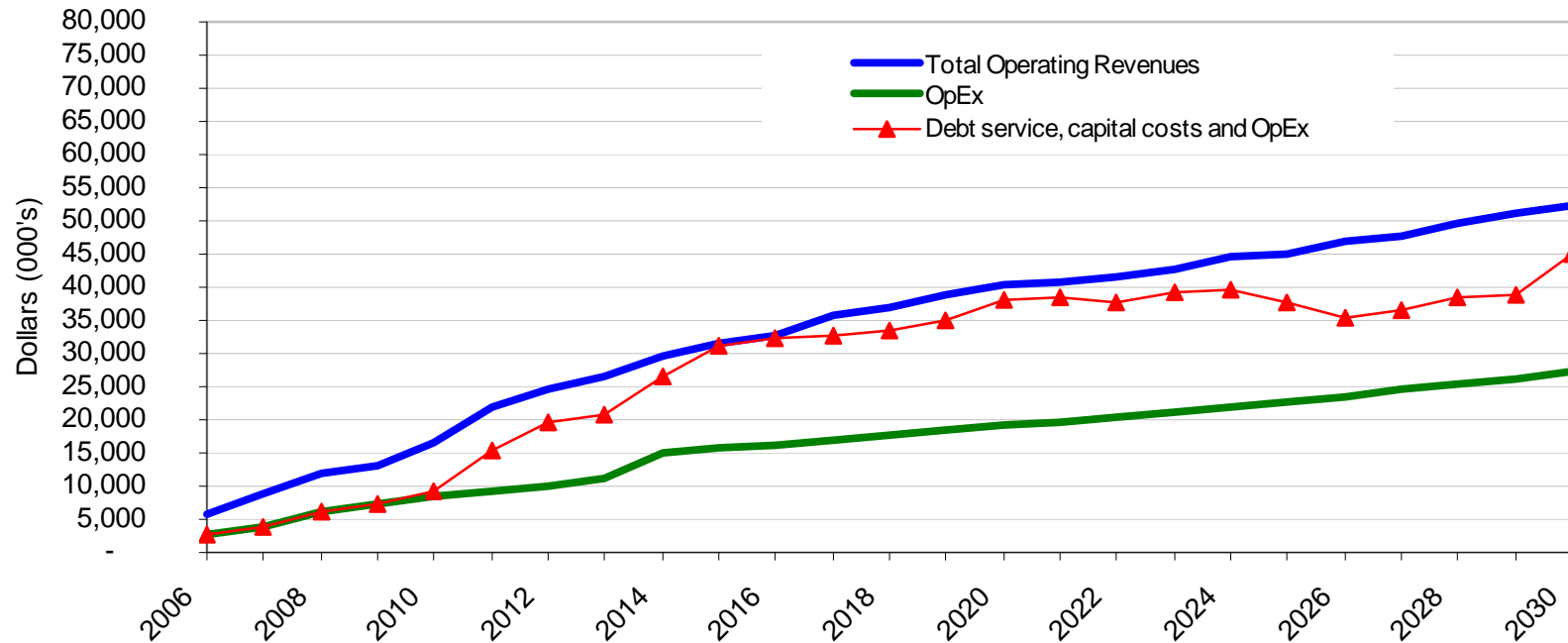
- We have the confidence of our Community behind us
- Team “FlyFortMac” is moving ahead together
- We have the airlines onside
- The Province is onside – CRISP, ACFA
- We are confident that the Region will grow
- Our Governance is solid
- Our Management is competent
- An outstanding first year as an Authority
- A Clear and Shared Bold Vision

**All good.....BUT**



# Big Challenge on \$\$\$\$\$\$\$\$\$\$

## HISTORICAL AND PROJECTED FINANCIAL DATA Medium Case



Sources: Historical: Fort McMurray Airport.

Projected: LeighFisher, November 2010.

Note: Individual cost categories are stacked so as to show net revenues versus total revenues.



# Opportunities for more \$\$\$\$

- Accelerated Growth
- Public Support via RMWB/GoA
- Real Estate (Current and new)
- Cost Controls – Project and Operations



# RMWB Partnership

- MOU signed to effect transfer of land and chattels
- Side letter to outline relationship/partnership
  - Urban Boundary
  - Compatible Land Use
  - Taxation
  - CRISP Implementation
  - Sewage Issues
  - Port of Entry Status





# Proposal for Public Sector Partnership

- That FMAA and RMWB jointly designate \$25 million each towards the funding of civil works associated with the new airport facilities
- That the RMWB partner with the FMAA to pursue matching funds from both the Government of Alberta and the Government of Canada
- That these funds be used to share in the costs of civil works for the new facilities as well as a portion of the new terminal building



## Council Meeting Presentation Request

Completed requests to make a public presentation must be received by 12:00 noon on the Wednesday immediately prior to the scheduled meeting. **Presentations are a maximum of 5 minutes in duration.**

<b>Presentation Information</b>	
<b>Preferred Date of Presentation</b>	May 24, 2011
<b>Name of Presenter(s)</b>	Jim Palmer, Vice Chair, Board of Directors; Doug Phibbs, Immediate Past Chair; Franco Savoia, President and CEO
<b>Organization Represented</b>	YMCA of Wood Buffalo
<b>Topic</b>	Provide background and answer questions on the YMCA's request.
<b>Please List Specific Points/Concerns</b>	<p>As outlined on the request:</p> <p>The YMCA would like to enter into an MOU to develop a new YMCA in 5-7 years.</p> <p>The YMCA needs financial assistance in the operation of its pool.</p> <p>The YMCA wants to work with the municipality in helping to build community.</p>
<b>Action Being Requested of Council</b>	<p>Approve the YMCA's request:</p> <p>Identify actions through which the YMCA and Municipality are able to partner to enhance the quality of life in our community.</p>
<p><b>Are you providing any supporting documentation (ie: Powerpoint)?</b> <span style="float: right;">Yes</span></p> <p>If yes, the documentation <u>must</u> accompany this request, as handouts will not be distributed at the meeting. To ensure that your documents meet minimum standards, please see presentation guidelines on the next page.</p> <p>Supporting documents may be e-mailed to <a href="mailto:legislativeassistants@woodbuffalo.ab.ca">legislativeassistants@woodbuffalo.ab.ca</a>.</p>	

*As per Procedure Bylaw No. 06/020, a request to make a presentation may be referred or denied.*





YMCA



We build families  
**communities**

**strong**  
kids

[ymca.woodbuffalo.org](http://ymca.woodbuffalo.org)

# Serving the community since 1974.

[woodbuffalo.ymca.org](http://woodbuffalo.ymca.org)



# Strengthening the Foundations of Community:

- Social determinants of health
- 40 developmental assets
- Strong Kids, Strong Families, Strong Communities



[woodbuffalo.ymca.org](http://woodbuffalo.ymca.org)

We communities  
build families  
**strong** kids

# A values based charitable association

## •Universal Outcomes:

- ✓ Connect & belong
- ✓ Make healthy choices
- ✓ Reach your potential



[woodbuffalo.ymca.org](http://woodbuffalo.ymca.org)



# **We bring people together!**

- **8,000 individuals of all ages;**
- **2,000 under the age of 18;**
- **100 salaried and hourly staff;**
- **\$6 million**
- **50 volunteers**
- **9 Locations**



**ymca.woodbuffalo.org**

We communities  
build families  
**strong** kids

# Assisting new comers and immigrants

- Youth Connections
- Immigrant Settlement Services
- Community Connections
- Temporary Foreign Worker Program
- Job Search For Immigrants



[ymca.woodbuffalo.org](http://ymca.woodbuffalo.org)

We communities  
build families  
**strong** kids

# YMCA Child Care

## 250 children



- 3 Daycare Centres
- 5 Out of School Care Centres



[ymca.woodbuffalo.org](http://ymca.woodbuffalo.org)

We communities  
build families  
**strong** kids



# YMCA Membership Centre

- 150,000 accesses annually.
- 3,000 members
- 1,000 program participants
- 1,000 guests



We  
build  
strong  
communities  
families  
kids

[ymca.woodbuffalo.ca](http://ymca.woodbuffalo.ca)





# Opportunities for All

- No one is turned away due to economic circumstance.
- 100+ assisted with fees

We build communities strong  
families kids

[ymca.woodbuffalo.org](http://ymca.woodbuffalo.org)



# Challenges of the past decade

- Growth
- Ageing plant—indoor pool
- Staff turnover
- Lack of systems

# Our Response:

- Energized Board
- An MOU—Administrative Support
- Sustainable management team
- Sustainability Campaign



**ymca.woodbuffalo.org**

# **Vision: a vibrant YMCA at the heart of a vibrant community**

- **A new YMCA centre in 5-7 years**
- **Reinvest in our current facility**

# Request:

- Fort McMurray/YMCA MOU: develop a new YMCA in 5-7 years

# Request:

- Annual operational investment of \$250,000



**ymca.woodbuffalo.org**



# Thank you!

[woodbuffalo.ymca.org](http://woodbuffalo.ymca.org)



**Subject: YMCA Funding Request****APPROVALS:**

Glen Laubenstein, Chief Administrative Officer  
Carol Theberge, Divisional Manager  
Carole Bouchard, Director

**Administrative Recommendation(s):**

THAT \$150,000 from the Community Initiatives Reserve be allocated to the YMCA of Wood Buffalo to fund 2011 operations.

THAT Administration research and explore the potential for partnerships between the YMCA of Wood Buffalo and key stakeholders in reference to building a new recreation facility.

**Summary:**

The YMCA of Wood Buffalo is requesting an operating grant of \$250,000 per year until a new facility can be built in a projected five to seven years (Attachment 1). To maintain the recreational opportunities and aquatic programming that enhance the quality of life in the region, the Westwood YMCA pool is required in addition to the Suncor Community Leisure Centre pool.

**Background:**

The YMCA of Wood Buffalo is a charitable, non-profit organization established by a group of volunteers in 1974. It offers a host of programs and services that benefit the community, such as daycare, out-of-school care, summer day camps, Immigrant Settlement, Youth Connections Employment, and health and fitness classes and facilities.

The organization has faced leadership and financial management challenges over the years. However, after collaborating with YMCA Canada, the YMCA of the Prairies and the YMCA of Wood Buffalo Board of Directors, its operations have stabilized with experienced leadership and a partnership with the YMCA of Edmonton.

Across Canada, YMCAs and municipalities combine resources to run operations and build new recreation centres. Partnerships vary in levels of commitment, which may include gifts of land, leases for land or facilities at a nominal fee, annual operating grants and/or capital funding. Similarly, the Regional Municipality of Wood Buffalo has previously supported the YMCA of Wood Buffalo in several ways:

- \$11,580 grant to develop preliminary plans for a new YMCA facility (1982).
- \$1,250,000 contribution to the YMCA Capital Campaign to build a pool and give open access to residents (1986).
- Waived property taxes on the Westwood YMCA facility (1986).
- \$200,000, low-interest bridge loan with flexible payments that allowed the YMCA to maintain operations (2003); the loan was repaid.

- Approximately \$10,000 annually since 2004 from the Community Development Fund for the YMCA's Out-of-School Care Program.
- Land Lease agreement of \$1 a year for the Birchwood YMCA site (2004 – present).
- In 2008, the YMCA requested a \$275,000 annual operating grant and a \$230,000 one-time contribution to refurbish the Westwood pool. As well, the organization wanted the Municipality to enter into an agreement to help develop the Birchwood site into a new pool and recreation facility. The funding proposal was declined while the partnership to work on a future facility was welcomed.
- Since 2008, the Municipality's Facilities staff has worked with the YMCA to develop the Birchwood site; however, the YMCA's Board of Directors halted the project when financial constraints could not be overcome.

**Alternatives:**

1. Accept the YMCA of Wood Buffalo's request for a \$250,000 operating grant for five to seven years and explore the potential for partnerships for a new recreation facility .
2. Offer the YMCA of Wood Buffalo a one -time \$150,000 grant based on population growth and actual operating costs and explore the potential for partnerships for a new recreation facility.
3. Deny the YMCA of Wood Buffalo's request for a \$250,000 operating grant for five to seven years and explore the potential for partnerships for a new recreation facility.

**Budget/Financial Implications:**

If the request for a \$250,000 grant is approved, the cost over five years would be \$1,250,000. If the second alternative is approved, there would be a grant of \$150,000 in 2011.

**Rationale for Recommendation(s):**

Without funding, hours could be reduced for open residential access to the aquatic facility at the Westwood YMCA. The YMCA may not have the capacity to operate, and could consider closing the aquatics facility entirely; the provision of those aquatic services would then fall to the Municipality. It is also possible that the aging facility may depreciate faster than expected or operating costs could increase, which would lead to additional funding requirements.

By offering a \$150,000 operating grant in the 2011 budget year, the Municipality can reevaluate the original \$250,000 request during the budget process and build it into the 2012 budget if necessary. The YMCA Board will also be asked to develop a sustainability plan for the facility/organization that will be reviewed by the Municipality.

**Attachments:**

Att 1 - YMCA Letter of Request





**YMCA**

**We build strong kids,  
strong families, strong communities.**

February 4, 2011

Mayor Melissa Blake and City Council  
Regional Municipality of Wood Buffalo  
9909 Franklin Avenue  
Fort McMurray, Alberta T9H 2K4

Dear Madame Mayor and City Council:

We are formally requesting the assistance of the City in the operation of our indoor swimming pool at the Westwood YMCA.

The YMCA was formed in Wood Buffalo in February 1974. For the past 36 years, the YMCA has been part of the growing and vibrant community of Wood Buffalo. Our Westwood YMCA is a shared facility with Westwood High School. Opened in the mid 1980s, our YMCA includes a 25 metre pool, a teach pool, 4 change rooms, a conditioning room, access to the school gym, a studio, a racquetball court and an indoor playground structure.

As the community has expanded the YMCA has increased its program offerings to meet the needs of the region:

- Each year more than 5,000 individuals participate in learn to swim and recreational swimming for the entire family; have opportunities to focus on their health through regular exercise both through a variety of cardio vascular and strength training programs;
- Children and youth have been able to enjoy recreational and leadership development programs; there were 100,000 accesses to our Westwood YMCA in 2010.
- We have grown our licensed child care and our out of school care programs to a total of 8 centres serving 250 families. Parents can go to work knowing that their children are being cared for in a caring and safe environment;
- Several hundred newcomers to Wood Buffalo enjoy the support of our Youth Connections and Immigration Settlement programs. Our five year goal is to build a new YMCA to serve the new generation of families in Wood Buffalo; and
- No one is turned away from the YMCA because of inability to pay. In 2010, 7% of all participants were assisted with their fees.

Many Canadian municipalities recognize that a strong vibrant YMCA is integral to a healthy city.

Each YMCA is unique to the community it serves and thus mirrors its challenges and opportunities. High staff turn over the past decade has created administrative and financial challenges for our YMCA. The Board of Directors recognized its challenges and has developed and implemented solutions over the past two years:

- To ensure ongoing consistency and sound administrative supports, it developed a Memorandum of Understanding (MOU) with the YMCA of Edmonton through which all of the financial, IT and administrative supports are provided by the YMCA of Edmonton.
- With the resignation of the fifth YMCA CEO in 10 years in June 2010, the Boards of Directors of the YMCAs of Edmonton and Wood Buffalo entered into a co-operative management agreement in which the two YMCAs share one CEO. Both YMCAs remain independent and autonomous. However a shared CEO brings about synergies between the two Ys and their respective communities.
- The YMCA Board of Directors concluded from feedback from members and users that its location is very appropriate for many families in our community. The Board however also concluded that its ageing facility at

**YMCA of Wood Buffalo**

221 Tundra Drive, Fort McMurray, AB T9H 4Z7 tel. 780 790-9622 fax. 780 743-4045 [www.ymca.woodbuffalo.org](http://www.ymca.woodbuffalo.org)





YMCA

We build strong kids,  
strong families, strong communities.

the Westwood YMCA is no longer adequate to meet the long term needs of the community. With high staff turnover and lack of the necessary financial resources, the Board has been faced with challenges of operating an ageing capital facility. This past summer, the pools were shut down for almost 4 months. This fall the pool was shut down for another 6 weeks. The pool is now back in full operation and management has implemented a preventative maintenance program.

- The Board determined that it needs to build a new YMCA to serve the Thickwood and Timberlea neighborhoods. The Board's initial review is that, given the anticipated growth of our community and its needs, the YMCA will be able to operate a new centre without any ongoing operational support. The YMCA has opened some 70+ new centres across the country in all sizes of communities. These have proven to be financially sustainable over the long term. The YMCA has developed extensive expertise on optimal functional design. It anticipates that the development process will take at least 5 to 7 years. In the meantime it needs to invest in the current Westwood YMCA facility to ensure that it can continue to serve the community while the YMCA completes a needs assessment, develops a detailed plan and builds a new YMCA Centre in active collaboration with the regional municipality.
- The YMCA Board of Directors has launched a two-year sustainability campaign to bridge the current operation with the longer vision. To date, 11 donations have been received by the Board and Management for a total of \$44,100. We are now approaching industry, business leaders and the municipality for support.

The YMCA is inviting the City of Wood Buffalo to invest in its vision. It is inviting the City Council

- To enter into a MOU with the YMCA to develop a new YMCA Community Centre in the north part of the City; and
- To provide \$250,000 per year to assist the YMCA with the operation of the indoor swimming pools at the West Wood YMCA until the new YMCA centre is built. The estimated operating cost of the YMCA swimming pools is \$500,000. This will assist with the staffing and will ensure that we are able to consistently execute a preventative maintenance program.

Enclosed please find our 2009 Audited Financial Statements and program brochures which outlines the various ways which the YMCA supports our community.

We would be pleased to provide any additional information or clarify any questions that you might have.

Sincerely,

Nolan Palmquist, Board Chair

Franco Savoia, President and CEO

Copy: YMCA of Board of Directors, YMCA Management Team, Carole Bouchard, Denise Hamilton

PS One of the traditional core competencies of the YMCA is the provision of interim housing and the necessary supports to keep people housed. We have this week begun discussions with the City staff and other social housing providers regarding the housing needs of young adults when they first arrive to the City and how the YMCA in partnership with other groups may be able to respond.

**YMCA of Wood Buffalo**

221 Tundra Drive, Fort McMurray, AB T9H 4Z7 tel. 780 790-9622 fax. 780 743-4045

[www.ymca.woodbuffalo.org](http://www.ymca.woodbuffalo.org)

Documentation for Item #5 is available as Attachment 2 under  
Item No. 6 - Business Arising Out of Presentation –  
2010 Audited Consolidated Financial Statements

**Subject: 2010 Audited Consolidated Financial Statements****APPROVALS:**

Glen Laubenstein, Chief Administrative Officer  
Elsie Hutton, Chief Financial Officer

**Administrative Recommendation(s):**

THAT the audited consolidated financial statements of the Regional Municipality of Wood Buffalo for the year ended December 31, 2010 be accepted as information.

**Summary:**

The *Municipal Government Act* requires that every Alberta municipality prepare and submit a Financial Information Return and audited financial statements by May 1 of each year. Submission of the financial statements by the deadline represents a major achievement for the Regional Municipality of Wood Buffalo. Previous years have encountered delays due to substantial accounting standard changes such as PSAB 3150 (Tangible Capital Asset Project), PART IX Corporation reporting, or significant events that require additional diligence to quantify. Timely year end audit reporting at the height of a new financial system implementation further adds to the significance of the achievement.

The Municipality's 2010 consolidated financial statements have been audited by KPMG and are made available to the public by way of the Council meeting and display on the municipal website. The financial information has been previously submitted to Municipal Affairs to coincide with the deadline while taking the opportunity to present the information in a public forum.

With the adoption of the 2011 – 2014 Fiscal Management Strategy and the substantial funding of that strategy the Municipality is in a very favourable financial position.

**Background:**

All subsidiary information, which includes the Regional Municipality of Wood Buffalo Library Board (Library Board), MacDonald Island Park Corporation, Wood Buffalo Housing and Development Corporation have been fully consolidated within the financial statements. Although the Library Board has been fully consolidated in the past, the other entities mentioned were previously recorded as a one line summary (modified equity basis) and therefore not included with municipal operations on a line by line basis. Full consolidation now applies to all Part IX Corporations based on an accounting standard change effective January 1, 2010.

On January 1, 2010, the Fort McMurray Regional Airport Commission became the Fort McMurray Regional Airport Authority (Authority) and therefore no longer included in the Municipality's financial information. The information included for 2010 represents the transfer of the net assets to the Authority.

**Budget/Financial Implications:**

The 2010 year ended with an operating surplus of \$45,814,350 predominantly due to savings from unfilled positions and savings in contracted services. This funding was essential to meet the outcomes of the 2011 – 2014 Fiscal Management Strategy previously adopted by Council. By establishing the Fiscal Management Strategy, Council has been able to avoid tax increases. This leaves a shortfall of approximately \$5M to meet the minimum balance required in the Emerging Issues Reserve.

**Rationale for Recommendation(s):**

Section 276 of the Municipal Government Act requires municipalities to prepare annual financial statements for the immediately preceding year.

**Attachments:**

1. 2010 Audited Consolidated Financial Statements
2. 2010 External Audit Completion Summary presentation



**Consolidated Financial Statements of**

**REGIONAL MUNICIPALITY  
OF WOOD BUFFALO**

**Year ended December 31, 2010**

**Consolidated Financial Statements of**  
**REGIONAL MUNICIPALITY OF WOOD BUFFALO**  
**Year ended December 31, 2010**

Management's Responsibility for the Consolidated Financial Statements

Independent Auditors' Report

Consolidated Statement of Financial Position

Consolidated Statement of Operations and Accumulated Surplus

Consolidated Statement of Change in Net Financial Assets

Consolidated Statement of Cash Flows

Notes to Consolidated Financial Statements

Schedule 1 - Net Taxes Available for Municipal Purposes

Schedule 2 - Government Transfers

Schedule 3 - Sales and User Charges

Schedule 4 - Consolidated Expenses by Object



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The accompanying consolidated financial statements of the Regional Municipality of Wood Buffalo (the "Municipality") are the responsibility of the Municipality's management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards. A summary of the significant accounting policies followed by the Municipality are described in Note 1 to the consolidated financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Municipality's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management.

The Mayor and Members of Council meet with management and the external auditors to review the consolidated financial statements and to discuss any significant financial reporting or internal control matters prior to the approval of the consolidated financial statements.

The consolidated financial statements have been audited by KPMG LLP, independent external auditors appointed by the Municipality. The accompanying Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Municipality's consolidated financial statements.



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Elsie Hulton, CMA  
Chief Financial Officer  
April 29, 2011



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Patricia King  
Director Financial Services  
April 29, 2011



KPMG LLP  
Chartered Accountants  
10125 - 102 Street  
Edmonton AB T6J 3V8  
Canada

Telephone (780) 429-7300  
Fax (780) 429-7379  
Internet [www.kpmg.ca](http://www.kpmg.ca)

## INDEPENDENT AUDITORS' REPORT

To the Mayor and Members of Council of the Regional Municipality of Wood Buffalo

We have audited the accompanying consolidated financial statements of the Regional Municipality of Wood Buffalo, which comprise the consolidated statement of financial position as at December 31, 2010, the consolidated statements of operations and accumulated surplus, change in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Consolidated Financial Statements*

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

### *Auditors' Responsibility*

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

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





*Opinion*

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Regional Municipality of Wood Buffalo as at December 31, 2010, and its consolidated results of operations, its consolidated change in net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

*KPMG LLP*

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Chartered Accountants

April 29, 2011  
Edmonton, Canada

**REGIONAL MUNICIPALITY OF WOOD BUFFALO****Consolidated Statement of Financial Position**

December 31, 2010, with comparative figures for 2009

	2010	2009
		(Restated - note 2)
<b>Financial assets</b>		
Cash	\$64,635,605	\$38,713,079
Restricted cash (Note 3)	4,465,115	2,217,711
Taxes and grants in lieu receivable (Note 4)	5,965,468	3,983,194
Trade and other receivables (Note 5)	87,070,494	115,191,430
Inventories held for resale (Note 6)	71,176,504	70,210,645
Investments (Note 7)	835,078,699	528,589,624
Interest in subsidiary operation (discontinued) (Note 8)	-	52,676,161
	<u>1,068,391,885</u>	<u>811,581,844</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	130,342,919	124,037,674
Deposit liabilities	7,845,436	9,068,618
Deferred revenue (Note 9)	269,486,139	248,832,852
Employee benefit obligations (Note 10)	15,384,343	12,362,777
Provision for landfill closure and post-closure obligation (Note 11)	8,657,101	10,973,986
Long-term debt (Note 12, 13)	<u>478,288,140</u>	<u>309,169,200</u>
	<u>909,984,078</u>	<u>714,445,107</u>
<b>Net financial assets</b>	<u>158,407,807</u>	<u>97,136,737</u>
<b>Non-financial assets</b>		
Tangible capital assets (Note 14)	2,091,015,089	1,795,679,377
Consumable inventories	860,049	1,085,459
Prepaid expenses and deposits	<u>4,230,014</u>	<u>1,339,700</u>
	<u>2,096,105,152</u>	<u>1,798,104,536</u>
<b>Accumulated surplus (Note 15)</b>	<u>\$2,254,512,959</u>	<u>\$1,895,241,273</u>

Commitments and contingent liabilities (Note 16)

See accompanying notes to consolidated financial statements.

Approved by:

  
Elsie Hutton, CMA  
Chief Financial Officer  
Patricia King  
Director Financial Services

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**  
**Consolidated Statement of Operations and Accumulated Surplus**

Year ended December 31, 2010, with comparative figures for 2009

	Budget (Unaudited - note 19)	2010	2009 (Restated - note 2)
<b>Revenue:</b>			
Net taxes available for municipal purposes (Schedule 1)	\$ 432,662,696	\$ 432,085,357	\$ 381,436,472
Government transfers (Schedule 2)	243,654,629	127,870,322	154,046,713
Sales and user charges (Schedule 3)	86,155,785	96,809,819	55,153,452
Sales to other governments	2,082,988	1,690,032	1,407,582
Penalties and costs on taxes	921,330	1,543,375	1,192,275
Licenses and permits	6,903,273	11,380,602	5,341,065
Fines	3,174,000	3,001,260	3,359,813
Franchise and concession contracts	5,320,854	4,582,643	4,253,287
Returns on investments	9,664,324	13,835,898	13,935,653
Rentals	225,369	12,612,073	10,795,179
Transfers from local boards and agencies	-	62,000	62,000
Developers' agreements and levies	11,206,972	5,971,414	4,207,813
Other	1,915,766	6,355,986	3,321,634
Gain on disposal of tangible capital assets	-	5,715,212	-
Contributions of tangible capital assets	-	74,558,193	82,147,070
	<b>803,887,986</b>	<b>798,074,186</b>	<b>720,660,008</b>
<b>Expenses: (Schedule 4)</b>			
Council and other legislative	1,695,828	1,299,712	1,185,453
General administration	74,521,076	63,786,044	47,426,226
Other general government	4,012,808	3,851,812	2,403,396
Police	31,784,611	26,142,614	24,389,077
Fire	24,720,228	21,439,599	26,170,045
Disaster and emergency measures	729,369	682,462	580,313
Ambulance and first aid	7,722,696	7,781,997	-
Bylaws enforcement	5,433,307	4,256,799	3,138,682
Common and equipment pool	19,708,136	15,274,275	13,396,441
Roads, streets, walks, lighting	27,034,977	25,196,828	23,648,279
Public transport	15,546,608	16,097,376	13,578,780
Storm sewers and drainage	417,244	200,370	217,258
Water supply and distribution	20,819,761	17,065,090	15,090,719
Wastewater treatment and disposal	18,146,239	17,152,557	13,980,149
Waste management	11,242,559	11,390,789	10,174,569
Family and community support	6,127,209	6,743,476	3,629,113
Day care	15,000	15,000	15,000
Cemeteries and crematoriums	180,785	1,429,447	90,050
Land use planning, zoning and development	15,715,450	11,070,242	8,134,557
Subdivision land and development	4,232,551	2,910,518	2,165,598
Public housing operations	35,066,586	40,510,009	31,069,185
Recreation boards	940,114	1,453,902	658,786
Parks and recreation	49,096,122	45,054,846	35,283,258
Culture: libraries, museums, halls	7,454,747	5,625,298	3,537,876
Other	121,937	199,466	36,601
Loss on disposal of tangible capital assets	-	-	170,244
Amortization of tangible capital assets	-	39,496,011	29,297,313
	<b>382,485,948</b>	<b>386,126,339</b>	<b>309,466,968</b>
Annual surplus before the undemoted	421,402,038	411,947,847	411,193,040
Subsidiary operation (discontinued) (Note 8)	-	(52,676,161)	4,003,425
Annual surplus	421,402,038	359,271,686	415,196,465
Accumulated surplus, beginning of year	1,895,241,273	1,895,241,273	1,480,044,808
Accumulated surplus, end of year	<b>\$ 2,316,643,311</b>	<b>\$ 2,254,512,959</b>	<b>\$ 1,895,241,273</b>

See accompanying notes to consolidated financial statements.

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**  
**Consolidated Statement of Change In Net Financial Assets**

Year ended December 31, 2010, with comparative figures for 2009

	Budget	2010	2009
	(Unaudited - note 19)		(Restated - note 2)
Annual surplus	\$ 421,402,038	\$ 359,271,686	\$ 415,196,465
Acquisition of tangible capital assets	(811,365,777)	(260,554,838)	(255,632,013)
Contributions of tangible capital assets	-	(74,558,193)	(82,147,070)
Gain on disposal of tangible capital assets	-	(5,715,212)	-
Loss on disposal of tangible capital assets	-	-	170,244
Amortization of tangible capital assets	-	39,496,011	29,297,313
Proceeds on disposal of tangible capital assets	-	5,998,520	402,197
	(389,963,739)	63,935,974	107,287,136
Consumption of consumable inventories	-	225,410	205,135
Use of (increase in) prepaid expenses and deposits	-	(2,890,314)	258,769
Change in net financial assets	(389,963,739)	61,271,070	107,751,040
Net financial assets, beginning of year	97,136,737	97,136,737	(10,614,303)
Net financial assets (net debt), end of year	\$ (292,827,002)	\$ 158,407,807	\$ 97,136,737

See accompanying notes to consolidated financial statements.



**REGIONAL MUNICIPALITY OF WOOD BUFFALO**  
**Consolidated Statement of Cash Flows**

Year ended December 31, 2010, with comparative figures for 2009

	2010	2009
		(Restated - note 2)
<b>Cash provided by (used in):</b>		
<b>Operating:</b>		
Annual surplus	\$ 359,271,686	\$ 415,196,465
Add (deduct) non-cash items:		
Contributions of tangible capital assets	(74,558,193)	(82,147,070)
Gain on disposal of tangible capital assets	(5,715,212)	-
Loss on disposal of tangible capital assets	-	170,244
Amortization of tangible capital assets	39,496,011	29,297,313
Change in non-cash operating working capital:		
Restricted cash	(2,247,404)	(174,937)
Taxes and grants in lieu receivable	(1,982,274)	(212,354)
Trade and other receivables	28,120,936	78,093,792
Inventories held for resale	(965,859)	(28,126,377)
Accounts payable and accrued liabilities	6,305,245	(3,886,172)
Deposit liabilities	(1,223,182)	(3,169,266)
Deferred revenue	20,653,287	(40,646,897)
Employee benefit obligations	3,021,566	6,795,898
Provision for landfill closure and post closure costs	(2,316,885)	2,366,458
Consumable inventories	225,410	205,135
Prepaid expenses and deposits	(2,890,314)	258,769
Cash provided by continuing operations	365,194,818	374,021,001
Subsidiary operation (discontinued) (note 8)	52,676,161	(4,003,425)
Cash provided by operating transactions	417,870,979	370,017,576
<b>Capital:</b>		
Proceeds on disposal of tangible capital assets	5,996,520	402,197
Acquisition of tangible capital assets	(260,554,838)	(255,632,013)
Cash applied to capital transactions	(254,558,318)	(255,229,816)
<b>Investing:</b>		
Increase in investments, net	(306,489,075)	(153,406,877)
Cash applied to investing transactions	(306,489,075)	(153,406,877)
<b>Financing:</b>		
Proceeds from long-term debt	201,744,172	22,618,177
Repayment of long-term debt	(32,645,232)	(11,400,872)
Cash provided by financing transactions	169,098,940	11,217,305
Increase (decrease) in cash	25,922,526	(27,401,812)
Cash beginning of year	38,713,079	66,114,891
Cash end of year	\$ 64,635,605	\$ 38,713,079

See accompanying notes to consolidated financial statements.

## REGIONAL MUNICIPALITY OF WOOD BUFFALO

### Notes to Consolidated Financial Statements

Year ended December 31, 2010

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The Regional Municipality of Wood Buffalo (the Municipality) is a municipality in the Province of Alberta, Canada and operates under the provisions of the Municipal Government Act, R.S.A., 2000, c.M-26, as amended (MGA).

#### 1. Significant accounting policies:

The consolidated financial statements of the Municipality are prepared by management in accordance with Canadian public sector accounting standards. Significant accounting policies adopted by the Municipality are as follows:

##### (a) Government reporting entity:

###### (i) Consolidated entities

The consolidated financial statements reflect the assets, liabilities, revenues, expenses, accumulated surplus, change in net financial assets and cash flows of the government reporting entity. The government reporting entity is comprised of entities whose operations and assets are under the control of the Municipality. In addition to general municipal tax supported operations, they include:

Regional Municipality of Wood Buffalo Library Board  
Wood Buffalo Housing & Development Corporation  
MacDonald Island Park Corporation  
Fort McMurray Regional Airport Commission (Note 8)

Interdepartmental and inter-organizational transactions and balances have been eliminated.

###### (ii) Other boards and commissions

The Municipality is a member of various other boards and commissions that are not included in the government reporting entity.

###### (iii) School Board and senior lodges

The schedule of taxes levied also includes requisitions for education and other external organizations that are not part of the government reporting entity.

###### (iv) Trust funds

Trust funds and their related operations administered by the Municipality are not included in these consolidated financial statements.

## REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

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### 1. Significant accounting policies, continued:

#### (b) Basis of accounting:

The Municipality follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

Property tax revenue is based on market value assessments determined in accordance with the MGA. Tax mill rates are established annually. Taxation revenues are recorded at the time tax billings are issued. Assessments are subject to appeal. A provision has been recorded in accounts payable and accrued liabilities for potential losses on assessment appeals outstanding at December 31.

Government transfers are recognized in the consolidated financial statements as revenue in the period that the events giving rise to the transfer occurred, providing the transfers are authorized, any eligibility criteria have been met by the Municipality, and the reasonable estimates of the amounts can be made.

Revenues for the provision of goods or services are recognized in the period in which the goods are provided or the services are rendered.

Proceeds from the sale of lifetime golf memberships are deferred and recognized as revenue over a period of ten years.

Revenues from sponsorships are recognized over the terms of the sponsorship agreements.

Rental income is recognized as revenue in the relevant tenancy period.

Revenues from land and building sales are recognized when title transfers and all of the rights and responsibilities of ownership have transferred.

Amounts received under rights holder agreements have been deferred and are recognized as revenue on a straight line basis over the 25 year life of the agreements.

Investment income is recorded as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance.

Expenses are recognized as they are incurred and are measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

Budget Information, as approved by Council, is reported on an accrual basis, consistent with accounting principles applied in the consolidated financial statements.

#### (c) Excess collections and under-levies:

Excess collections and under-levies arise from the difference between the actual levy made to cover each requisition and the actual amount requisitioned. If the actual levy exceeds the requisition, the excess collection is recorded as a liability and property tax revenue is reduced. Where the actual levy is less than the requisition amount, the under-levy is recorded as a receivable and property tax revenue is increased.

Mill-rates in a subsequent year are adjusted for any excess collections or under-levies of the prior year.

## REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

### 1. Significant accounting policies, continued:

#### (d) Investments:

Investments are recorded at amortized cost. Investment premiums and discounts are amortized proportionately over the term of the respective investments. When there has been a loss in value that is other than a temporary decline, the respective investment is written down to recognize the loss.

#### (e) Inventories held for resale:

Property and other inventories are recorded at the lower of cost and net realizable value. Property inventory held under equity and affordability programs which have been sold, but where revenue recognition criteria have not been met, are recorded at the lower of cost and net realizable value.

Cost is determined using either the first-in, first-out or average cost method, depending on the nature of the inventory. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and estimated costs necessary to make the sale. When circumstances which previously caused inventories to be written down no longer exist, the previous impairment is reversed.

#### (f) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

##### (i) Tangible capital assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the assets. The cost, less residual value, of the tangible assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful Life - Years
Land Improvements	10 to 30
Buildings and building improvements	5 to 50
Engineered structures	10 to 75
Machinery and equipment	4 to 25
Vehicles	5 to 15

Annual amortization is charged at 50% in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is available for productive use.

##### (ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

##### (iii) Natural resources

Natural resources that have not been purchased are not recognized as tangible capital assets in these consolidated financial statements.

##### (iv) Works of art and cultural and historic assets

Works of art and cultural and historic assets are not recorded as tangible capital assets in these consolidated financial statements.



## REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

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### 1. Significant accounting policies, continued:

#### (f) Non-financial assets (continued):

##### (v) Capitalization of costs

The Municipality does not capitalize interest costs associated with the acquisition or construction of tangible capital asset with the exception of direct costs relating to certain rental properties under development, including carrying costs such as property taxes, interest on debt specifically related to the properties and other costs. General and administrative indirect overhead expenses are not allocated and capitalized to properties.

##### (vi) Leased tangible capital assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

##### (vii) Consumable inventories

Consumable inventories are recorded at the lower of cost and replacement cost.

#### (g) Landfill closure and post-closure obligation

The *Alberta Environmental Protection and Enhancement Act* sets out the regulatory requirements to properly close and maintain all landfill sites. Under environmental law, there is a requirement for closure and post-closure care of solid waste landfill sites. The estimated costs relating to this requirement are being accrued over the estimated remaining life of the landfill site based on usage.

The reported obligation may be affected by changes and factors such as the estimated total expenditures, regulatory requirements, inflation, and interest rates. Due to the inherent uncertainty involved in making such estimates and assumptions, actual costs reported in future periods could differ from those estimates.

#### (h) Employee future benefits

The costs of multi-employer defined benefit pension plan benefits such as LAPP and APEX pension plans are the employer's contributions to the plan in the period. Health and dental benefits are administered by Great West Life on an administrative services only basis. The Municipality is responsible for the employer share of benefit premiums throughout the year as well as any shortfall or surplus at the end of the period.

#### (i) Use of estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Actual results could differ from those estimates.

Management has used estimates to determine employee benefit obligations, landfill closure and post closure costs, accrued liabilities, provisions for tax assessment appeals, tangible capital asset useful lives as well as provisions made for allowances for taxes and other receivables and inventories.

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

**2. Restatements:****(a) Subsidiary corporations**

Previously, in accordance with the requirements of the Public Sector Accounting Board Handbook PS 1300.07 and transitional provisions included in PS 1300.47 for government organizations, the activities of certain subsidiary corporations (Wood Buffalo Housing & Development Corporation and MacDonald Island Park Corporation) were accounted for on a modified equity basis. Under the modified equity basis, the subsidiary corporations' accounting principles were not adjusted to conform to those of the Municipality and inter-organizational transactions were not eliminated. In 2010, the Municipality has fully consolidated the activities of these subsidiary corporations. This change in accounting policy has been applied on a retroactive basis and the 2009 consolidated financial statements have been restated.

**(b) Tangible capital assets**

In 2009, the Municipality implemented Public Sector Accounting Board Handbook PS3150 which required local governments to record and amortize their tangible capital assets in their consolidated financial statements. When the Municipality implemented this accounting standard change, certain amounts were not recorded as required by the accounting standards. Although not material to the overall consolidated financial position and results of operations of the Municipality in the prior year, management has recorded the adjustments on a retroactive basis and the 2009 consolidated financial statements have been restated.

**(c) Restatement summary**

The impact of these restatements on the previously reported 2009 consolidated financial statements is as follows:

	2009 Previously reported	Restatements	2009 As Restated
<b><u>Consolidated Statement of Financial Position</u></b>			
Financial assets	\$ 708,933,077	\$ 102,648,767	\$ 811,581,844
Liabilities	539,114,503	175,330,604	714,445,107
Net financial assets	169,818,574	(72,681,837)	97,136,737
Non-financial assets	1,648,851,504	149,253,032	1,798,104,536
Accumulated surplus	\$ 1,818,670,078	\$ 76,571,195	\$ 1,895,241,273
<b><u>Consolidated Statement of Operations and Accumulated Surplus</u></b>			
Revenue	\$ 660,081,548	\$ 60,578,460	\$ 720,660,008
Expenses	274,314,291	35,152,677	309,466,968
Annual surplus before the undernoted	385,767,257	25,425,783	411,193,040
Subsidiary operation (discontinued)	4,003,425	-	4,003,425
Annual surplus	389,770,682	25,425,783	415,196,465
Accumulated surplus, beginning of year	1,428,899,396	39,163,320	1,480,044,808
Accumulated surplus, end of year	\$ 1,818,670,078	\$ 64,589,103	\$ 1,895,241,273

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

**3. Restricted cash:**

Restricted cash is comprised of security deposits received from tenants in the amount of \$810,809 (2009 - \$718,650) held in trust accounts that bear interest at bank prime rate less 1.9%, restricted replacement reserves in the amount of \$1,328,029 (2009 - \$633,995), amounts restricted for the purchase and maintenance of Rotary House and other projects in the amount of \$982,280 (2009 - \$865,066), capital grant funds to support the development of affordable housing units in Parsons Creek in the amount of \$730,000 (2009 - \$ nil) and rent supplement funds payable to Alberta Housing & Urban Affairs in the amount of \$613,997 (2009 - \$ nil).

Under the terms of certain mortgage agreements, the Municipality deposits 4% of the gross income of the related properties into a restricted replacement reserves account. This amount is reserved for major capital repairs. Withdrawals require prior approval by the bank following submission of paid invoices for approved major capital repairs.

**4. Taxes and grants in lieu receivable:**

	2010	2009
Current	\$ 4,827,081	\$ 3,315,387
Arrears**	1,266,209	787,217
	<u>6,093,290</u>	<u>4,102,604</u>
Less allowance for doubtful accounts	127,822	119,410
	<u>\$ 5,965,468</u>	<u>\$ 3,983,194</u>

\*\* levies which were imposed prior to January 1, 2010

**5. Trade and other receivables:**

	2010	2009 (Restated - note 2)
Government transfers	59,668,476	\$ 90,975,141
GST recoverable	6,341,921	9,564,737
Utility receivables	4,047,542	3,224,800
Developer charges	1,997,648	2,376,944
Other receivables	15,014,907	9,049,808
	<u>\$ 87,070,494</u>	<u>\$ 115,191,430</u>

The allowance for doubtful accounts for trade and other receivables is \$1,738,809 (2009 - \$1,588,606).

**6. Inventories held for resale:**

	2010	2009 (Restated - note 2)
Inventories held for resale	\$ 238,041	\$ 191,461
Property Inventory:		
Taiganova Eco Industrial Park	8,249,052	30,377,269
Other properties under development	20,315,923	22,912,312
Held under equity and affordability programs (Note 9)	42,373,488	16,729,803
	<u>\$ 71,176,504</u>	<u>\$ 70,210,645</u>

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

**7. Investments:**

	2010		2009 (Restated - note 2)	
	Cost	Market Value	Cost	Market Value
Cash	\$ 7,528,275	\$ 7,528,275	\$ 2,992,721	\$ 2,992,721
Bankers acceptances, notes and bonds	349,023,460	349,677,014	118,633,295	118,530,387
Mortgages and notes receivable	3,237,434	3,237,434	3,743,619	3,743,619
Government and government guaranteed bonds	280,564,769	282,483,536	239,637,849	239,051,231
Corporate bonds and debentures	192,655,034	194,369,850	161,875,502	161,900,327
Accrued interest	2,069,727	2,069,727	1,706,638	1,706,638
	<b>\$ 835,078,699</b>	<b>\$ 839,365,836</b>	<b>\$ 528,589,624</b>	<b>\$ 527,924,923</b>

Bankers acceptances, notes and bonds have maturities of less than one year and average stated interest rates of 1.068%.

The mortgages and notes receivable include housing affordability loans, bearing interest at rates ranging from nil % to 6% per annum, compounded semi-annually, payable in monthly instalments of interest only, repayable when the borrower sells the property, secured by vendor take back mortgages on land and buildings and market appreciation guarantees. In addition, mortgages and notes receivable includes home equity loans which are non interest bearing, without monthly repayment terms, with principal repayable when the borrower sells the property, secured by vendor take back mortgages on land and buildings and market appreciation guarantees. Further, mortgages and notes receivable includes demand promissory notes receivable and second mortgages receivable bearing interest at nil % to 6% per annum, with monthly repayment terms representing a 25 year amortization period, secured by land and buildings.

The mortgages and notes receivable bear interest at stated interest rates between nil % and 6%, depending on the level of family income of the mortgage and note holders and have effective interest rates between 6% and 8%. The mortgages and notes receivable are all assumed to have a 25 year amortization period. Under the various agreements, the Municipality effectively provides an annual subsidy to the mortgage and note holders representing the difference between a fair market value interest rate on the mortgages and notes receivable between 6% and 8% and the amount of interest actually received from the mortgage and note holders. The Municipality records this difference each year as an increase to Interest Income. The interest subsidy added to Interest Income during the year was \$165,449 (2009 - \$167,604).

Government and government guaranteed bonds, bearing interest at stated average interest rates from 1.441% to 8.231% (2009 - 0.971% to 6.074%).

Corporate bonds and debentures, bearing interest at stated average interest rates from 0.110% to 9.74% (2009 - 0.085% to 7.953%).

The market value of certain investments fluctuates with changing market interest rates. The carrying value of certain investments has not been written down to market value because management has concluded, based on a review of market information for these investments, there is no obvious indication of significant impairment that is other than temporary.



**REGIONAL MUNICIPALITY OF WOOD BUFFALO**

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

**8. Interest in subsidiary operation (discontinued):**

Fort McMurray Regional Airport Commission (the "Commission") was a wholly owned subsidiary of the Municipality and is incorporated under the Companies Act (Alberta) as a not-for-profit Part IX Corporation. Until December 31, 2009, the Commission operated and maintained the Fort McMurray airport. On January 1, 2010, the Commission, along with certain other tangible capital assets held by the Municipality were transferred to the newly established Fort McMurray Regional Airport Authority (the "Authority"), an entity outside the government reporting entity of the Municipality.

	2009	Net assets transferred to the Authority	2010
	(Restated - note 2)		
Fort McMurray Regional Airport Commission net assets (see below)	\$ 18,687,426	\$ (18,687,426)	\$ -
Airport tangible capital assets held by the Municipality (land and land improvements)	33,988,735	(33,988,735)	-
	<u>\$ 52,676,161</u>	<u>\$ (52,676,161)</u>	<u>\$ -</u>

The following table provides condensed supplementary financial information for the Commission prior to transfer to the Authority on January 1, 2010:

	2009
<b>Financial Position:</b>	
Current assets	\$ 7,517,059
Non-current assets	1,154,368
Tangible capital assets	32,046,730
<b>Total assets</b>	<b>40,718,157</b>
Current liabilities	16,046,972
Non-current liabilities	5,983,759
<b>Total liabilities</b>	<b>22,030,731</b>
<b>Net assets</b>	<b>\$ 18,687,426</b>
<b>Results of Operations:</b>	
Revenues	\$ 13,784,439
Expenses	(9,781,014)
<b>Excess of revenues over expenses</b>	<b>\$ 4,003,425</b>

# REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

## 9. Deferred revenue:

	2009 (Restated - note 2)	Increases	Decreases	2010
<u>Government transfers</u>				
Operating:				
Community Housing Plan Grant	\$ 890,884	\$ 1,730,966	\$ 2,438,454	\$ 183,396
Economic Development Strategy Grant	150,468	-	150,468	-
Rent Supplement Program Grant	1,838,014	749,943	1,838,014	749,943
Marshall House Grant	852,277	-	329,637	522,640
Alberta Housing & Urban Affairs	-	203,618	-	203,618
Sustainable Remote Housing Grant	120,000	-	8,040	111,960
Other Grants	202,716	846,231	660,282	388,665
RCMP Grant	261,600	1,018,816	1,025,712	254,704
	4,315,959	4,549,574	6,450,607	2,414,926
Capital:				
Community Development Plan (1)	88,866,469	98,608,523	21,296,374	166,178,618
Alberta Municipal Infrastructure Program (2)	16,832,479	98,938	4,169,830	12,761,587
Alberta Municipal Waste Water Grant	264,008	-	264,008	-
Alberta Municipal Waste Water Grant (3)	11,311,961	43,243	11,355,204	-
Alberta Municipal Waste Water Grant (4)	5,678,146	30,424	5,708,570	-
Alberta Municipal Waste Water Grant	602,910	-	602,910	-
Alberta Municipal Sponsorship Grant	143,763	1,005	-	144,768
Alberta Municipal Sustainability Initiative Grant (5)	15,735,809	17,498,456	7,842,620	25,391,445
Alberta Environment Landfill Grant (6)	6,484,295	10,049	6,494,344	-
Alberta Infrastructure Transportation Grant (7)	3,010,239	4,085,750	3,831,225	3,264,764
Canada-Alberta Municipal Rural Infrastructure Fund	244,119	-	244,119	-
New Deal for Cities and Communities Grant (8)	7,026,127	5,046,408	7,199,212	4,873,323
Western Economic Diversification Canada (9)	508,159	-	81,056	427,103
Canada Affordable Housing Initiative (10)	56,154,345	730,000	30,054,345	26,830,000
	212,862,829	126,152,796	99,143,817	239,871,808
	217,178,588	130,702,370	105,594,424	242,286,534
<u>Other</u>				
Corporate Donations and Naming Rights	2,672,775	1,120,000	2,260,322	1,532,453
Rights Holder Agreements (11)	1,862,400	-	84,800	1,777,600
Deferred Property Sales (12)	25,507,111	-	3,381,281	22,125,830
Lifetime golf and fitness memberships	208,988	2,645,317	1,759,035	1,095,270
Other	1,402,990	603,099	1,337,637	668,452
	31,654,264	4,368,416	8,823,075	27,199,605
	\$ 248,832,852	\$ 135,070,786	\$ 114,417,499	\$ 269,486,139

## REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

### 9. Deferred revenue, continued:

( 1 ) The Municipality has entered into an agreement with the Province of Alberta to service the development of Crown Lands known as Parsons Creek and Saline Creek Plateau. To facilitate this servicing, for residential and other purposes, a grant totalling \$192,420,000 was provided by the Province. During 2010, the Municipality received a grant allocation of \$97,420,000 and recognized \$21,296,374 (2009-\$4,450,018) as government transfers. The Municipality allocated interest in the amount of \$1,188,523 (2009-\$277,602).

( 2 ) The Provincial government introduced the Alberta Municipal Infrastructure Program (AMIP) in 2005 to assist municipalities in addressing capital infrastructure needs. The Municipality recognized \$4,169,830 (2009-\$12,446,079) as government transfers. The Municipality allocated interest on the unspent grant in the amount of \$98,938(2009-\$48,603). This program terminated in 2009.

( 3 ) The Provincial government provided a \$30,000,000 grant in 2008, under the Alberta Municipal Waste Water Partnership (AMWWP), to fund the Lower Townsite Waste Water Collection System. The Municipality recognized \$11,355,204 (2009 - \$19,282,555) as government transfers. The Municipality allocated interest on the unspent grant in the amount of \$43,243 (2009-\$152,979).

( 4 ) The Provincial government provided a \$103,000,000 grant under the Alberta Municipal Waste Water Partnership (AMWWP) received over a three year period (2006-2008) to fund the Water and Wastewater Treatment Plant projects. \$5,708,570 (2009 -\$46,049,349) was recognized as government transfers. The Municipality allocated interest on the unspent grant in the amount of \$30,424 (2009-\$77,444).

( 5 ) In 2007, the Provincial government introduced the Municipal Sustainability Initiative (MSI) program to assist municipalities with managing growth pressures, provide sustainable funding and support infrastructure needs. In 2010, the Municipality received \$17,379,589 (2009-\$7916,195) and recognized \$7,842,620 (2009-\$4,265,314) as government transfers. The Municipality allocated interest on the unspent grant in the amount of \$118,867 (2009-\$58,948). Based on a pre-established formula and budget availability, the Municipality will receive an annual grant allocation until 2016. The Province has committed a total of \$219,500,697 over the term of this agreement.

( 6 ) In 2008, the Municipality received a \$15,000,000 grant from Alberta Environment for the Regional Landfill. \$6,494,344 (2009-\$4,185,534) was recognized as government transfers. The Municipality allocated interest on the unspent grant in the amount of \$10,049 (2009-\$51,820).

( 7 ) The Alberta Infrastructure Transportation Grant provides annual cost-shared financial assistance to cities for developing and implementing safe and effective roadway network and transportation systems. In 2010, the Municipality received \$4,065,726 (2009-\$4,171,980) and recognized \$3,831,225 (2009-\$5,909,256) as government transfers. The Municipality allocated interest on the unspent grant in the amount of \$20,024 (2009-\$19,851).

( 8 ) The New Deal for Cities and Communities (NDCC) program assists municipalities in addressing their sustainable municipal capital infrastructure needs. Funding is received through the allocation of the federal gasoline tax to Alberta municipalities. In 2010, the Municipality received \$5,012,918 (2009-\$5,585,271) and recognized \$7,199,212 (2009-\$3,246,549) as government transfers. The Municipality allocated interest on the unspent grant in the amount of \$33,490 (2009-\$25,046). This grant program has been extended to 2013 and the Municipality will receive an additional \$5,012,918 each year from 2011 to 2013 under the terms of this agreement.

( 9 ) In 2009, the Municipality received a \$1,000,000 grant from the Government of Canada (Western Economic Diversification Canada) for the construction of portable roof structures for four rural outdoor rinks. \$81,056 (2009-\$491,841) was recognized as government transfers.

## REGIONAL MUNICIPALITY OF WOOD BUFFALO

### Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

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#### 9. Deferred revenue, continued:

( 10 ) The Municipality has entered into agreements with the Province of Alberta for the provision of affordable housing. During 2010, the Municipality received a grant of \$730,000 and recognized \$30,054,305 (2009-\$22,510,807) as government transfers.

(11) In exchange for contributions received totalling \$2,120,000 from certain entities within the Municipality, the Municipality granted rights holders the right to refer tenants for certain vacant units in apartment projects owned by the Municipality for a period of 25 years. The Municipality has the sole right to accept or reject the proposed tenants based on the Municipality's pre-established criteria. The rights holders have first right of refusal to certain vacant units and if there is no proposed or accepted tenant, the rights holder can lease the unit for a one year term so that the unit remains available for a future referred tenant, subject to acceptance by the Municipality's acceptance criteria. If there is no proposed or accepted tenant, and the rights holder does not exercise its option to lease the unit, then the Municipality can lease the unit to another tenant for a one year lease. The rights holders can assign or sell its rights under the agreements and have the right to both terminate the agreements and have the right of first refusal to renew the agreements after 25 years under new terms and conditions. Should the Municipality commit an act of default under the agreements, the contributions become repayable. The agreements do not convey any interest in land buildings to the rights holders and regular monthly rental payments are required under any unit rented.

(12) Deferred property sales represent the cash, mortgages and notes, net of discounting, received as consideration by the Municipality relating to properties under certain housing equity and affordability programs. The housing equity and affordability program agreements include certain market appreciation guarantees which establish the final amount to be paid to the Municipality once the mortgage and note holders sell or otherwise convey an interest in the the underlying properties. The amount to be paid to the Municipality, whether at the option of the mortgage and note holder, or as a result of sale, is the original amount of the note and mortgage receivable, plus a percentage of the increased market value of the property less any interest previously paid to the Municipality. During the year, the Municipality recognized \$3,381,281 in revenue relating to the sales of certain properties. As the ultimate selling price of the properties is uncertain and substantially all of the rights and responsibilities of ownership of the properties have not been transferred at the end of the year, the Municipality has not recognized revenue related to these sales. The properties are reflected as part of property inventory held under equity and affordability programs and related revenues have been deferred and will be recognized when there is greater certainty as to the ultimate proceeds.



**REGIONAL MUNICIPALITY OF WOOD BUFFALO**

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

**10. Employee benefit obligations:**

	2010	2009 (Restated - note 2)
Accrued vacation pay and overtime bank	\$ 7,020,184	\$ 5,692,139
Accrued salary and benefits	8,364,159	6,670,638
	<u>\$ 15,384,343</u>	<u>\$ 12,362,777</u>

**(a) Vacation and overtime**

The vacation and overtime liability is comprised of the vacation and overtime that employees are deferring to future years. Employees have either earned the benefits (and are vested) or are entitled to these benefits within the next budgetary year.

**(b) Local Authorities Pension Plan**

Employees of the Municipality participate in the Local Authorities Pension Plan (LAPP), which is covered by the Alberta Public Sector Pension Plans Act. LAPP serves approximately 200,000 employees and approximately 400 employer organizations such as municipalities, hospitals and schools (non-teachers). It is financed by employer, employee and Government of Alberta contributions and investment earnings of the LAPP Fund.

The Municipality is required to make current service contributions to LAPP of 9.06% (2009-8.46%) of pensionable earnings up to the Canada Pension Plan Year's Maximum Pensionable Earnings and 12.53% (2009-11.66%) for the excess. Employees of the Municipality are required to make current service contributions of 8.06% (2009-7.46%) of pensionable salary up to the year's maximum pensionable salary and 11.53% (2009-10.66%) on pensionable salary above this amount. Contributions for current service are recorded as expenditures in the year in which they become due.

Total current service contributions by the Municipality to LAPP were \$9,584,421 (2009-\$7,127,720).

Total current service contributions by the employees of the Municipality to LAPP in 2010 were \$8,679,946 (2009-\$6,402,899).

The LAPP reported a deficiency for the overall plan as at December 31, 2009 of \$3,998,614,000. Information as at December 31, 2010 was not available at the time of preparing these financial statements.

**(c) APEX Supplementary Pension Plan**

The APEX Supplementary Pension Plan, an Alberta Urban Municipality Association (AUMA) sponsored defined benefit pension plan covered under the provisions of the Alberta Employment Pension Plans Act, commenced on January 1, 2003 and provides supplementary pension benefits to a prescribed class of employees (approximately 96 beneficiaries). The plan supplements the Local Authorities Pension Plan.

Contributions are made by the prescribed class of employees and the Municipality. Employees and the Municipality are required to make current service contributions to APEX of 2.5% and 3% respectively of pensionable earnings up to \$127,722.

Total current service contributions by the Municipality to APEX in 2010 were \$276,396 (2009-\$226,696).

Total current service contributions by the employees of the Municipality were \$230,336 (2009-\$188,914).

The cost of post-retirement benefits earned by employees is actuarially determined using the projected benefit method prorated on service and management's best estimate of salary and benefit escalation, and retirement age of employees. The cost of post retirement benefits is fully funded.

## **REGIONAL MUNICIPALITY OF WOOD BUFFALO**

### **Notes to Consolidated Financial Statements, continued**

Year ended December 31, 2010

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#### **10. Employee benefit obligations, continued:**

##### **(d) Other employee benefit plans**

Basic Life, accidental death and dismemberment, short term disability, long term disability, extended health, dental and vision benefits are fully funded by the Municipality. The Municipality's contributions are expensed to the extent that they do not relate to discretionary reserves. The Municipality accrues its obligations for employee non-pension future benefits.

The Municipality sponsors certain employee registered and non-registered retirement plans, which are funded through employee and/or employer contributions.

##### **(e) Employee housing Initiative - designated housing units**

On February 14, 2006, a designated housing unit program was established by the Municipality. Under this program, a specified number of rental units (18) are provided for exclusive use by employees of the Municipality to assist with transitional housing needs.

The program is for new employees requiring transitional housing, or in unique cases, for an existing employee where affordable housing cannot be secured by the employee within the Municipality. The designated rental units are allocated as per the qualifying incomes of the employees as determined by the Municipality. Units are allocated based on merit and employees enter into short term lease agreements for the rental of the designated rental units at an agreed upon monthly rental cost. The employee is responsible for the monthly rental cost and any required damage deposit.

Shared rental accommodation is also available for up to six months through several houses currently rented by the Municipality.

##### **(f) Employee housing initiative - home equity protection program**

On February 14, 2006, a home equity protection program was established by the Municipality. Under this program, any employee approved for participation in the program will be compensated by the Municipality in an amount equal to any loss in value of the employee's principal residence between the date of the employee's approval for participation in the program and the date of sale of the principal residence by the employee. Existing employees of the Municipality were eligible to join the program until June 30, 2007. After June 30, 2007, only new employees of the Municipality are eligible to join.

Employees who are approved for participation in the program become eligible for payment under the program after the employee has completed three years of uninterrupted permanent employment with the Municipality. If an employee ceases to be an employee of the Municipality within the three year period or if an employee is not in continuous occupancy of their principal residence, they are not eligible for payment under the program.

At December 31, 2010, no amounts have been accrued (2009 - \$ nil) within the financial statements relating to this program as management is of the opinion that, based on current market conditions, no obligations exist with respect to the outstanding arrangements.

At December 31, 2010, 241 employees were approved for participation under the program with an aggregate secured property value of \$132,934,144. Of the participating employees, 166 currently meet the eligibility requirements with a secured property value of \$89,534,311.

## REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

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### 11. Landfill closure and post-closure obligation:

The obligation recorded at December 31, 2010 for the landfill closure was \$8,657,101 (2009 - \$10,973,986) and represents the present value of closure and post-closure costs for 100% of the current site, using assumed annual rates of 0.70% (2009-2.30%) for inflation and 4.085% (2009-4.76%) for interest.

Closure of the existing facility will involve contouring the site to promote positive drainage to minimize leachate production, site slope reduction to prevent excessive erosion and cap damage, covering the site with low permeability clay to prevent water infiltration and application of topsoil and vegetation. Revised estimates are based on the current closure plan developed for and approved by Alberta Environment. Groundwater monitoring wells are already in existence, however, twenty-one were closed in 2009 as part of road construction and -closure operations. Twelve to twenty new wells will be installed after side slopes and cap replacement occurs in 2011. Post-closure activities are expected to occur for 25 years and will involve surface and ground water monitoring, landfill cover maintenance and erosion management as per Alberta Environment standards.

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**  
Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

**12. Long-term debt:**

	2010	2009 (Restated - note 2)
Municipal debt:		
Capital leases supported by general tax levies (i)	\$ 225,697	\$ 745,262
Debentures supported by general tax levies (ii)	222,258,928	82,868,990
Debentures supported by utility rates (ii)	154,774,429	153,614,500
	<u>377,259,054</u>	<u>237,228,752</u>
Controlled organizations debt:		
Capital leases (iii)	198,850	24,556
Demand loans - operating (iv)	10,203,077	16,078,660
Demand loans - capital (iv)	7,911,495	6,937,592
Long-term debt (v)	<u>82,695,664</u>	<u>48,899,640</u>
	<u>101,009,086</u>	<u>71,940,448</u>
	<u>\$ 478,268,140</u>	<u>\$ 309,169,200</u>

Municipal debt

(i) The Municipality has entered into capital lease agreements for computer and mobile equipment. The payments on principal and interest in the next three years are as follows:

	Principal	Interest	Total
2011	\$ 192,334	\$ 9,161	\$ 201,495
2012	8,006	1,457	9,463
2013	25,357	908	26,265
	<u>\$ 225,697</u>	<u>\$ 11,526</u>	<u>\$ 237,223</u>

Interest on capital leases in 2010 amounted to \$26,390 (2009 - \$54,707).

Implicit interest has been calculated at rates ranging from 0.50% to 8.95% (2009 - 0.50% to 8.95%) on the outstanding balances.

(ii) The payments on principal and interest for debentures supported by general tax levies and utility rates for the next five years are as follows:

	Principal	Interest	Total
2011	\$ 14,759,350	\$ 17,829,786	\$ 32,589,136
2012	14,919,579	17,082,627	32,002,206
2013	15,096,805	16,335,106	31,431,911
2014	15,227,065	15,584,747	30,811,812
2015	15,766,377	14,829,287	30,595,664
Thereafter	301,264,181	131,066,441	432,330,622
	<u>\$ 377,033,357</u>	<u>\$ 212,727,994</u>	<u>\$ 589,761,351</u>

Interest on long-term debt in 2010 amounted to \$12,372,682 (2009 - \$12,454,902).

Debenture debt repayable to Alberta Capital Finance Authority has interest rates ranging from 3.3% to 12.00% per annum, and matures in years 2010 through 2032.

The Alberta Capital Finance Authority provided a \$136 million loan to the Municipality on June 15, 2006. Proceeds from this loan are being used to fund the Wastewater Treatment Plant project. The Province of Alberta provided a special grant to subsidize the full amount of semi-annual interest cost for the first four years on the loan. In addition, principal repayment was deferred for four years, starting in 2010.

Debenture debt is issued on the credit and security of the Municipality.



**REGIONAL MUNICIPALITY OF WOOD BUFFALO**  
Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

**12. Long-term debt, continued:**

Controlled organizations' debt

(iii) The Municipality has entered into lease agreements for computer and mobile equipment. The payments on principal and interest in the next year are as follows:

	Principal	Interest	Total
2011	\$ 65,009	\$ 14,307	\$ 79,316
2012	67,718	9,107	76,825
2013	66,123	2,895	69,018
	<u>\$ 198,850</u>	<u>\$ 26,309</u>	<u>\$ 225,159</u>

Interest on capital leases in 2010 amounted to \$11,536 (2009 - \$2,851).

Implicit interest has been calculated at rates ranging from 0% to 15.45% (2009 - 0% to 15.45%) on the outstanding balances.

(iv) Demand loans are comprised of a revolving demand loan with interest at prime rate plus 1.5% supporting the development of property inventory for resale, a revolving demand loan at prime rate plus 3.0% supporting construction in progress, and a revolving demand loan at a fixed rate of 5.06%. The demand loans have no established repayment terms or due dates. The prime rate as at December 31, 2010 was 3.0% (2009 - 2.25%).

(v) Long-term debt is comprised of Royal Bank of Canada commercial mortgages with interest rates ranging from 3.49% to 5.074%, payments of \$379,892 per month including principal and interest, maturities from November 1, 2012 to December 31, 2020, with land and buildings pledged as collateral.

Contractual principal repayments of long term debt over the next 5 years and thereafter are as follows:

	Principal	Interest	Total
2011	\$ 2,003,326	\$ 3,762,552	\$ 5,765,878
2012	2,098,379	3,667,500	5,765,879
2013	2,197,962	3,567,917	5,765,879
2014	2,302,297	3,463,582	5,765,879
2015	2,411,610	3,354,269	5,765,879
Thereafter	71,682,090	41,660,651	113,342,741
	<u>\$ 82,695,664</u>	<u>\$ 59,476,471</u>	<u>\$ 142,172,135</u>

The long term debt is also collateralized by property and equipment and a general assignment of rents, leases and sales proceeds, deposits and all other payments on the housing projects.

Interest on demand loans and long-term debt in 2010 amounted to \$2,905,374 (2009 - \$2,286,312).

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

**13. Debt and debt service limits:**

Section 276(2) of the *Municipal Government Act* requires that debt and debt service limits as defined by Alberta Regulation 255/2000 (the Regulation) for the Municipality be disclosed as follows:

**Debt Limit**

	2010	2009
Maximum allowable debt	\$ 1,082,278,430	\$ 938,688,022
Total municipal debt	377,259,054	237,228,752
Amount of total debt limit available	\$ 705,019,376	\$ 701,459,270
Percentage used	34.86%	25.27%

**Debt service limit**

Maximum allowable debt service	\$ 189,142,896	\$ 164,270,404
Annual payments on existing municipal debt	32,790,631	20,529,368
Amount of service on debt limit available	\$ 156,352,265	\$ 143,741,036
Percentage used	17.34%	12.50%

The debt limit is calculated at 2.0 times revenue of the Municipality (as defined in the Regulation as amended by Ministerial Order L:038/06) and the debt service limit is calculated at 0.35 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs.

Pursuant to section 6(1) of the Regulation, the Municipality has elected to exclude revenues, total debt and debt service costs for certain controlled corporations from its debt limit and debt service limit calculations. The controlled corporations that have been excluded are Wood Buffalo Housing & Development Corporation, MacDonald Island Park Corporation and Fort McMurray Regional Airport Commission.

The Municipality's Debt Management Policy (amended July 13, 2010) has an established debt and debt service limit of 75% of the Municipal Government Act and regulation limits.

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

**14. Tangible capital assets:**

	Land	Land Improvements	Buildings and Improvements	Engineered Structures	Machinery and Equipment	Vehicles	Construction in Progress	2010
<b>COST:</b>								
<i>Balance, Beginning of Year</i>	\$ 214,323,176	\$ 27,221,994	\$ 233,592,635	\$ 1,012,664,699	\$ 31,159,034	\$ 41,854,534	\$ 611,264,277	\$ 2,172,080,349
Acquisition of tangible capital assets	19,353,042	6,695,341	213,800,869	303,720,177	10,197,041	8,439,507	(227,092,946)	335,113,031
Disposal of tangible capital assets	(88,723)	-	-	-	(424,933)	(348,503)	-	(862,159)
<i>Balance, End of Year</i>	\$ 233,587,495	\$ 33,917,335	\$ 447,393,504	\$ 1,316,384,876	\$ 40,931,142	\$ 49,945,538	\$ 384,171,331	\$ 2,508,331,221
<b>ACCUMULATED AMORTIZATION:</b>								
<i>Balance, Beginning of Year</i>	\$ -	\$ 9,840,542	\$ 26,596,978	\$ 311,170,144	\$ 13,371,635	\$ 15,421,673	\$ -	\$ 376,400,972
Annual amortization	-	1,411,940	7,639,903	21,713,084	3,892,108	4,838,976	-	39,496,011
Accumulated amortization on disposals	-	-	-	-	(255,208)	(325,643)	-	(580,851)
<i>Balance, End of Year</i>	\$ -	\$ 11,252,482	\$ 34,236,881	\$ 332,883,228	\$ 17,008,535	\$ 19,935,006	\$ -	\$ 415,316,132
<b>NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS, End of Year</b>	\$ 233,587,495	\$ 22,664,853	\$ 413,156,623	\$ 983,501,648	\$ 23,922,607	\$ 30,010,532	\$ 384,171,331	\$ 2,091,015,089

See accompanying notes to consolidated financial statements.

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**  
Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

**14. Tangible capital assets, continued:**

	Land	Land Improvements	Buildings and Improvements	Engineered Structures	Machinery and Equipment	Vehicles	Construction in Progress	2009 (Restated - note 2)
<b>COST:</b>								
<i>Balance, Beginning of Year</i>	\$ 185,367,204	\$ 24,585,003	\$ 138,319,243	\$ 901,074,505	\$ 23,951,041	\$ 29,554,514	\$ 535,949,919	\$ 1,836,801,429
Acquisition of tangible capital assets	28,955,972	2,636,991	97,320,218	111,590,194	7,965,314	13,996,036	75,314,358	337,779,083
Disposal of tangible capital assets	-	-	(46,826)	-	(757,321)	(1,696,016)	-	(2,500,163)
<i>Balance, End of Year</i>	\$ 214,323,176	\$ 27,221,994	\$ 233,592,635	\$ 1,012,664,699	\$ 31,159,034	\$ 41,854,534	\$ 611,264,277	\$ 2,172,080,349
<b>ACCUMULATED AMORTIZATION:</b>								
<i>Balance, Beginning of Year</i>	\$ -	\$ 8,480,597	\$ 22,395,309	\$ 293,823,602	\$ 11,070,103	\$ 13,132,163	\$ -	\$ 348,901,774
Annual amortization	-	1,359,945	4,232,915	17,216,933	2,663,668	3,823,852	-	29,297,313
Accumulated amortization on disposals	-	-	(31,244)	-	(362,136)	(1,534,342)	-	(1,927,722)
<i>Balance, End of Year</i>	\$ -	\$ 9,840,542	\$ 26,596,978	\$ 311,170,144	\$ 13,371,635	\$ 15,421,673	\$ -	\$ 376,400,972
<b>NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS, End of Year</b>	\$ 214,323,176	\$ 17,381,452	\$ 206,995,657	\$ 701,494,555	\$ 17,787,399	\$ 26,432,861	\$ 611,264,277	\$ 1,795,679,377

See accompanying notes to consolidated financial statements.



## REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

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### 14. Tangible capital assets (continued):

#### a) Assets under construction

Assets under construction having a value of \$384,171,331 (2009 - \$611,264,277) have not been amortized. Amortization of these assets will commence when the assets are put into service.

#### b) Contributed tangible capital assets

Contributed capital assets have been recognized at fair market value at the date of contribution. The value of contributed assets received during the year is \$74,558,193 (2009 - \$82,147,070).

#### c) Tangible capital assets disclosed at nominal values

Where an estimate of fair value could not be made, tangible capital assets are recognized at a nominal value.

#### d) Works of art and historical treasures

The Municipality manages and controls various works of art and non-operational historical cultural assets including buildings, artifacts, paintings and sculptures located at Municipal sites and public display areas. These assets are not recorded as tangible capital assets and are not amortized.

#### e) Building - Edgewater Court

On April 17, 2007, an apartment building that was part of the Edgewater Court project was damaged by fire. The building had a net book value of \$8,392,186 on April 17, 2007 and amortization of the building ceased on that date. The Municipality has replacement value insurance coverage on the building, however the expected proceeds to be received are not yet determinable as reconstruction of the building was not complete at December 31, 2010. Any difference between the net book value of the building and the insurance proceeds ultimately received will be reflected as a gain or loss in the period in which it is determinable which is expected to occur before the end of 2011.

In 2009, the Municipality entered into an arrangement with its Insurers whereby the Municipality is acting on behalf of the Insurers to complete certain activities relating to the building reconstruction. As part of this arrangement, the Municipality incurs costs on behalf of the insurers and is reimbursed by submitting amounts to the insurers for approval and payment through an account funded by the insurers and maintained at the Municipality's bank (balance at December 31, 2010 - \$127,516). Funds are released from the account when approved by the insurers. This account is not included in the consolidated financial statements of the Municipality.

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

**15. Accumulated surplus:**

	2010	2009
		(Restated - note 2)
Operations:		
Surplus - undesignated	\$ 124,538	\$ 124,538
Operating reserves:		
General administration	172,687,174	110,634,487
Common services	145,003	145,003
Roads and streets	57,231	57,231
Municipal planning	33,526	33,526
Land and housing	547	547
Recreation	357,880	353,939
Urban parks	289,777	289,777
Library Board	2,510,397	1,970,831
Wood Buffalo Housing & Development Corporation	68,479,378	15,173,680
MacDonald Island Park Corporation	(460,153)	(368,243)
	244,100,760	128,290,778
Total operations	244,225,298	128,415,316
Capital:		
Deficiency - undesignated	(43,014,590)	(142,537,755)
Capital reserves:		
General	413,659,197	339,919,514
Equipment	704,168	490,471
Firefighting and preventive services	152,959	151,914
Common services	765,599	760,367
Roads and streets	161,307	160,354
Water supply	2,042,500	2,028,601
Sewage	2,324,731	2,309,030
Recreation	7,468,656	6,004,543
Wood Buffalo Housing & Development Corporation	2,598,309	1,801,461
MacDonald Island Park Corporation	474,799	472,459
	430,352,225	354,098,714
Invested in tangible capital assets	1,622,950,026	1,502,588,837
Total capital	2,010,287,661	1,714,149,796
Subsidiary operation held for disposition:		
Fort McMurray Regional Airport Commission	-	18,687,426
Invested in Airport tangible capital assets	-	33,988,735
Total subsidiary operation (discontinued)	-	52,676,161
Accumulated surplus	\$ 2,254,512,959	\$ 1,895,241,273

Reserves are a key tool used to set aside funds to replace existing capital assets, respond to emergent needs, stabilize tax rates, and fund future capital projects. Capital reserves are substantially committed to current budgeted capital projects.

Operating and capital reserves related to the Library Board, Wood Buffalo Housing & Development Corporation and MacDonald Island Park Corporation are dedicated for those entities and are not available for general use by the Municipality.

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

**16. Commitments and contingent liabilities:****(a) Operating leases**

The Municipality has entered into lease agreements for the leasing of office space and equipment until 2023. The annual lease payments in each of the following years are:

2011	\$ 3,654,181
2012	3,656,732
2013	3,748,928
2014	3,679,541
2015	3,623,347
Thereafter	<u>15,630,292</u>
	<u>\$ 33,993,021</u>

**(b) Capital commitments**

The 2011 Capital Budget was approved by Council on December 14, 2010 in the amount of \$314,860,521. The approved projects along with a number of capital projects in progress are expected to be completed in 2011. Significant projects include Parsons Creek and Saline Creek Development, Athabasca Water Treatment Plant Expansion, South Municipal Facility and Downtown Forcemain Project.

**(c) Borrowing facilities (line of credit)**

Pursuant to section 256 of the Municipal Government Act and Municipal Bylaw 01/091, the Municipality is authorized to borrow from the Municipality's financial institution, on a revolving basis, up to \$7.5 million for the purpose of meeting current operating expenditures and obligations of the Municipality when required. At December 31, 2010, the Municipality had authorized the line of credit available from its bank in the amount of \$7.5 million. At year end, no amounts were drawn against its available line of credit.

In addition, one of the Municipality's subsidiaries entered into a banking agreement that includes a revolving demand credit facility available in the amount of \$250,000 which bears interest at prime. At December 31, 2010, no amounts were drawn against this facility.

**(d) Development agreements**

Developers have entered into agreements with the Municipality in the amount of approximately \$69 million and are committed to installing and constructing certain works to serve the development of lands within the Municipality. The Municipality has taken security from developers in the form of deposit liabilities in the amount of \$6,933,072 (2009 - \$8,005,842) and letters of credit in the amount of \$41,645,634 to ensure performance by the developers under the agreements.

**(e) Contingent liabilities**

The Municipality is defendant in various lawsuits as at December 31, 2010. Where the occurrence of future events is considered likely to result in a loss with respect to an existing condition, and the amount of loss can be reasonably estimated, amounts have been included in accrued liabilities. Where the resulting losses, if any, cannot be determined or the occurrence of future events is unknown, amounts have not been recorded, and the Municipality's administration believes there will be no material adverse effect on the financial position of the Municipality.

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

**17. Salary and benefits disclosure:**

Disclosure of salaries and benefits for elected municipal officials, the chief administrative officer and designated officer by Alberta Regulation 313/2000 is as follows:

	Salary (1)	Benefits and Allowances (2,3)	Total 2010	Total 2009
Mayor Blake (4)	\$ 111,891	\$ 15,027	\$ 126,918	\$ 123,612
Ward 1				
Councillor Allen	32,951	5,808	38,759	36,869
Councillor Germain	32,951	6,246	39,197	37,154
Councillor Kirschner	4,821	1,843	6,664	-
Councillor Meagher	32,951	8,386	41,337	39,529
Councillor Scott	4,821	1,805	6,626	-
Councillor Thomas	4,821	1,805	6,626	-
Ward 2				
Councillor Blair	32,951	6,207	39,158	36,869
Councillor Flett	32,951	4,212	37,163	32,355
Ward 3				
Councillor Vinni	4,821	1,449	6,270	-
Ward 4				
Councillor Stroud	4,821	1,707	6,527	-
Former				
Councillor Byron	31,930	3,780	35,710	36,845
Councillor Clarkson	35,112	6,379	41,491	37,154
Councillor Janvier	28,257	3,618	31,876	36,869
Councillor Rebus	35,112	3,958	39,070	36,869
Councillor Vyboh	37,998	6,352	44,350	39,345
Chief Administrative Officers (4)				
Current	54,886	7,975	62,861	-
Former	839,669	36,769	876,438	389,131
Designated Officer	231,351	30,053	261,404	231,992
	<u>\$ 1,595,065</u>	<u>\$ 153,380</u>	<u>\$ 1,748,444</u>	<u>\$ 1,114,593</u>

(1) Salary includes regular base pay, lump sum payments, gross honoraria and any other remuneration.

(2) Employer's share of all employee benefits and contributions or payments made on behalf of employees including retirement pension, Canada Pension Plan (CPP), Employment Insurance (EI), health care, dental coverage, vision coverage, group life insurance, accidental disability and dismemberment insurance, long and short term disability plans, professional memberships and tuition.

(3) Benefits and allowances figures also include the employer's share of the costs of additional taxable benefits including special leave with pay, travel and car allowances.

(4) An automobile is provided and no amount is included in the benefits and allowances figure.



## REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

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### 18. Segment disclosures:

The Municipality provides a wide range of services to its ratepayers. Segment disclosures are intended to enable users to better understand the government reporting entity and the major expense and revenue activities of the Municipality. For each reported segment, revenues and expenses represent amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis.

The segments have been selected based on a presentation similar to that adopted for the municipal financial planning and budget processes. Segments include:

- (i) Municipal tax supported operations - consist of those that are directly supported by property taxes including the Regional Municipality of Wood Buffalo Library Board
- (ii) Public works utilities - consist of those operating on a cost recovery model to support operating requirements and to address long-term capital requirements
- (iii) Subsidiary entities - including the Wood Buffalo Housing & Development Corporation, MacDonald Island Park Corporation and Fort McMurray Regional Airport Commission (to December 31, 2009)

The accounting policies used in the segment disclosures are consistent with those followed in the preparation of the consolidated financial statements (Note 1).

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

**18. Segment disclosures (continued):**

	2010			
	Municipal Tax Supported	Public Works Utilities	Subsidiary Entities	Total
<b>Revenue:</b>				
Net taxes available for municipal purposes	\$ 430,678,993	\$ -	\$ 1,406,364	\$ 432,085,357
Government transfers	39,914,951	45,538,622	42,416,749	127,870,322
Sales and user charges	19,696,730	27,690,313	49,422,776	96,809,819
Sales to other governments	218,657	1,471,375	-	1,690,032
Penalties and costs on taxes	1,421,670	121,705	-	1,543,375
Licenses and permits	11,380,602	-	-	11,380,602
Fines	3,001,260	-	-	3,001,260
Franchise and concession contracts	4,582,643	-	-	4,582,643
Returns on investments	11,810,400	1,381,836	643,662	13,835,898
Rentals	228,915	-	12,383,158	12,612,073
Transfers from local boards and agencies	62,000	-	-	62,000
Developers' agreements and levies	5,971,414	-	-	5,971,414
Other	4,311,899	21,016	2,023,071	6,355,986
Gain on disposal of tangible capital assets	5,649,824	-	65,388	5,715,212
Contributions of tangible capital assets	47,078,240	27,479,953	-	74,558,193
	586,008,198	103,704,820	108,361,168	798,074,186
<b>Expenses:</b>				
Salaries, wages and benefits	126,780,043	13,639,021	18,799,841	159,218,905
Contracted and general services	80,546,675	4,096,815	13,248,067	97,891,557
Purchases from other governments	17,576,918	-	-	17,576,918
Materials, goods, supplies and utilities	16,555,915	8,418,518	22,489,521	47,463,954
Provision for allowances	360,560	139,721	24,860	525,141
Transfers to other governments	48,519	-	-	48,519
Transfers to local boards and agencies	12,651,909	-	(8,840,621)	3,811,288
Transfers to individuals and organizations	4,195,605	-	-	4,195,605
Bank charges and short-term interest	252,436	3,787	73,792	330,015
Interest on long-term debt	4,483,019	7,916,053	2,916,910	15,315,982
Other	246,577	5,867	-	252,444
Amortization of tangible capital assets	22,026,775	13,631,986	3,837,250	39,496,011
	285,724,951	47,851,768	52,549,620	386,126,339
Annual surplus before the undernoted	300,283,247	55,853,052	55,811,548	411,947,847
Subsidiary operation (discontinued)	-	-	(52,676,161)	(52,676,161)
Annual surplus	\$ 300,283,247	\$ 55,853,052	\$ 3,135,387	\$ 359,271,686

# REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

## 18. Segment disclosures (continued):

	2009 (Restated - note 2)			
	Municipal Tax Supported	Public Works Utilities	Subsidiary Entities	Total
<b>Revenue:</b>				
Net taxes available for municipal purposes	\$ 379,813,795	\$ -	\$ 1,571,446	\$ 381,185,241
Government transfers	27,741,618	93,903,592	32,401,503	154,046,713
Sales to other governments	178,226	1,229,356	-	1,407,582
Sales and user charges	5,623,049	27,111,212	22,419,191	55,153,452
Penalties and costs on taxes	1,066,338	125,937	-	1,192,275
Licenses and permits	5,341,065	-	-	5,341,065
Fines	3,359,813	-	-	3,359,813
Franchise and concession contracts	4,253,287	-	-	4,253,287
Returns on investments	12,480,264	1,060,655	414,734	13,935,653
Rentals	305,058	-	10,490,121	10,795,179
Transfers from local boards and agencies	62,000	-	-	62,000
Developers' agreements and levies	341,962	3,865,851	-	4,207,813
Other	2,859,411	162,113	551,341	3,572,865
Contributions of tangible capital assets	23,599,805	51,990,045	6,557,220	82,147,070
	466,805,691	179,448,761	74,405,556	720,660,008
<b>Expenses:</b>				
Salaries, wages and benefits	98,040,171	14,483,167	13,241,031	125,764,369
Contracted and general services	60,856,135	9,287,643	10,746,419	80,890,197
Purchases from other governments	16,709,507	-	-	16,709,507
Materials, goods, supplies and utilities	13,466,714	7,892,614	13,014,518	34,373,846
Provision for allowances	(223,927)	(220,446)	(28,539)	(472,912)
Transfers to other governments	150	-	-	150
Transfers to local boards and agencies	12,893,204	-	(6,887,581)	6,005,623
Transfers to individuals and organizations	1,559,815	-	-	1,559,815
Bank charges and short-term interest	270,306	4,965	69,933	345,204
Interest on long-term debt	4,447,394	8,062,215	2,289,163	14,798,772
Other	20,544	4,296	-	24,840
Amortization of tangible capital assets	15,366,896	11,184,696	2,745,721	29,297,313
Loss on disposal of tangible capital assets	78,623	-	91,621	170,244
	223,485,532	50,699,150	35,282,286	309,466,968
 Annual surplus before the undermoted	 243,320,159	 128,749,611	 39,123,270	 411,193,040
Subsidiary operation (discontinued)	-	-	4,003,425	4,003,425
 Annual surplus	 \$ 243,320,159	 \$ 128,749,611	 \$ 43,126,695	 \$ 415,196,465

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

**19. Budget data:**

The unaudited budget data presented in these consolidated financial statements is based upon the 2010 operating and capital budgets approved by Council and its subsidiaries.

Contributions of tangible capital assets, gain (loss) on disposal of tangible capital assets, and amortization of tangible capital assets were not contemplated on development of the budget and, as such, has not been included. The table below reconciles the approved budget to the budget figures reported in these consolidated financial statements.

	Budget Amount
Revenue:	
Operating budget	\$ 513,379,614
Capital budget	811,365,777
Subsidiaries' budgets	51,373,738
Less:	
Transfers from other funds	263,044,257
Proceeds from issuance of long-term debt	309,186,886
Total revenue	803,887,986
Expenses:	
Operating budget	513,379,614
Capital budget	811,365,777
Subsidiaries' budgets	46,335,911
Less:	
Transfers to other funds	169,039,366
Capital expenditures	811,365,777
Long-term debt principal payments	8,190,211
Total expenses	382,485,948
Annual surplus	\$ 421,402,038

**20. Financial instruments:**

The Municipality's financial instruments consist of cash, restricted cash, taxes and grants in lieu receivable, trade and other receivables, investments, accounts payable and accrued liabilities, deposit liabilities, employee benefit obligations and long-term debt. Unless otherwise noted, the carrying value of its financial instruments approximates fair value.

It is management's opinion that the Municipality is not exposed to significant currency risks from its financial instruments. The Municipality is subject to credit risk with respect to taxes and grants in lieu receivable and trade and other receivables. Credit risk arises from the possibility that taxpayers and entities to which the Municipality provides services may experience financial difficulty and be unable to fulfill their obligations. The large number and diversity of taxpayers and customers minimizes the credit risk. The Municipality is subject to interest rate risk arising primarily from fluctuations in rates on its cash, investments and long-term debt.

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**

Notes to Consolidated Financial Statements, continued

Year ended December 31, 2010

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**21. Comparative figures:**

Certain other 2009 comparative figures have been reclassified to conform with the financial statement presentation adopted in the current year.

**22. Approval of financial statements:**

These financial statements were approved by Management and presented to Mayor and Council.



**REGIONAL MUNICIPALITY OF WOOD BUFFALO****Consolidated Net Taxes Available For Municipal Purposes**

Schedule 1

Year ended December 31, 2010, with comparative figures for 2009

	<b>Budget</b>	<b>2010</b>	<b>2009</b>
	(Unaudited - note 19)		(Restated - note 2)
<b>Taxation:</b>			
Real property taxes	\$ 464,384,840	\$ 463,731,384	\$ 410,187,346
Government grants in lieu of property taxes	1,213,688	1,228,989	1,005,532
Special assessments and local improvement taxes	463,687	353,594	392,964
Well drilling	150,000	463,545	85,914
	<u>466,212,215</u>	<u>465,777,512</u>	<u>411,671,756</u>
<b>Requisitions:</b>			
Alberta School Foundation Fund	32,711,881	32,778,133	29,486,332
School boards	837,638	914,022	748,952
	<u>33,549,519</u>	<u>33,692,155</u>	<u>30,235,284</u>
<b>Net taxes available for municipal purposes</b>	<b>\$ 432,662,696</b>	<b>\$ 432,085,357</b>	<b>\$ 381,436,472</b>

See accompanying notes to consolidated financial statements.

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**  
**Consolidated Government Transfers**

Schedule 2

Year ended December 31, 2010, with comparative figures for 2009

	<b>Budget</b>	<b>2010</b>	<b>2009</b>
	(Unaudited - note 19)		(Restated - note 2)
<b>Federal transfers:</b>			
Conditional shared cost agreements and grants			
- Operating	\$ 7,000	\$ 850,440	\$ 548,356
- Capital	15,264,392	888,529	878,223
<b>Total federal government transfers</b>	<b>15,271,392</b>	<b>1,738,969</b>	<b>1,426,579</b>
<b>Provincial transfers:</b>			
Conditional shared cost agreements and grants			
- Operating	16,026,117	28,819,713	23,182,542
- Capital	211,691,594	97,311,640	128,804,664
Unconditional shared cost agreements and grants			
- Operating	665,526	-	632,928
<b>Total provincial government transfers</b>	<b>228,383,237</b>	<b>126,131,353</b>	<b>152,620,134</b>
<b>Total government transfers</b>	<b>\$ 243,654,629</b>	<b>\$ 127,870,322</b>	<b>\$ 154,046,713</b>

See accompanying notes to consolidated financial statements.

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**  
**Consolidated Sales and User Charges**

Schedule 3

Year ended December 31, 2010, with comparative figures for 2009

	Budget	2010	2009
	(Unaudited - note 19)		(Restated - note 2)
Council and other legislative	\$ -	\$ -	\$ 45
General administration	312,860	407,547	349,400
Other general government	87,000	137,865	15,140
Police	1,131,000	919,837	1,093,504
Fire	40,050	13,009	72,010
Ambulance and first aid	1,357,500	1,325,849	1,008,096
Common and equipment pool	337	72,859	149,891
Roads, streets, walks, lighting	1,062,754	1,459,192	1,070,598
Public transport	1,200,140	1,195,098	1,227,410
Water supply and distribution	16,876,499	16,823,580	14,847,035
Wastewater treatment and disposal	9,236,590	10,866,732	5,818,154
Waste management	5,059,351	7,997,343	6,446,023
Family and community support	3,800	8,936	4,230
Cemeteries and crematoriums	38,276	19,469	26,417
Land use planning, zoning and development	186,000	172,729	103,733
Public housing operations	38,701,968	46,937,922	19,174,018
Recreation boards	-	10,787	11,515
Parks and recreation	10,861,860	8,441,065	3,736,233
<b>Total sales and user charges</b>	<b>\$ 86,155,785</b>	<b>\$ 96,809,819</b>	<b>\$ 55,153,452</b>

See accompanying notes to consolidated financial statements.

**REGIONAL MUNICIPALITY OF WOOD BUFFALO**  
**Consolidated Expenses by Object**

Schedule 4

Year ended December 31, 2010, with comparative figures for 2009

	<b>Budget</b>	<b>2010</b>	<b>2009</b>
	(Unaudited - note 19)		(Restated - note 2)
Salaries, wages and benefits	\$ 184,262,384	\$ 159,218,905	\$ 125,764,369
Contracted and general services	99,899,204	97,891,557	80,890,197
Purchases from other governments	21,739,490	17,576,918	16,709,507
Materials, goods, supplies and utilities	50,782,247	47,463,954	34,373,846
Provision for allowances	274,960	525,141	(472,912)
Transfers to other governments	22,000	48,519	150
Transfers to local boards and agencies	4,308,155	3,811,288	6,005,623
Transfers to individuals and organizations	2,456,404	4,195,605	1,559,815
Bank charges and short-term interest	536,967	330,015	345,204
Interest on long-term debt	14,985,523	15,315,982	14,798,772
Loss on disposal of tangible capital assets	-	-	170,244
Amortization of tangible capital assets	-	39,496,011	29,297,313
Other	3,218,614	252,444	24,840
<b>Total expenses</b>	<b>\$ 382,485,948</b>	<b>\$ 386,126,339</b>	<b>\$ 309,466,968</b>

See accompanying notes to consolidated financial statements.



# The Regional Municipality of Wood Buffalo

Presentation to the Mayor and Members of Council  
2010 External Audit Completion Summary

May 24, 2011

AUDIT

AUDIT ■ TAX ■ ADVISORY

KPMG Representative:

Mr. John Stelter, CA

Partner



# Regional Municipality of Wood Buffalo Auditors' Reports

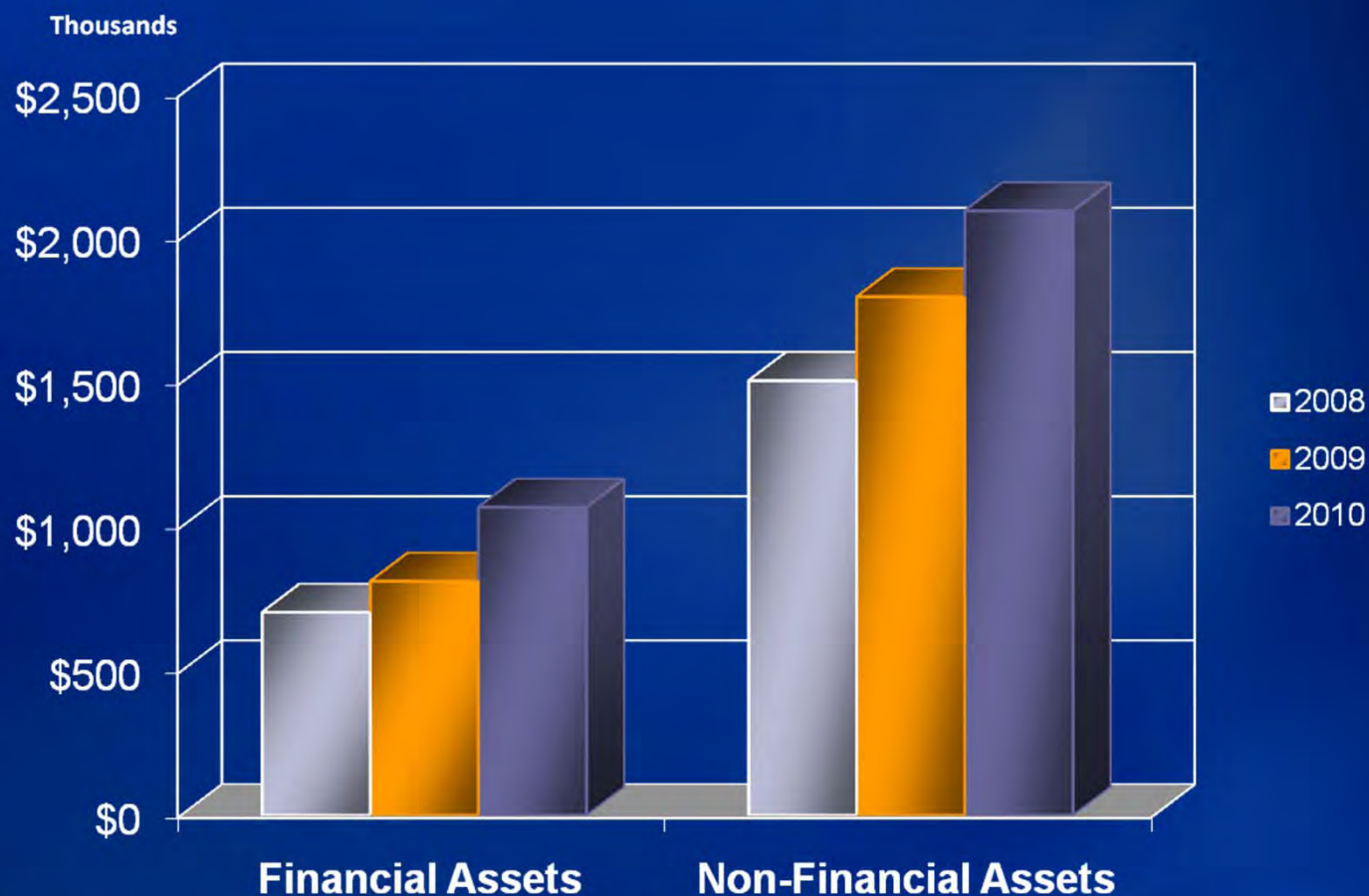
- ◆ **Unqualified audit opinion on the consolidated financial statements of the Regional Municipality of Wood Buffalo for the year ended December 31, 2010**
- ◆ **In addition, we have provided separate reports on the following:**
  - Municipal Financial Information Return
  - Family and Community Support Services
  - Local Authorities Pension Plan
  - Certain Federal and Provincial grant compliance reports

# Regional Municipality of Wood Buffalo Auditors' Reports

- ◆ We were also engaged and have previously reported on the following entities for the year ended December 31, 2010:
  - MacDonald Island Park Corporation
  - Wood Buffalo Housing & Development Corporation
  - Regional Municipality of Wood Buffalo Library Board

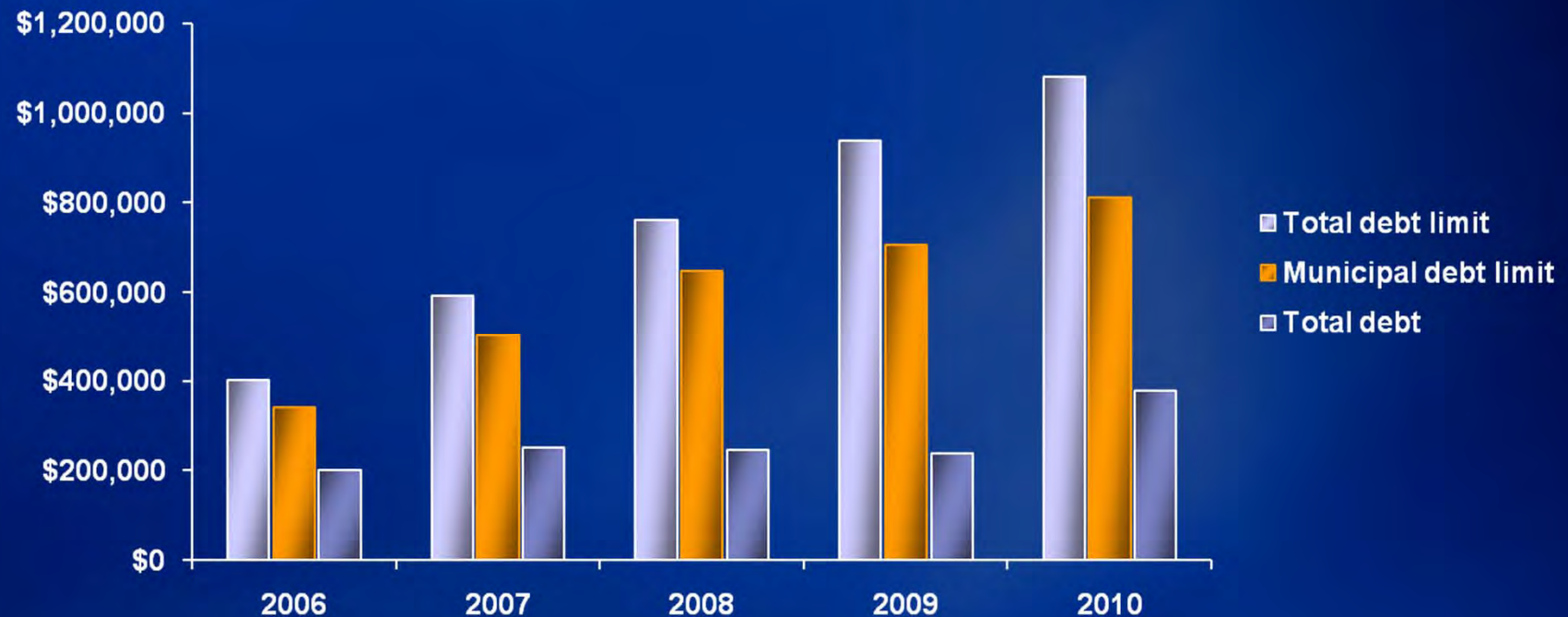
# 2010 Audited Results (Consolidated)

## Financial and Non-Financial Assets



# 2010 Audited Results (Consolidated)

## Long-term debt (Municipal)



- Within legislative limits and municipal policy
- The Municipality's Debt Management Policy has an established debt and debt service limit of 75% of the Municipal Government Act regulation limits
- Growth will put constraints on borrowing ability of the Municipality



# Our Thanks

We would like to take this opportunity to thank  
**Senior Management and Staff** of the Regional  
Municipality of Wood Buffalo for their significant efforts  
in completing the 2010 audit.





## Presenter contact information:

John Stelter, CA, Partner  
780.429.6511 – [jstelter@kpmg.ca](mailto:jstelter@kpmg.ca)

**Subject: Bylaw No. 11/010– Road Closure and Authorization to Sell****APPROVALS:**

Glen Laubenstein, Chief Administrative Officer  
Wes Holodniuk, Divisional Manager  
Marcel Ulliac, Director

**Administrative Recommendation(s):**

1. THAT Bylaw No.11/010, being a bylaw to close a road allowance, be read a second time.
2. THAT Bylaw No. 11/010 be read a third and final time.

**Summary:**

The Municipality received an unsolicited offer to purchase the undeveloped road allowance that lays adjacent to the properties legally described as Plan 0740469, Block 1, Lots 5 and 6 and Plan 9122620, Lots 1 and 2 (Attachment 3).

Road closure is required in order to facilitate a land sale agreement, as road allowances do not carry title. As the subject road is within the Fort McMurray Urban Service Area, Council has the authority to close the road by endorsing the proposed bylaw, thereby creating title for the road. Along with placing advertisements announcing the proposed road closure, the Municipality is also obligated to hold a Public Hearing on the matter.

**Background:**

The road allowance, consisting of 1.55ha (3.85 acres) more or less was established in 1999 under Plan of Subdivision 9122620. To date it has not been developed, and does not serve as physical access to adjacent lots. Instead, a service road, which runs parallel to Highway 63 and was constructed after the establishment of the road allowance, provides both legal and physical access to adjacent lots.

A site visit revealed that adjacent land owners use part of the undeveloped road allowance for storage purposes. As such, the property owners have offered to purchase that portion of the road allowance that borders their respective lots.

Sale of the respective portions of the closed road allowances will enable a consolidation with the adjoining lots.

An independent market appraisal was done in order to establish a sale price, and the adjoining property owners are prepared to purchase their respective portions based on the appraisal value.

The Land Titles Office has reviewed the legal description of the proposed road closure to ensure accuracy.

Information on the proposed closure and sale of the road allowance was sent for comments to internal municipal departments, Alberta Transportation, Alberta Sustainable Resources Development, franchise and utility companies, and adjacent property owners. No objections were raised regarding the proposed road closure and sale.

**Rationale for Recommendation:**

Administration supports the proposed road closure and sale as the road allowance is undeveloped and does not provide physical access to adjoining lots. A service road, which runs parallel along the easterly boundary, provides the required legal and physical access to the adjacent lots. Further, the adjacent land owners have been using the undeveloped road allowance for storage purposes. Therefore, a closure and sale of the road allowance will permit the purchasers to consolidate their respective portion with their adjacent lot and incorporate the additional land base as part of their operations.

**Attachments:**

1. Bylaw No. 11/010
2. Summary Land Sale Terms and Conditions
3. Subject Area Map – Proposed Road Closure and Sale

**BYLAW NO. 11/010**

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO FOR THE PURPOSE OF CLOSING AND CREATING TITLE TO AN UNDEVELOPED ROAD**

**WHEREAS** application has been made to the Council of the Regional Municipality of Wood Buffalo to close an undeveloped road pursuant to the requirements of section 22 of the *Municipal Government Act*, RSA 2000, c.M-26, as amended;

**WHEREAS** the Council of the Regional Municipality of Wood Buffalo deems it expedient to provide for the purpose of closing certain roads, or portions thereof, situated in the said municipality, and thereafter disposing of same;

**WHEREAS**, notice of the intention of Council to pass a bylaw has been given in accordance with Section 606 of the *Municipal Government Act*; and

**WHEREAS**, Council was not petitioned for an opportunity to be heard by any person claiming to be prejudicially affected by the bylaw,

**NOW THEREFORE BE IT RESOLVED** that the Council of the Regional Municipality of Wood Buffalo in the Province of Alberta hereby enact as follows:

1. The following described road allowances are hereby closed for the purpose of creating title subject to the right of access granted by other legislation:

For the road adjoining Plan 0740469 Block 1 Lot 6.

“Plan 0226729

All that portion of Road which lies north of the production south westerly of the south east boundary of Lot 6 Block 1 Plan 0740469

Excepting thereout all mines and minerals.”

For the road adjoining Plan 0740469 Block 1 Lot 5.

“Plan 0226729

All that portion of Road which lies south of the production south westerly of the north west boundary of Lot 5 Block 1 Plan 0740469.

Excepting thereout all mines and minerals.”

For the road adjoining Plan 9122620 Lot 2

“ Plan 9122620

All that portion of Road which lies north of the production south westerly of the south east boundary of Lot 2 Plan 9122620.

Excepting thereout all mines and minerals.”

For the road adjoining Plan 9122620 Lot 1

Plan 9122620

All that portion of Road which lies between the productions south westerly of the north west and south east boundaries of Lot 1 plan 9122620.

Excepting thereout all mines and minerals.”

2. This bylaw shall become effective when it has received third and final reading and has been signed by the Mayor and Chief Legislative Officer.

READ a first time this 10<sup>th</sup> day of May, 2011.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2011.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, 2011.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, 2011.

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Mayor

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Chief Legislative Officer



**Summary  
Land Sale – Terms and Conditions**

**Legal Description:**

For that portion of the road adjoining Plan  
0740469 Block 1 Lot 6:  
Plan 0226729

All that portion of Road, which lies north of  
the production and south-westerly of the  
southeast boundary of Lot 6 Block 1 Plan  
0740469, excepting thereout all mines and  
minerals.

For that portion of the road adjoining Plan  
0740469 Block 1 Lot :.  
Plan 0226729

All that portion of Road, which lies south of  
the production and south-westerly of the  
northwest boundary of Lot 5 Block 1 Plan  
0740469, and excepting thereout all mines  
and minerals.

For that portion of the road adjoining Plan  
9122620 Lot 2:  
Plan 9122620

All that portion of Road, which lies north of  
the production south-westerly of the  
southeast boundary of Lot 2 Plan 9122620,  
and excepting thereout all mines and  
minerals.

For that portion of the road adjoining Plan  
9122620 Lot 1:  
Plan 9122620

All that portion of Road, which lies between  
the productions south-westerly of the  
northwest and southeast boundaries of Lot 1  
plan 9122620, and excepting thereout all  
mines and minerals.

**Sale Price:**

Sale of the closed road allowance lands is based on an independent market value appraisal that was conducted on November 8, 2010.

1. 68,000 sq. ft. (6,317.2 sq. m.) portion as an assemblage to 825 Memorial Drive (Plan 0740469, Block 1, Lot 5 and 6) is valued at **\$ 1,200,000.00**. (one million two hundred thousand dollars)
2. 41,836 sq. ft. (3,886.6 sq. m.) portion as an assemblage to 785 Memorial Drive (Plan 9122620, Lot 2) is valued at **\$500,000.00** (five hundred thousand dollars)
3. 57,957 sq. ft. (5,384.2 sq. m.) portion as an assemblage to 745 Memorial Drive (Plan 9122620, Lot 1) is valued at **\$540,000.00** (five hundred and forty thousand dollars)

**Environmental Considerations:**

The subject lands will be sold on an “as is – where is” basis.

**Survey and Consolidation:**

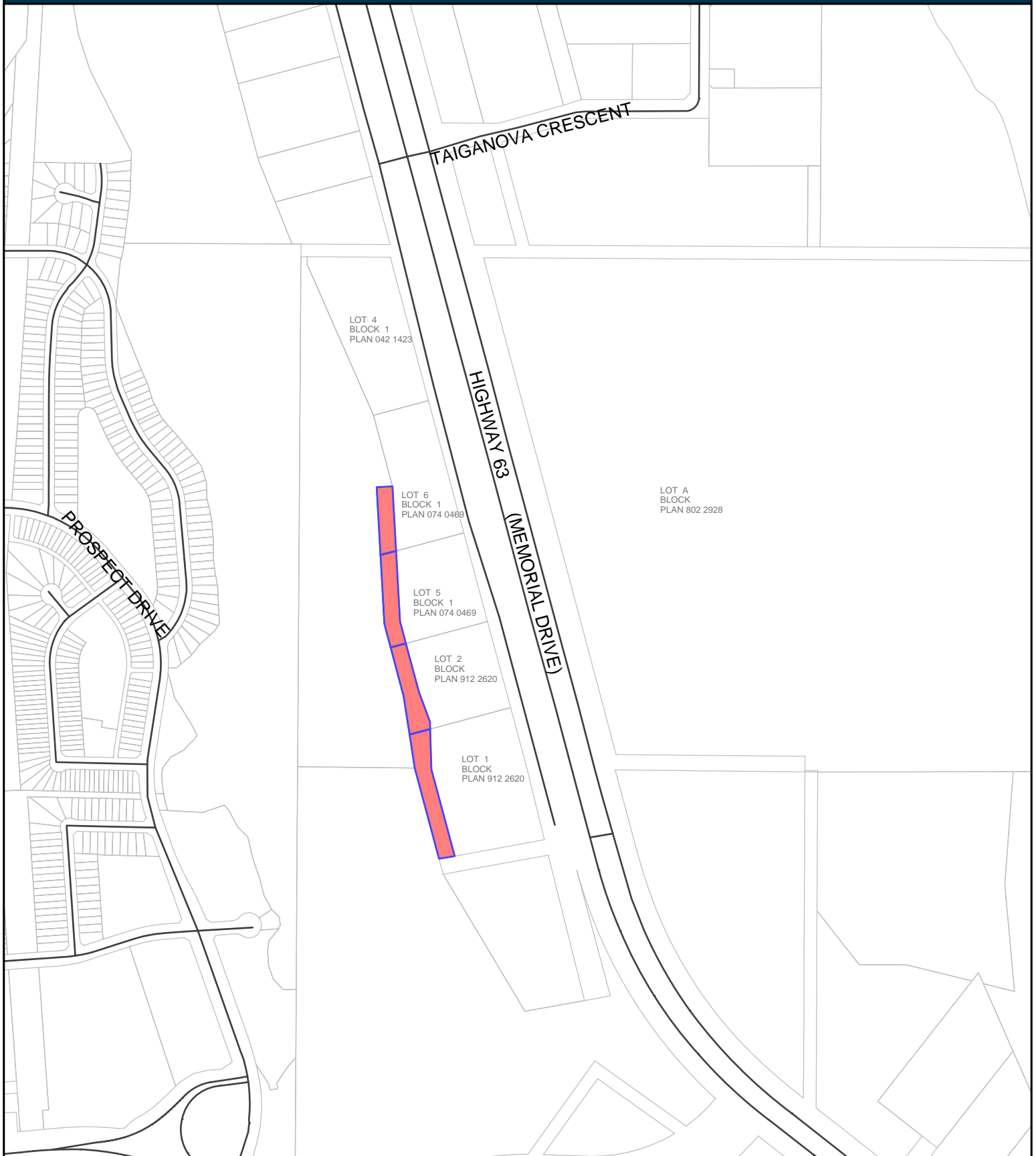
The purchaser(s) shall be responsible for preparation of a legal survey plan that will consolidate those portions of the closed road allowance with their respective lots.

The purchaser(s) shall be responsible for applying and submitting the consolidation plan to the Municipality for subdivision approval.

Upon approval, the Subdivision Approval Authority shall submit the plan(s) to Alberta Land Titles Office for registration

**Fees and Disbursements**

The purchaser(s) shall be responsible for all legal and registration fees associated with the transactions.



Road

A

Area (sq. ft.)



Survey Parcel

A

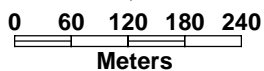
Length (m)

A

Legal Description



1:8,000



## PROPOSED ROAD CLOSURE AND SALE



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

Map updated by the Geographic Information  
Systems Branch on April 7, 2011

S10504



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## Council Meeting Presentation Request

Completed requests to make a public presentation must be received by 12:00 noon on the Wednesday immediately prior to the scheduled meeting. **Presentations are a maximum of 5 minutes in duration.**

Presentation Information	
Preferred Date of Presentation	May 24, 2011
Name of Presenter(s)	Larry LeMesurier
Organization Represented	Resident
Topic	Public Hearing for Bylaw 11/011 (7313 Hughes Ave.)
Please List Specific Points/Concerns	It is completely inappropriate to allow the construction of a four-plex on a narrow (13.7m) single family dwelling lot within an area that is built to comply with R-1 zoning.
Action Being Requested of Council	Refuse the rezoning request.
<p>Are you providing any supporting documentation (ie: Powerpoint)?      Yes <input type="radio"/>      No <input checked="" type="radio"/></p> <p>If yes, the documentation <u>must</u> accompany this request, as handouts will not be distributed at the meeting. To ensure that your documents meet minimum standards, please see presentation guidelines on the next page.</p> <p>Supporting documents may be e-mailed to <a href="mailto:legislativeassistants@woodbuffalo.ab.ca">legislativeassistants@woodbuffalo.ab.ca</a>.</p>	

*As per Procedure Bylaw No. 06/020, a request to make a presentation may be referred or denied.*

**Subject:** Bylaw No. 11/011 – Land Use Bylaw Amendment  
Lot 6, Block 8, Plan 3969 ET (7313 Hughes Avenue)

**APPROVALS:**

Glen Laubenstein, Chief Administrative Officer  
Glen Smith, Acting Divisional Manager  
Samuel Alatorre, Director

**Recommendation:**

1. THAT Bylaw No. 11/011, being a Land Use Bylaw amendment for Lot 6, Block 8, Plan 3969 ET (7313 Hughes Avenue), be read a second time.
2. THAT Bylaw No. 11/011, be read a third and final time.

**Summary:**

An application has been received to amend the Land Use Bylaw to redesignate Lot 6, Block 8, Plan 3969 ET (7313 Hughes Avenue) from Mixed Form Single Detached Residential District (R1M) to Low Density Residential District (R2). If adopted, the amendment will also modify the site provisions for lot depth and lot area within the Low Density Residential District (R2) to facilitate and support infill development on the property.

The authority to amend the Land Use Bylaw is vested with Council under the Municipal Government Act.

**Background:**

The subject property is at the corner of Tomlinson Street and Hughes Avenue in Waterways (Attachment 2) and has an existing single detached dwelling. The immediate neighbourhood is designated Mixed Form Single Detached Residential (R1M) in the Land Use Bylaw; however, a number of other properties in the surrounding community are designated Low Density Residential (R2). One such property in the Low Density Residential District has been developed as a fourplex, similar to the development proposed by the owner of the subject property.

In July 2010, the applicants held a public open house for the proposed amendment, and five people attended. Comments were submitted both in support of and against the proposal. The Planning and Development Department also fielded calls and emails after the open house and throughout review of the application. Concerns were raised that the proposed increase in density would not fit on the subject property, would not match the character of the surrounding area, and that the neighbourhood would be impacted by increased parking (vehicles not fitting on the property, and therefore parking on the street).



**Rationale for Recommendation(s):**

The proposed amendments to the Land Use Bylaw will allow for the development of a fourplex on the subject property. The Land Use Bylaw sets out several requirements for the development of fourplexes, but the proposed development does not meet the requirements for lot dimensions (specifically, depth and area). Therefore, to permit this development, reductions are needed in the Land Use Bylaw for minimum lot dimensions.

The applicant has demonstrated (in conceptual plans submitted with the application) that a fourplex on the subject property can meet all other development requirements as set out in the Land Use Bylaw, including parking. This will be confirmed through the development permit application process before any construction can be initiated.

The subject property is not affected by environmental constraints (slope stability and flood risk) which impact most of the surrounding community. As a result this property can be considered for redevelopment without the additional engineering requirements that would be needed in other areas of the community.

Administration supports this amendment to the Land Use Bylaw as it will provide greater flexibility in development options, more efficient use of developable land, and a greater diversity in land uses and housing forms in the area.

Providing for more flexible building forms and different residential land uses in the area follows the policies in the Waterways Area Redevelopment Plan (Bylaw No. 86/09), which states that *“Future residential development in Waterways will, where possible, provide a mix of unit types as defined by size, amenity, space, and access.”*

The proposal is also consistent with the principles of Envision Wood Buffalo, which emphasize efficient use of resources, diversity in the housing market (with varying types, densities, and sizes), and a reduced ecological footprint by providing opportunities for redevelopment to meet the needs of the community.

Administration supports the proposed amendment and recommends that Bylaw No. 11/011 be given first reading to allow for the scheduling of a public hearing.

**Attachments:**

1. Bylaw No. 11/011
2. Subject Area Map

**BYLAW NO. 11/011**

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AMEND LAND USE BYLAW NO. 99/059**

**WHEREAS** Section 639 of the *Municipal Government Act*, R.S.A., 2000, c.M-26 and amendments thereto authorizes Council to enact a bylaw adopting a Land Use Bylaw.

**AND WHEREAS** Section 191(1) of the *Municipal Government Act*, R.S.A., 2000, c.M-26 and amendments thereto authorizes Council to adopt a bylaw to amend a Land Use Bylaw.

**NOW THEREFORE**, the Council of the Regional Municipality of Wood Buffalo, in the Province of Alberta, in open meeting hereby enacts as follows:

1. That Land Use Bylaw No. 99/059 is hereby amended by:
  - (a) Redesignating Lot 6, Block 8, Plan 3969 ET from Mixed Form Single Detached Residential District (R1M) to Low Density Residential District (R2);
  - (b) Adding the words “except 13.7m for Lot 6, Block 8, Plan 3969 ET” to Section 97.5(g) – Lot Depth (minimum);
  - (c) Adding the words “except 130.0m<sup>2</sup> per unit for Lot 6, Block 8, Plan 3969 ET” to Section 97.5(h)(ii) – Lot Area (minimum): Triplex, Fourplex;
2. That the Chief Administrative Officer is authorized to consolidate this bylaw.
3. That this bylaw shall be passed and become effective when it receives third reading and is signed by the Mayor and Chief Legislative Officer.

READ a first time this 10<sup>th</sup> day of May, A.D 2011.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2011.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2011.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2011

\_\_\_\_\_  
Mayor

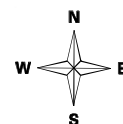
\_\_\_\_\_  
Chief Legislative Officer



**Subject Area Map**



Subject Property -7313 Hughes Avenue (Lot 6, Block 8, Plan 3969 ET)



**Subject: Bylaw No. 11/014 – Land Use Bylaw Amendment  
– Longboat Landing****APPROVALS:**

Glen Laubenstein, Chief Administrative Officer  
Carol Theberge, Divisional Manager  
Samuel Alatorre, Director

**Administrative Recommendation:**

1. THAT Bylaw No. 11/014, being a Land Use Bylaw amendment specific to the Longboat Landing District (LBL-R4), be read a second time.
2. THAT Bylaw No. 11/014, be read a third and final time.

**Summary:**

An application has been made to amend the Land Use Bylaw for the Longboat Landing District (LBL-R4) by deleting Section 209.5 (f), which relates to maximum density.

The authority to amend the Land Use Bylaw is vested with Council under the Municipal Government Act.

Density issues in the downtown will be further clarified when the new Land Use Bylaw is presented to Council in the fall of 2011.

**Background:**

In January 2011 Council approved the Longboat Landing District (LBL-R4). The Longboat Landing District (Attachment 2) is a special land use district that sets out regulations to accommodate medium/high density residential development.

The proponent and Administration have since reviewed the land use district and identified that the density maximums set out in Section 209.5 (f) Density (maximum) (Attachment 3) are too restrictive and will not allow for development on the site that is in line with the vision for Longboat Landing.

**Rationale for Recommendation:**

Administration recommends amending the Land Use Bylaw for the Longboat Landing District (LBL-R4) as it will allow for intensification in the area and for efficient land use.

Approved by Council in May 2009, the Lower Townsite Area Redevelopment Plan is the Municipality's guide for future development in the Lower Townsite. In the Plan, the subject area is designated Medium Density Residential and also marked "as a prime area for more intensive residential development."

The maximum densities currently outlined in Section 209.5 (f) of the Land Use Bylaw will not allow for development that aligns with the vision in the Lower Townsite Area Redevelopment Plan (LTS ARP) for the subject area. The Plan states that this area is a prime area for more intensive residential development, and proposes medium density buildings between five and eight stories. Therefore, the proposed amendment will not only allow for intensification in the area, it will also align the Land Use Bylaw with the Lower Townsite Area Redevelopment Plan.

Although Bylaw No. 11/014 would remove the provision for maximum density in the Longboat Landing District (LBL-R4), development on the site is already regulated by the use, setbacks, building separation, building height, and lot areas as outlined in the Land Use Bylaw. Density will also be managed in the development agreements and constrained by specific threshold capacities for infrastructure in the area.

Administration supports the proposed amendment and recommends that Bylaw No. 11/014 be given first reading to allow for the scheduling of a public hearing.

**Attachments:**

1. Bylaw No. 11/014
2. Subject Area Map
3. Excerpt from Land Use Bylaw – Longboat Landing District (LBL-R4), 209.5 (f) Density (maximum)



**BYLAW NO. 11/014**

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO  
AMEND LAND USE BYLAW NO. 99/059**

**WHEREAS** Section 639 of the *Municipal Government Act*, R.S.A., 2000, c.M-26 and amendments thereto authorizes Council to enact a bylaw adopting a Land Use Bylaw.

**AND WHEREAS** Section 191(1) of the *Municipal Government Act*, R.S.A., 2000, c.M-26 and amendments thereto authorizes Council to adopt a bylaw to amend a Land Use Bylaw.

**NOW THEREFORE**, the Council of the Regional Municipality of Wood Buffalo, in the Province of Alberta, in open meeting hereby enacts as follows:

1. THAT Land Use Bylaw No. 99/059 is hereby amended by deleting Section 209.5 (f).
2. THAT the Chief Administrative Officer is authorized to consolidate this bylaw.
3. THAT this bylaw shall be passed and become effective when it receives third reading and is signed by the Mayor and Chief Legislative Officer.

READ a first time this 10<sup>th</sup> day of May, A.D 2011.

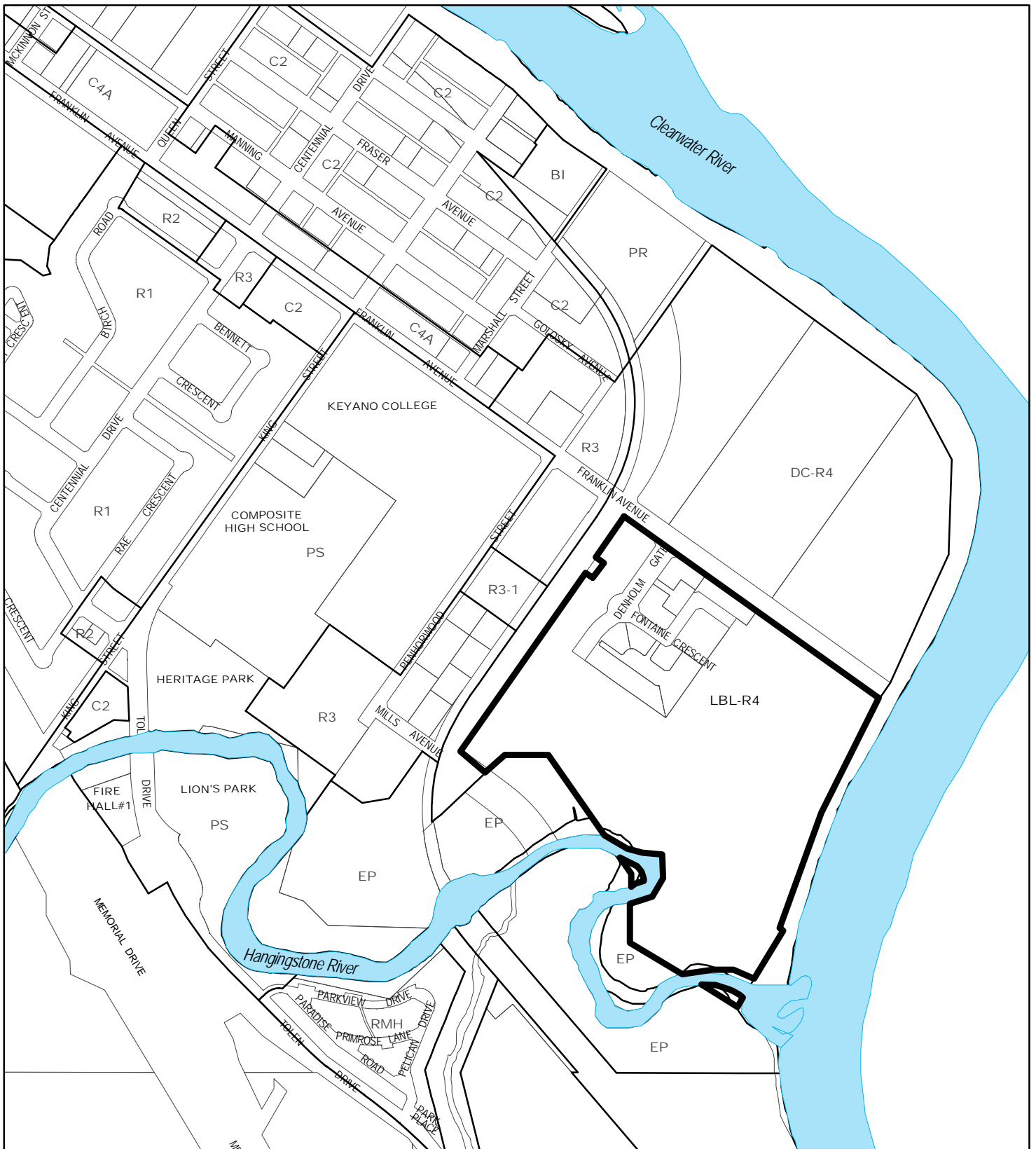
READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2011.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2011.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2011.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Chief Legislative Officer



**Subject Area Map**



Longboat Landing District (LBL-R4)



**Excerpt from Land Use Bylaw (Bylaw No. 99/059)**

**209. LBL – R4                      Longboat Landing District**

**209.5 Site Provisions**

- (f)        Density (maximum):**
  - (i)        Cluster Housing,  
Townhousing:                      60 units / ha**
  - (ii)       Apartment Building:        90 units/ ha, except the  
Approving Authority may  
allow additional density  
where site landscaping  
exceeds 30 percent of the  
lot area or site area,  
(additional density will be  
proportionate to the  
amount of additional  
landscaping), or where it  
is of the opinion that the  
amenity of the development  
benefits the community.**

**Subject: Recreational Lease Assignment – REC 850024 (Fort McMurray Golf Course)**

**APPROVALS:**

Glen Laubenstein, Chief Administrative Officer  
Wes Holodniuk, Divisional Manager  
Marcel Ulliac, Director

**Administrative Recommendation(s):**

THAT subject to Alberta Sustainable Resource Development approval, the Recreational Lease REC 850024, which consists of 51.89 acres (Attachment: Subject Area dated July 29, 2010 – shown in red), be assigned to the Fort McMurray Golf Club.

**Summary:**

The Municipality currently leases the subject lands from the Province of Alberta; namely, Alberta Sustainable Resource Development, and in turn, subleases it to the Fort McMurray Golf Club. The head lease and sublease have a twenty-five year term that ends on May 21, 2033.

Independent of the Municipality, the Club is solely responsible for the course's operation. Therefore, no reason, benefit or advantage exists for the Municipality to continue holding the lease.

**Background:**

In the mid 1980s, the Club identified land in Thickwood Heights to develop a golf course (Attachment - shown in green). The Club secured a lease for the land, which was owned and administered by the Alberta Mortgage and Housing Corporation, with assistance from the former City of Fort McMurray.

The Fort McMurray Golf Club obtained further support from the City in securing a recreational lease on adjacent lands owned and administered by Alberta Sustainable Resource Development (Attachment - shown in red).

As both leases remain under the Municipality's name, the Fort McMurray Golf Club has requested that the Municipality obtain approval from Alberta Sustainable Resource Development to assign the lease for REC 850024 to the Club. In doing so, the Club can apply directly to the Province of Alberta for an amendment to include the additional lands required to expand the golf course.

In September 2010, Council approved the renewal of lease REC 850024 between Alberta Sustainable Resource Development and the Municipality, and the sublease between the Municipality and the Fort McMurray Golf Club. As such, Council approval is required to facilitate the proposed assignment.

**Alternatives:**

Deny the assignment of lease REC 850024 to the Fort McMurray Golf Club.

**Budget/Financial Implications:**

No direct budgetary or financial impacts will result from the proposed assignment. The Fort McMurray Golf Club will continue to pay annual property taxes, and will maintain responsibility for any costs associated with the ongoing operation and maintenance of the recreation lease.

**Rationale for Recommendation(s):**

The subject lands held under lease REC 850024 are required to operate the golf course. With no involvement in the affairs of the Fort McMurray Golf Club, it does not benefit the Municipality to remain as the registered lessee. As the registered lessee, the Club can apply directly to Alberta Sustainable Resource Development for an amendment to acquire the additional land needed to expand the course.

Furthermore, the lease assignment would enable the Municipality and the Club to discuss with the Alberta Social Housing Corporation the potential assignment of the lease agreements for the subject lands (Attachment - shown in green).

As a result, the Fort McMurray Golf Club would become the lessee of the lands required for its ongoing operations and proposed expansion.



**Attachments:**

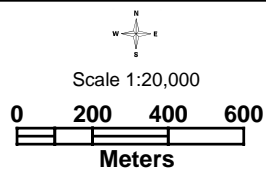
Subject Area Map dated July 29, 2010



# ATTACHMENT I - SUBJECT AREA MAP



-  REC 850024
-  Thickwood Golf Course



REC 850024  
WITHIN N 1/2 AND SE 1/4  
SEC. 12 TWP. 89 RGE. 10 W4M



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

Map created by the Geographic Information  
Systems Branch on July 29, 2010

Map SI0314

**Subject: The Fort McMurray Boys and Girls Club – Bridging Loan****APPROVALS:**

Glen Laubenstein, Chief Administrative Officer  
Carol Theberge, Divisional Manager  
Carole Bouchard, Director

**Administrative Recommendation:**

THAT the remaining amount of the bridging loan to the Fort McMurray Boys and Girls Club be forgiven as per the terms and conditions outlined in Bylaw No. 05/021.

**Summary:**

The Fort McMurray Boys and Girls Club are in default of a bridging loan established by Bylaw No. 05/021 in June 2005. The organization originally qualified for the bridging loan per the Municipality's Loan and/or Loan Guarantee Policy for Community Based Organizations. In 2010, the Fort McMurray Boys and Girls Club asked the Regional Municipality of Wood Buffalo to forgive the remainder of the debt (Attachment 1).

**Background:**

In July 2005, the Municipality provided loan for \$250,000 to the Fort McMurray Boys and Girls Club to assist with financing the outstanding debt from their 2002 building expansion project.

Bylaw No. 05/021 (Attachment 2) also identified that in the event the payment terms could not be met, the funding source for the outstanding loan amount would be the Community Initiatives Reserve. Since the Bylaw No. 05/021 was approved, funding has been committed in the Community Initiatives Reserve for this purpose; therefore, there would be no impact on the current budget due to the default of the loan.

**Alternatives**

1. Allocate funds from the Community Initiatives Reserve as stated in Bylaw No. 05/021.
2. Renegotiate the payment terms on the loan and amend Bylaw No. 05/021.

**Budget/Financial Implications:**

The amount outstanding on the loan is \$226,866, inclusive of interest. The Boys and Girls Club has paid the Municipality \$80,500 on the loan, and current interest on the loan is \$57,366.10.

Alternative 1 would not impact the budget, and alternative 2 may require that the Loan and/or Loan Guarantee Policy be revised to accommodate a multi-year payment plan.

**Rationale for Recommendation(s):**

The Fort McMurray Boys and Girls Club plays an important role in the community, providing a much-needed and valued service. Forgiving the remaining loan amount would free up funding for worthwhile youth services and programs.

The Fort McMurray Boys and Girls Club can only afford monthly payments of \$1,500. The total payment per year is slightly less or about equal to the interest accumulated annually, which means that very little, if any, of the principal is being paid down. If the Fort McMurray Boys and Girls Club continue to make payments of \$1,500/month, it would take in excess of nine years to repay the loan without consideration of interest.

**Attachments:**

Att 1 – Boys and Girls Club – Request Letter

Att 2 – Boys and Girls Club – Bylaw No. 05 021



Fort McMurray  
Boys & Girls Club

20 Riedel Street  
Fort McMurray, AB T9H 3E1  
(bus) 780-791-7775  
(fax) 780-743-9359

October 19, 2010

ATTENTION: Carole Bouchard, Interim Manager of Community Services  
RE: Fort McMurray Boys and Girls Club Loan

Dear Ms. Carole Bouchard,

The Fort McMurray Boys and Girls Club provides a valuable service to the children and youth of our community regardless of their economic, social or community status. We serve those least able to access services they need. We provide programs which address the ever-changing needs of the youth and families of Fort McMurray.

In 2005, the Fort McMurray Boys and Girls Club secured a bridging loan from the Regional Municipality of Wood Buffalo to cover a temporary shortfall in operating funds. Along with a \$12,000 deposit in the spring of 2007, we have faithfully been paying \$1500 towards the loan each month for three years.

The Fort McMurray Boys and Girl-Club Executive is asking to be considered for relief from the balance of the bridging loan beginning January 1, 2011. Forgiveness of the loan balance will allow our non-profit organization the ability to focus more emphasis on the fundamentals of our organization and programs.

On behalf of the Board of Directors, thank you for your consideration and we will be waiting for your decision.

Sincerely,

Gayle Phillips, Executive Director  
Fort McMurray Boys and Girls Club



## BYLAW NO. 05/021

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AUTHORIZE A BRIDGING LOAN TO THE FORT MCMURRAY BOYS AND GIRLS CLUB.**

WHEREAS, the Fort McMurray Boys and Girls Club requires a \$250,000.00 bridging loan to finance the outstanding debt from their 2002 expansion project.

AND WHEREAS, the Fort McMurray Boys and Girls Club is a non-profit organization, providing community services for residents of The Regional Municipality of Wood Buffalo.

AND WHEREAS, the Regional Municipality of Wood Buffalo is prepared to offer a bridging loan subject to the limits established by this Bylaw,

AND WHEREAS, the Regional Municipality of Wood Buffalo has determined that if the loan is not repaid per the limits established, the amount would be funded as follows:

1. \$250,000.00 from the Community Initiatives Reserve

NOW THEREFORE, the Municipal Council of the Regional Municipality of Wood Buffalo, duly assembled, pursuant to Sections 264(2) and 265 of the Municipal Government Act, hereby enacts as follows:

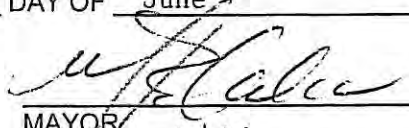
1. That the Regional Municipality of Wood Buffalo shall provide a temporary loan to the Fort McMurray Boys and Girls Club subject to the following terms and conditions:
  - (a) The amount of the loan shall be \$250,000.00
  - (b) The loan shall be repaid within a maximum of twenty-four (24) months from the date of advance.
  - (c) When not in default, the Fort McMurray Boys and Girls Club has the privilege of prepaying the loan, either in whole or in part, at any time without notice, bonus or penalty.
  - (d) The rate of interest charged shall be 4.25% per annum, with interest accruing on the Principal Sum from the date of advance calculated and payable annually not in advance, both before and after default, maturity or judgement.
2. This Bylaw shall be advertised in accordance with requirements of the Municipal Government Act, SA 1994, c. M-26-1 and
3. This Bylaw shall be passed and become effective when it receives third reading and has been signed by the Mayor and Chief Legislative Officer.

READ A FIRST TIME IN COUNCIL THIS 24th DAY OF MAY, 2005.

READ A SECOND TIME IN COUNCIL THIS 28th DAY OF June, 2005.

READ A THIRD TIME IN COUNCIL THIS 28th DAY OF June, 2005

CERTIFIED A TRUE COPY

  
MAYOR

\_\_\_\_\_  
CHIEF LEGISLATIVE OFFICER

  
CHIEF LEGISLATIVE OFFICER



**Subject: Keyano College Huskies Athletics Hockey Sponsorship****APPROVALS:**

Glen Laubenstein, Chief Administrative Officer  
Carol Theberge, Divisional Manager  
Carole Bouchard, Director

**Administrative Recommendation(s):**

THAT \$60,000 be allocated to Keyano College from the Community Initiatives Reserve for the purpose of providing start-up funding for the “Huskies Hockey Program”.

**Summary:**

The Keyano College Huskies are adding a hockey team to the Alberta Colleges Athletic Conference (ACAC) in 2012 and has submitted a request for sponsorship from the Municipality (Attachment 1). Council approval is required to move forward with the request.

**Background:**

The Keyano College Huskies have been a part of the ACAC for the past twenty-five years, and have successfully provided sustainable and competitive athletic opportunities to Keyano students in sports such as basketball, volleyball, cross country running and badminton.

The original request for funding included a three-year municipal commitment of \$20,000 per year. This request was amended to a one-time amount of \$60,000, to be managed by the Keyano College Huskies over three years.

**Budget/Financial Implications:**

The Community Initiatives Reserve can accommodate the \$60,000 funding request. This initiative fits within the criteria for the reserve allocation.

**Rationale for Recommendation(s):**

Administration supports this one-time sponsorship as it will assist Keyano College in increasing its athletic programming. This will also provide another opportunity for Wood Buffalo to promote this Region’s diversification of activities and balance of work, live and play.

With the addition of a hockey team, Keyano College aims to positively impact the community and increase student population. Keyano College will become an option for athletes in Wood Buffalo to pursue an education while participating in competitive sport and providing entertainment to residents.

**Attachments:**

Att 1 - Keyano College Huskies Letter of Request for \$60,000

Att 2 - Keyano College Hockey Sponsorship Request Package



February 28, 2011

Regional Municipality of Wood Buffalo  
9909 Franklin Ave.  
Fort McMurray, Alberta  
T9H 2K4

ATTN: Roxane Andras

**RE: Keyano College Huskies Athletics Hockey Sponsorship**

This has been a year of celebrations for the Keyano Huskies as they celebrate 25 years of participation with the Alberta College Athletic Conference. Although a lot of time has been spent reminiscing about the development of the program, where we started and how far we have come, we have never lost sight of the future.

At Keyano College we wish to increase the College's impact on the community by growing the program. Samples of this growth are our Outreach Programs and Sport Clinics in Fort Chipewyan and Fort McKay. Our student athletes give back to the community by getting involved in these programs and volunteering with special events.

Adding hockey to the Huskies Athletic roster in 2012 is another way of building community partnerships. Hockey truly is the most quintessential Canadian game. This will be a community team! When hockey is added to the Keyano Program 10 percent of our student population will be made up of student athletes. In a community with such an extensive Minor Hockey Program and the Oil Barons, it leaves another option for graduating players to pursue an education while continuing on in competitive sports.

The Huskies Athletes consist of students from not only across Canada, but from around the world. The student athlete recruits are finding home at Keyano College due to our extensive academic programs, our athletic programs and the vast opportunities that lie within our region. Although our student athletes travel here from around the world many are choosing to stay within our community during their summer breaks, finding employment in the industry and fields of their studies and calling Fort McMurray home.

We are very excited about the expansion of our athletic program and the growth of our student population it will bring with it. At this time I would like to invite the Regional Municipality of Wood Buffalo to partner with us in this venture. I am requesting a sponsorship support of \$20,000.00 per year

for three years. As discussed, this can be made as a \$60,000.00 sponsorship payment in the first year. The disbursement of funds and recognition would then be managed, and carried out over the three year term by Keyano College.

I wish to thank you for your time and consideration in partnering with us in this venture. It is with your support that this will come to fruition and in 2012 when the Huskies jersey hits the ice, we will be leaving another mark in history for Keyano College and the Regional Municipality of Wood Buffalo with our first Collegiate Hockey team!

Kindest Regards,

*Lorna Simpson*

Lorna Simpson, Sponsorship & Events Coordinator  
Keyano College Foundation  
O: 780-792-5073 | C: 780-880-8633  
Email: [lorna.simpson@keyano.ca](mailto:lorna.simpson@keyano.ca)



February 2, 2011

Regional Municipality of Wood Buffalo  
9909 Franklin Ave.  
Fort McMurray, Alberta  
T9H 2K4

Dear Kelly and Carol,

Thank you so much for taking the time to speak to me today regarding the Keyano College Huskies Athletics Hockey Program initiative.

This has been a year of celebrations for the Keyano Huskies as they celebrate 25 years of participation with the Alberta College Athletic Conference. Although a lot of time has been spent reminiscing about the development of the program, where we started and how far we have come, we have never lost sight of the future.

At Keyano College we wish to increase the College's impact on the community by growing the program. Samples of this growth are our Outreach Programs and Sport Clinics in Fort Chipewyan and Fort McKay.

Adding hockey to the Huskies Athletic roster in 2012 is another way of building community partnerships. Hockey truly is the most quintessential Canadian game. This will be a community team! When hockey is added to the Keyano Program 10 percent of our student population will be made up of student athletes. In a community with such an extensive Minor Hockey Program and the Oil Barons, it leaves another option for graduating players to pursue an education while continuing on in competitive sports.

Thank you again for taking the time to speak to me today and for your consideration in partnering with Huskies Hockey. Should you have any further questions please do not hesitate to contact me.

Kindest Regards,

A handwritten signature in blue ink, appearing to read "Lorna Simpson", is written over the typed name.

Lorna Simpson, Sponsorship & Events Coordinator  
Keyano College Foundation  
O: 780-792-5073 | C: 780-880-8633  
Email: lorna.simpson@keyano.ca





**KEYANO**  
**COLLEGE**  
THE ESSENTIAL ELEMENT  
FOUNDATION



**Sponsorship**  
opportunities





## A Walk Through Huskies History

At Keyano College, the future promises incredible growth opportunities for our students. The future of Huskies Athletics is equally bright. But before we skate into tomorrow, let's look back at yesterday and 25 years of growth.

For a quarter century, Huskies Athletics has been participating in the Alberta College Athletic Conference (ACAC). The year was 1985, when Keyano students began competing in a variety of sports including curling, canoeing, racquetball, badminton and bowling. The sports have changed, but the dedication to sport development remains as the Huskies of today excel in golf, soccer, basketball, volleyball and cross country running.

Our athletes come from all over the world to train on campus in our state of the art, 140,000 square foot facility. Opened in 2007, the Syncrude Sport & Wellness Centre has been offering our students, staff, local residents and elite athletes, quality and diverse sport and wellness opportunities through education, training and activities.

Oh, but we're not done yet. Finally! Living in a city, province and country where it's all about GROWING UP HOCKEY, Keyano is getting ready to compete in the quintessential Canadian game. The vision is set and the work has begun for HUSKIES HOCKEY 2012!

Huskies History

## Keyano College Huskies Athletics

The Keyano College Huskies Athletics program is committed to providing performance-based training and competitive opportunities that foster the academic and athletic development of our students. Huskies athletes have a chance to access one of the strongest funding programs for students in Canada. Our scholarships and awards program is generously funded by private and corporate donors and continues to grow. As Keyano College explores expanding opportunities, so too does Huskies Athletics.

Student athletes join us from across the country and around the globe. They choose Keyano College for our education and athletic programs, also the opportunity to demonstrate leadership in a community that embraces sport. The addition of a hockey team is going to increase student enrollment, our pool of future employees and engagement with our community.

Huskies Athletics



## Keyano College Foundation Board of Directors

**Founding Chair** John Lynn

**Past Chair** Debbie Robert

**Chair** Dale Unruh

<b>Directors</b>	Brian Magee	Kevin Shulko
	Phil Keele	Kris Geekie
	Colin Hartigan	Narayan Swamy
	David Videroni	Nicole Bouchier
	Derek Keturakis	Paul Taylor
	Frank Saraka	Rolfe Timm
	Gary Bosgoed	Stacey James
	Joanne Roberts	Steve Reynish
	John Wilson	Tracey Gordon
	Ken Oben	Willy Neufeld

**Honorary Members** Guy Boutilier, MLA  
Brian Jean, MP  
Melissa Blake, Mayor

**V.P. External Relations** Cindy Amerongen



## Sponsorship Opportunities

We invite you to join us as a partner in the venture of bringing collegiate hockey to Fort McMurray. It is with your support and encouragement that we can bring the great Canadian game to the Keyano Huskies program. We thank you for your investment in Keyano College, as we continue to provide quality educational and athletic opportunities to our students and community. Together we can ensure that our children continue GROWING UP HOCKEY in Wood Buffalo.

### Diamond Sponsor

Become a partner of Huskies Hockey 2012 at the highest level, complete with a custom recognition package.

**TO BECOME A SPONSOR OR FOR MORE INFORMATION PLEASE CONTACT:**

**Lorna Simpson** - Sponsorship and Events Coordinator  
Sport and Wellness Department | Keyano College Foundation  
Tel: **780-792-5073** | Cell: **780-880-8633**  
lorna.simpson@keyano.ca | [www.keyano.ca/hockey](http://www.keyano.ca/hockey)

### PLATINUM - \$20,000

#### Recognition

- Your logo on jersey sleeve or front crest of both home and away jerseys
- OR, Your logo on hockey pant (left leg)
- OR, Your logo on helmet
- Logo recognition on Huskies media interview banner
- Logo recognition on Go Huskies website
- Signage onsite (during home games) and board signage at Syncrude Sport & Wellness Centre
- Full page colour ad in the Huskies season program
- Minimum 4 public address announcements at all Huskies home games
- 20 season passes to all Huskies home games
- Huskies Calendar (one of 12 sponsors)
- Huskies Trading Card sponsor (4 of 52)
- Product placement at Huskies ID camps, home games, and media events

PLATINUM



## Sponsorship Opportunities and Recognition

### **GOLD - \$15,000**

#### Recognition

- Logo on gloves
- Logo recognition on Go Huskies website
- Signage onsite (during home games) and board signage at Syncrude Sport & Wellness Centre
- 1/2 page colour ad in the Huskies season program
- Minimum 3 public address announcements at all Huskies home games
- 15 season passes to all Huskies home games
- Huskies Trading Card sponsor (1 of 52)
- Product placement at Huskies ID camps, home games, and media events

**GOLD**

### **SILVER - \$10,000**

#### Recognition

- Logo on gloves
- Logo recognition on Go Huskies website
- Signage onsite (during home games) and board signage at Syncrude Sport & Wellness Centre
- 1/4 page colour ad in the Huskies season program
- Minimum 2 public address announcements at all Huskies home games
- 10 season passes to all Huskies home games
- Huskies Trading Card sponsor (1 of 52)
- Product placement at Huskies ID camps, home games, and media events

**SILVER**

### **BRONZE - \$5,000**

#### Recognition

- *Player of the Game* prize packs
- OR, *Athlete of the Week* prize pack
- Logo recognition on Go Huskies website
- Signage onsite (during home games) and board signage at Syncrude Sport & Wellness Centre
- 1/8 page black and white ad in the Huskies season program
- 1 public address announcement at all Huskies home games
- 5 season passes to all Huskies home games
- Huskies Trading Card sponsor (1 of 52)
- Product placement at Huskies ID camps, home games, and media events

**BRONZE**



## Sponsorship Pledge Form

Company Name: \_\_\_\_\_

Contact: \_\_\_\_\_

Phone Number: \_\_\_\_\_ Fax Number: \_\_\_\_\_

Email: \_\_\_\_\_

Address: \_\_\_\_\_

### Please indicate your sponsorship level:

PLATINUM \$20,000 X 3 Years

GOLD \$15,000 X 3 Years

SILVER \$10,000 X 3 Years

BRONZE \$5,000 X 3 Years

Total amount of cash  
sponsorship per year X 3

\$ \_\_\_\_\_

### Method of Payment:

☐ Please Invoice Us

☐ Credit Card: \_\_\_\_\_

Credit #: \_\_\_\_\_

Expire Date: \_\_\_\_\_

Please return the sponsorship  
pledge form by fax or email to:

Attn: Lorna Simpson

Phone: 780-792-5073

Cell: 780-880-8633

Fax: 780-791-8909

Email: lorna.simpson@keyano.ca

\*Confirmation of sponsorship needed as soon possible.  
First payment due on or before June 2011.

TEAR HERE



**KEYANO**  
**COLLEGE**  
THE ESSENTIAL ELEMENT  
FOUNDATION



## CAMPUS CONNECTION

Keyano's Bi-Monthly Newsletter · Special Issue



# Huskies mark 25th anniversary in the ACAC – a milestone made of cherished memories and high hopes

If you spoke to anyone connected with Huskies Athletics over the last 25 years, they would tell you the teams have gone through a remarkable evolution. They went from playing and practicing in a junior-high sized gymnasium to hosting a National Championship in a new state-of-the-art facility. Through all the years, from humble beginnings to an expansive future, camaraderie was in abundance, as well as outstanding staff and team spirit.

As the Huskies celebrate their silver anniversary, Wayne Thomas, Project Manager, Keyano College, and former Director, Syncrude Sport & Wellness Centre, Keyano College, takes us down memory lane.

Thomas started with the College in 1981 as Recreation Coordinator and over the years has overseen the Athletic, Recreation, Be Fit for Life Centre and Shifting to Wellness areas. Under his leadership, the College joined the ACAC in May 1985. His tenure also saw the development, and grand opening of Keyano's stunning Syncrude Sport & Wellness Centre.

"In 1985 the Vice President of Student Services wanted to expand the athletic and recreational opportunities for students. In those days we had canoeing, racquetball, bowling, and badminton, which was the big sport, because that was the only sport that we offered a Jimmy Condon scholarship for," said Thomas, smiling broadly.

A donated yellow school bus provided the team's transportation, maintained by the Heavy Equipment department at the College. It lasted about a year-and-a-half. Nevertheless, Huskies Athletics did have their shining moments. For instance, did you know the bowling team won a bronze medal in 1986 and that our curling team from 1985 defeated Kevin Martin, who went on to become the National Junior Champion and recently won gold for Canada in the 2010 Vancouver Olympics?

Thomas credits the Keyano staff for their participation and contribution to Huskies Athletics. From Wayman Shaw, Plumbing Instructor to Matthew Andrews, Keyano's University Studies Instructor, still with the College, and our first badminton coach, and Oliver Grantham, Heavy Equipment Instructor

who drove the bus, it was indeed a team effort in the early days. As he looks back, Thomas says he is most proud of the growth and expansion of Huskies Athletics.

"I am proud of the contributions and commitment over the years of our Huskies staff, College Executives and our alumni coaches. When Wade Kolmel (current Director, Sport & Wellness) came on board over a decade ago things took off. We are now looking forward to bringing in hockey to the College. We wouldn't be anywhere without the support of all of our stakeholders," said Thomas.

It was Thomas' commitment to Huskies Athletics and the College that resulted in Keyano's state of the art sport and wellness centre. From a tiny seed of an idea, Thomas pitched the idea for the centre and saw it official open some years later, before transitioning into his current position.

The Alberta Colleges Athletic Conference (ACAC) is the governing body for intercollegiate athletics in Alberta. Its mission is to foster the development of the student athlete through the administration and promotion of intercollegiate athletics as part of the educational experience and provide a leadership role in the development of sport in Alberta.



Wayne Thomas, Recreation Coordinator  
1985, the year the Huskies joined the ACAC.



## Tournament sports – the early years

Shawn Chaulk remembers being ACAC Athlete of the Year in 1988. He was playing badminton for the Keyano Huskies in Grande Prairie and went from an 800 ranking nationally to 63.

"I played out of my league that day. I was never a super athlete, but we had a lot of fun," recalls Chaulk, 43, who graduated from the Computer Business System Program (now Computer Information System) in 1988.

These memories are what made the early years of Huskies tournament sport invaluable. Chaulk, who is now the President of Stratford Homes/Stratford Contracting Ltd., joined Keyano College at his father's advice.

"I wasn't sure, but the Keyano instructors were very good and so was the program. Even then Keyano knew what the community needed," says Chaulk.

Active on-campus, Chaulk worked for the Library part-time and the Recreation Centre, where he was responsible for signing out equipment and often drove Huskies teams to out of town tournaments.

"Keyano was a new college then in terms of athletics. We were happy to be part of it. Winning didn't matter. Wayne Thomas is a great guy and he ran a good program. He ensured we had fun," notes Chaulk.

Chaulk is still happy to be a part of athletics - he is the founding member and President of the Wood Buffalo Sports Hall of Fame, and he has volunteered for the Arctic Winter Games, the Alberta Senior Games and the Alberta Summer and Winter Games. Keyano honoured him for his College and community involvement in 2005 with a Wall of Fame award.

Commenting on Keyano's Syncrude Sport & Wellness Centre, Chaulk says it is "one of the best things that ever happened to the College." As for the College itself he adds, "Keyano has grown by leaps and bounds. The youth today would be foolish not to attend it."

Sean Clarke, Associate Manager, Parks (Interim), Parks, Recreation and Culture Branch, Regional Municipality of Wood Buffalo agrees. He attended Keyano as a College Preparation student from 1983 to 1984 and also worked for the College from 1989 to 1997 filling various roles including Lifestyle Services Centre Coordinator, Recreation Coordinator and Recreation/Athletics Coordinator.

"I was the assistant coach of the Huskies Women's Volleyball team for one season - the year before we joined the ACAC," says Clarke.

An integral part of the early tournament years, Clarke was also the Head Coach of the Huskies Badminton team for six seasons from 1991 to 1996 and served as a volleyball linesman for the Huskies ACAC home games for about five years in the 1990s. In addition, he was involved with the Huskies Booster Club acting as Secretary, President and Past President.

"Kudos to Wayne Thomas for having the foresight and determination to get Keyano involved in the ACAC and continuing to grow the athletics program," said Clarke.



Ian Allen

*"My fondest memories are broadcasting volleyball games from the "Husky Dome" (home of the Huskies prior to the Syncrude Sport & Wellness Centre) back during the days of the ABC (Alberta Broadcasting Corporation) community station. A cold winter day was especially fun as we would pull up in our mobile truck beside the gym and spend a couple of hours setting up while dragging in miles of cables and equipment. We would usually have five or six volunteers for the shoots. By the time the game started the gym would be frozen because we had to leave a partial opening in the gym to run the cables. Then after the game it would be tearing down and back to the studio to prepare the games for broadcast. They were extra long days but as volunteers we made sure they were fun for everyone. Now some 20 plus years later, I am still doing the play-by-play for the Huskies but this time on the Internet. The set-up takes all of three minutes but the fun aspect of watching the Huskies players has never dulled. B-A-N-G-O."*

**Curtis J. Phillips, local sports journalist in print/media since 1982  
and voice of the Keyano College Huskies.**



## Game on! Volleyball memories

Keyano's legendary men's volleyball coach from the early 1990s, Ian Allan, takes us back in time for a glimpse of the sport's early years at Keyano College.

Allan joined the College in 1992; it was also the prep year for the Huskies Men's and Women's Volleyball teams, each made of about 10 players. Allan coached the men's team and later took over as Athletic Director; Joe Dechief coached the women's team.

"Our major challenges were not knowing if it would be well-received in the community and getting enough players," recalled Allan, during a phone interview from British Columbia, just weeks before he left for London to work for the 2012 Summer Olympics Committee.

He remembers the dedication and the perseverance of his student athletes, who understood what being the first group meant.

"That was a pretty special group. We had some very talented guys. We only won one game, beating Lakeland College 16-14, but our long road trips bonded us as a team," said Allan, who also worked on the 2010 Vancouver Winter Olympics.

When the Booster Club was launched in 1993 (detailed story inside) Fort McMurray was a lot smaller than it is today. Despite its size, Fort McMurray responded with fervour to support athletics at the College, coming together to support the initiative.

"Gwen (Leepart) was instrumental in launching the Booster Club. She kept me in line," laughed Allan. Leepart also went on to be the first treasurer for the group and organized the first casino.

As Huskies Volleyball flourished, Allan branched out into the community. He founded the Huskies Volleyball Club, a community based group geared towards 12 to 17-year-olds. He pitched and led the group, and that's how his Sunday mornings were spent for the next eight years. As he puts it, there was "no NFL football for me."

Looking back on 25 years, Allan said the teams found success because of their unlimited passion.

"It wasn't because of scholarships or how many people were in the stands. It was because of passion. If you follow your passion, you will find success. It was great to see the volleyball team at the nationals last year."

Sheldon Germain and Loren Jacula remember playing for Allan. Germain, who was a University Transfer student at Keyano College in 1991, is now a Municipal Councillor and Vice Principal of Sister Mary Phillips School. He smiled when remembering being a part of the first Huskies Volleyball team.

"We all got along and had fun. We weren't great, but we were competitive. Ian Allan used to say to us, 'boys, I'll teach you a little bit of volleyball and a lot of life,'" recalled Germain, who returned to coach the Huskies Women's Volleyball team in 2000 for four years.

Jacula came to Keyano in 1991 to play volleyball for Allan. A Business Administration Instructor at Grande Prairie Regional College, Jacula played for two seasons while a University Transfer student.

"I was an outside hitter for both of those years. My favourite athletic memory was playing with the great guys I was fortunate enough to play with the likes of Todd Ripka, Cory Ripka, Jim Nashim, Scott Mackay, and more," he noted.

"One of our memorable matches was against Grande Prairie Regional College; they had future national team star Jason Haldane playing for them. Todd Ripka was our setter that night and was outstanding. Although we lost in five sets, it was one of the most exciting matches I have ever been a part of. All of us played great but in the end they just had a little more fire power than us. My time as a student-athlete at Keyano was one of the best times of my life. It was the other players and coach Ian Allan that made it so special," recalled Jacula.



*Councillor Sheldon Germain was elected for a third time on Oct. 18, 2010. We are proud of you Sheldon!*



## Goal! Huskies Soccer gains momentum in the region

When the Huskies joined ACAC soccer in 2002 it pretty much doubled our capacity. Not only did the sport attract more student athletes, the community welcomed the initiative warmly.

Jonathan Soper, Men's Soccer Coach, Keyano Huskies, has been with the College for five seasons now; he also coaches futsal. He says the popularity of soccer both in the community and at Keyano College can be chalked up to the multi-cultural nature of the region.

"There is such a diverse culture of people in Wood Buffalo that come from countries where soccer is extremely popular. Everyone plays it with enthusiasm," explains Soper. His favourite memory is the first game of the season against NAIT.

"We had a very young team composed of eight players that I had coached since they were 11 years old. We came out fast scoring three goals in the first half. We went on to lose the game but the respect the players earned from the players and coaches from NAIT was the greatest memory," he explains.

Discussing the team's short and long-term goals Soper says the focus is on making the playoffs this year.

"We play a very simple system in which everyone knows their responsibilities and if we do not stray from the game plan we do very well. Long term goals would be to have programs at Keyano College that attract athletes who stay with the school for over four years," he notes.

As for the 25th anniversary, Soper says he has high hopes for the future.

"When I look back on what the school did just 10 years ago, it is amazing how fast we have grown with the new programs and the size of the student population."



*Christian Garcas from Men's Soccer team goes for the goal.*

## Keyano's Syncrude Sport & Wellness Centre – home of the Huskies and more



Stunning pretty much sums up Keyano's Syncrude Sport & Wellness Centre. Inaugurated three years ago in 2007 by Alberta Premier Ed Stelmach, the facility is much more than the home of the Huskies.

From birthday parties to dance classes, the \$36 million, 140,000 sq. feet, state-of-the-art facility quickly became a community hub following its official grand opening. Another impressive fact to note: it was completed under budget and on time.

Construction of the centre began on April 7, 2006 when the first piling was drilled. The facility has a vision to be the premier choice of those pursuing excellence in education, sport, recreation and wellness and a mission to provide people with quality and diverse opportunities through our education, training, programming and facilities.

Michelle Toner, Guest Services & Marketing Manager, Syncrude Sport & Wellness Centre, Keyano College, has seen the centre go from three pillars in the ground to the sprawling, impressive facility it is today.

"I was so excited. I had just graduated from the University of Windsor and one look at the floor plans told me we would have a great building. The reason it exists is Huskies Athletics. We serve the community, but without the student athletes we wouldn't be here. We are proud to be the home of the Huskies," explained Toner.

The centre found itself in the national spotlight when Keyano College hosted the Coldwell Banker Fort McMurray 2009 CCAA Men's Volleyball National Championship last year. Teams from all over the country couldn't say enough about the courts, the state-of-the-art equipment and much more.

"My proudest moment during the nationals came that Saturday night during the home game, when the Huskies played Limoilou. Not a seat was vacant in that semi-final game. I saw President Jim Foote and Vice President Al Adibi cheering the Huskies and so were our sponsors and students – we were all so proud of Keyano College," recalled Toner, who also co-chaired the nationals host committee.

At the end of the day, Toner added, it really is all about students.

"We are always excited when the first day of school rolls around. To see the student athletes back is great, especially the new students and coaches, who are so excited and wowed by the fitness centre and the change rooms."



## The Huskies Booster Club – fundraising arm of Huskies Athletics

Gwen Leepart remembers looking at student athletes from visiting teams and being impressed by their matching uniforms, and then at the Huskies athletes in their not so matching gear and deciding it was time to take action. This was the early 1990s.

"We knew it was time to help the teams out if they were going to be professional and taken seriously. Travel was also very expensive and many of the coaches drove their teams in vans themselves," explains Leepart, who is the General Manager of the Keyano College Students' Association (KCSA) and one of the founding members of Huskies Booster Club.

"Ian Allan, who was the Athletic Director at the time coached the athletes, organized their trips, and then drove them to their matches. Along with all of his other duties he was a very busy man with a very diverse job description," notes Leepart, who was the first treasurer of the Booster Club.

Established in 1993, the Huskies Booster Club supports athletics at the College. Leepart recalls how everyone pitched in to make the initiative possible.

"Providing a quality program for the athletes takes a lot of money and there were many people willing to donate their time to fundraising. I have been a part of the Booster Club from the beginning as the financial advisor and as a supporter of the program. Everyone volunteered their time to make it successful," she recalls.

The coming together for the sole purpose of supporting athletes has meant some life-long friendships for Leepart, who has been with the College for over 25 years.

"This type of camaraderie carried through with players as well. Some of the players like Sheldon Germain and Loren Jacula, who played together, went on to become coaches. Loren came back coaching an opposing team, which I am sure created mixed emotions for him," she explains.

The Booster club continues to be successful in their support of athletics and Leepart invites everyone to join the group.

"The athletes help with fundraising efforts as much as they can, but with training, travel and making sure they do well in their classes they have a very busy schedule and need all of the support they can get. The teams can often be seen at the College helping out with such events as the Foundation Golf Tournament, the Gala and working casinos to name a few."



*Gwen Leepart has been an integral part of Huskies Athletics for over 25 years.*



*Game 4 of the Fort McMurray Coldwell Banker CCAA Men's Volleyball Championship – the Huskies vs. the Comosun Chargers.*



## Athletes and coaches remember the CCAA Volleyball Nationals

We caught up with the coaches and athletes who participated in the prestigious Coldwell Banker Fort McMurray 2009 CCAA Men's Volleyball National Championship, hosted by Keyano College from March 11 to 14, 2009, and asked for their favourite memories and this is what they had to say:

**Trent Mason**, Former Head Coach, Men's Volleyball team: My favourite memory was the season leading up to the event. The event was just the gravy on top. It was nice to be recognized as one of the top volleyball teams in the country for the entire year.

**Sean Thomas**, Former Assistant Coach: Beating Grant MacEwan three straight sets in the final match of the regular season to make it to provincials was one of my greatest memories at Keyano College. Our first game of the tournament was another great memory. Walking out of the dressing room and seeing and hearing the fans gave me goose bumps. I had never seen that many people at a Huskies sporting event; I will remember that night for a long time.

### Players:

**Keegan Kuhr**: Setter. My favourite memory was the crowd. It was amazing having all that support from the home fans, and just being on the court with those guys. There were only eight of us, and that brought us closer together. I enjoyed my time as a Husky. I loved all the people and everyone was awesome. Big thanks to everyone at Keyano and Sean and Trent. I have moved on from Keyano to play for SAIT, but I hold a special place for that school and the team.

**John Mason**: Middle. Winning a match at the nationals, bus trips with the boys, putting it all on the court every game. CUBA WOOT!

**Alwyn Piche**: Power. The most memorable thing about the tournament was the environment when we were on the court. The fans were awesome and it was great to see the support from the Fort McMurray fans; it was also great to see fans from my home town, La Loche, who made the trip down to cheer for me and the Huskies.

I am happy to have been part of the 25 years Huskies athletics. It truly helped make me who I am today. The Keyano Huskies organization has been very kind to me and my family and I'm ever grateful for that. I will always be a proud KEYANO HUSKY!

**Pascal Guenette**: Right-side. My favourite CCAA nationals memory is when we won our first game, quarter final vs Comosun College. It was the best feeling in the world to finish a 5th set with a block! Hosting nationals was a special feeling. I can't really explain how excited, nervous or how happy I was to be there. We worked hard as a team to get there. I'm planning on going forward into firefighting and coaching volleyball at the high school level. I'm also anxious to get the 2010-2011 season going, with great attitude and a great squad out there, it's going to be a good year!

**Mitchell (Mitch) Schnieder**: Middle. The first game was big. We played the Comosun Chargers and had everyone wear black for a blackout – there were almost 1,000 people in the gym as we came out in our new black jerseys. We won the fifth set 3-2. This is a big memory.

*A special thank you to Vicki Clift for making this story possible.*





## Looking towards a future with hockey, basketball and more

Sport provides life changing experiences to our students, a dynamic that inspires the development and growth of our programs. As the Huskies look to the next 25 years of success and high hopes, they do so with the help of Keyano's staff – coaches, faculty, support teams, students - and the Wood Buffalo region.

Wade Kolmel is the new Director of Sport & Wellness. He has been with Keyano College for a decade now and firmly believes Keyano's positive culture is the reason for the continued success enjoyed by the Huskies.

"The positive culture allows our students and staff a balance of academic and sports life, this is why we have such strong staff and teams," explains Kolmel.

Mike Connolly, Men's Basketball Coach and Athletics Coordinator, Keyano College, agrees. He joined the College almost two years ago and as he leads the basketball team during their first year in the ACAC, he has high hopes for the group.

"This is the first year the community will really enjoy basketball," notes Connolly, who is promoting the game in local schools as well.

"We want to keep our best players and they will help us make this the institute of choice for basketball," explains Connolly.

Kolmel's short-term goals include the same idea. He wishes to increase the College's impact on the community by growing the programs at Keyano College. The outreach programs and sport clinics in Fort Chipewyan and Fort McKay, examples of these steps, are components to growing participation in rural communities.

"A big long-term goal is to be the destination of choice for our community's fitness needs and then expand programming to make use of existing space. We want to increase community partnerships for unique programming as well," notes Kolmel, 37, who also teaches Statistics at the College.

Speaking of community partnerships, the College is working on adding hockey to its roster in the next two years. Kolmel says, "hockey is considered the most attractive piece of any athletic program at Canadian colleges, and the unique opportunity with our oil sands economy means that our students can pursue an education alongside the sport they love."

The goal is to lace up for the first game in September of 2012. "When hockey is launched at Keyano College in 2012, 10 percent of our student population will be made up of student athletes," Kolmel notes.

As he reminisces about the past and looks forward to the future, Kolmel says the common factor in the last 25 years has been a "core group of Huskies, many of whom are featured in this special issue of **Campus Connection**. There is a shared belief that college athletics impacts community life; and, that is what has made us so successful over the last 25 years. Our next goal is to impact the international sports scene."

This impact on both local and international is impossible without a strong academic base. Clayton Nielson, Women's Basketball Coach and Kinesiology Instructor, Keyano College, says coaches stress academics more than athletics. "Education is what you fall back on in life. They are called student athletes for a reason," explains Nielson, who has a team academic goal of a 3.0 GPA.

The players are encouraged to recognize that they need to strike a balance between sports and academics; they're also strongly encouraged to apply for the five academic scholarships available.

Connolly adds it's all about creating a better person, not just athlete.

"Keyano College stands out because we ask our student athletes to earn their scholarships, which are paid after Christmas break in January. The emphasis is always on academics," he says.

Here's to 25 more years of success!

***A special thank you to Wayne Thomas for his continued help in making this special issue possible!***



*Saleem Farhat in action.*



## Executive Messages

### **Jim Foote, President, Keyano College**

Congratulations! Our 25th anniversary highlights not only our past but our present. From the Syncrude Sport & Wellness Centre to the Wood Buffalo Sports Hall of Fame, Huskies Athletics plays a major role in our community. We are able to offer more ACAC sports and our legacy is possible due to our dedicated. Some great athletes have passed through Keyano College and we look forward to more. The glory days are here!

### **Cindy Amerongen, Vice President, External Relations, Keyano College**

The Keyano College Huskies are a force to be reckoned with! Huskies Athletics has gone from humble beginnings with a few student athletes competing in curling and canoeing to today's roster of over 250 students competing at the provincial and national level in volleyball, basketball, soccer, futsal, running, and golf. Members of the Huskies Athletics have earned honours at all levels and have brought great awards to our College.

Congratulations Huskies Athletics on your 25th Anniversary. Exemplary programming combined with exemplary effort has built a solid Athletics program that attracts great students. Happy Anniversary!

### **Al Adibi, Vice President, Finance and Administration and CFO, Keyano College**

Congratulations on reaching a milestone! Our student athletes, staff and community members have made invaluable contributions to the continued growth of the Huskies. We are proud of our past, present and what promises to be a bright future. Wishing you another successful 25 years and many more to come!

### **Ann Everatt, Vice President, Academic, Keyano College**

Celebrating over two decades of dedication and success – the Keyano Huskies make us proud. From excelling on the court to making contributions to our community, the Huskies are an integral part of life in Wood Buffalo. We wish you continued success and have high hopes for your future.



*The Huskies at the 2009 Year-End Banquet.*

### **Editorial Board**

**Publisher** - Russell Thomas  
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*For additional story ideas or submit story please contact Kiran at [kiran.malik-khan@keyano.ca](mailto:kiran.malik-khan@keyano.ca).*



**Subject: Regional Municipality of Wood Buffalo 10-Year Plan to End Homelessness Funding Allocation****APPROVALS:**

Glen Laubenstein, Chief Administrative Officer  
Carol Theberge, Divisional Manager  
Carole Bouchard, Director

**Administrative Recommendation(s):**

THAT \$2,555,247 of 2011/2012 federal and provincial grant funding for the 10-Year Plan to End Homelessness be allocated as follows:

▪ Fellowship Baptist Church, Centre of Hope (Extended Hours)	\$112,320
▪ Fellowship Baptist Church, Centre of Hope (Housing First)	\$667,318
▪ Fellowship Baptist Church, Centre of Hope (Cecile's Place)	\$ 86,855
▪ Fort McMurray Association for Community Living (Employment Counsellors)	\$162,322
▪ McMan Youth Family and Community Services Association (Housing First)	\$359,195
▪ The Salvation Army (Housing First)	\$230,181
▪ Wood Buffalo HIV & AIDS Society (Housing First)	\$937,056
Total:	\$2,555,247

**Summary:**

The Community Services Advisory Committee, a Council-appointed body made up of citizens and Councillor Sonny Flett, is required to make recommendations to Council for the disbursement of provincial and federal funding related to the 10-Year Plan to End Homelessness (The Plan). Within the first 18 months, the municipality has seen a 40% reduction in homelessness counts in Wood Buffalo.

**Background:**

Building on past initiatives and experiences (including the 2000-2003 Community Plan on Homelessness and its updated 2007-2010 version) the Plan was developed and approved by Council in March 2010. It provides a framework for eradicating homelessness in the region, not just managing it, by focusing on five primary goals: education, change management, housing, support services and prevention.

Since 2000, the Regional Municipality of Wood Buffalo has received funding for homelessness initiatives from the Government of Alberta Ministry of Housing and Urban Affairs, and from Human Resources and Skills Development Canada. These funds are distributed to community organizations according to the Plan's goals and objectives, and as approved by Council. It is anticipated that support for homelessness initiatives from both the Government of Canada and the Province of Alberta will be ongoing.

Community organizations were notified about the opportunity to receive funding. This included several meetings with organizations and staff serving the homeless in Fort McMurray and in the rural areas. In addition, a call for proposals was advertised in the local newspaper on three occasions prior to the March 18, 2011 submission deadline.

The amount of funding available for allocation for 2011/2012 is \$2,555,247. Five proposals were received and screened for compliance with The Plan's priorities, and then reviewed by the Homelessness Initiative Strategic Committee. This committee of government representatives and community citizens plays a leadership role in overseeing the Plan and sets the strategic direction and priorities for action. All applications were reviewed and approved by the Community Services Advisory Committee on May 4, 2011.

**Budget/Financial Implications:**

Funding for homelessness is provided through provincial and federal annual grant allocations. There is no impact on the Municipality's Operational Budget.

**Rationale for Recommendation(s):**

In accordance with the requirements of the grant funding, Council is the approving authority for the disbursement of funds. The recommended applicants meet the guidelines outlined in the 10-Year Plan to End Homelessness.

**Attachments:**

1. Summary of Funding Recommendations
2. Summary of Proposals

## Summary of Funding Recommendations

REGIONAL MUNICIPALITY OF WOOD BUFFALO  
10-YEAR PLAN TO END HOMELESSNESS

Federal Homelessness Partnership Strategy (HPS) \$361,497

Provincial Outreach Support Funding \$2,193,750

**2011/12 AVAILABLE FUNDING: \$2,555,247**

COMMUNITY PLAN ON HOMELESSNESS AND AFFORDABLE HOUSING 2010/2011				
Grant No	Organization	Priority addressed in the 10 Year Plan	Amount Requested	Recommended Allocation
CPH-201112-01	<b>Fellowship Baptist Church</b> , Centre of Hope (Extended hours)	Maintain Existing Resources	\$138,464	\$112,320
CPH-201112-02	<b>Fellowship Baptist Church</b> , Centre of Hope (Housing First)	Provision of Supports/ Rapid Re-housing	\$727,248	\$667,318
CPH-201112-03	<b>Fellowship Baptist Church</b> , Centre of Hope (Cecile's Place)	Provision of Supports/ Rapid Re-housing	\$107,650	\$86,855
CPH-201112-04	<b>Fort McMurray Association for Community Living</b> (Employment Counsellors)	Prevention of Homelessness	\$206,227	\$162,322
CPH-201012-05	<b>McMan Youth Family and Community Services Association</b> (Housing First)	Provision of Supports/ Rapid Re-housing	\$402,412	\$359,195
CPH-201112-06	<b>The Salvation Army Fort McMurray</b> (Housing First)	Provision of Supports/ Rapid Re-housing	\$230,908	\$230,181
CPH-201112-07	<b>Wood Buffalo HIV &amp; AIDS Society</b> (Housing First)	Provision of Supports/ Rapid Re-housing	\$1,076,000	\$937,056
		<b>TOTAL</b>	<b>\$ 2,888,909</b>	<b>\$ 2,555,247</b>

## SUMMARY OF PROPOSALS

Grant	Name of Organization	Purpose	Comments
CPH-201112-01	<b>Fellowship Baptist Church</b> , Centre of Hope (Extended hours)	To continue operating a daytime drop-in centre on weekends and holidays	This program provides the homeless with access to services 365 days a year.
CPH-201112-02	<b>Fellowship Baptist Church</b> , Centre of Hope (Housing First)	To maintain two Housing First coordinators to help homeless individuals stay housed; to employ a full-time housing screening/intake worker to handle all assessments for the Housing First program.	Coordinators provide the intensive case management support that is essential for the previously homeless who have found housing.
CPH-201112-03	<b>Fellowship Baptist Church</b> , Centre of Hope (Cecile's Place)	To support an interim housing model for four chronically homeless women.	These chronically homeless individuals find it the most difficult to maintain stable housing and require additional support.
CPH-201112-04	<b>Fort McMurray Association for Community Living</b> (Employment Counsellors)	To employ two full-time counsellors to work with recently housed Housing First clients to secure employment and/or volunteer opportunities. They would assist with such tasks as obtaining ID and computer training.	This service will enhance and complement the work of Housing First coordinators at other funded agencies serving the homeless.
CPH-201112-05	<b>McMan Youth Family and Community Services Association</b> (Housing First)	To maintain a Housing First coordinator and two support workers to assist 18 individuals already housed and another nine new clients.	Coordinators provide the intensive case management support that is essential for the previously homeless who have found housing.
CPH-201012-06	<b>The Salvation Army Fort McMurray</b> (Housing First)	To hire a Housing First coordinator to work with mat and shelter clients; the goal is to house 15 previously homeless individuals.	Coordinators provide the intensive case management support that is essential for the previously homeless who have found housing.
CPH-201012-07	<b>Wood Buffalo HIV &amp; AIDS Society</b> (Housing First)	To employ a property manager and six Housing First coordinators to provide intensive case management to Housing First clients. Also, to contract a security guard to ensure the safety of all clients in their properties.	Coordinators provide the intensive case management support that is essential for the previously homeless who have found housing.



**Subject: 2011 Council Expense Summary for the Period January 1 – March 31, 2011**

**APPROVALS:**

Glen Laubenstein, Chief Administrative Officer  
Kelly Kloss, Divisional Manager  
Audrey Rogers, Acting Chief Legislative Officer

**Administrative Recommendation(s):**

THAT the attached 2011 Council Expense Summary for the Period January 1 – March 31, 2011, be received as information.

**Summary:**

The current Elected Officials Compensation, Travel, Expense and Support Policy requires that quarterly reports on expenditures for each member of Council be presented to Council for review.

**Background:**

Administration records and monitors expenses for each member of Council and reports expenditures on a quarterly basis. The 2011 Council Expense Summary for the Period January 1 – March 31, 2011 (Attachment 1), reflects all expenses submitted for that period.

Individual budgets are monitored on an ongoing basis, and budget adjustments are made annually, as needed. To date, all Council members remain within the established budget.

In the event that the 2011 budget allocations are deemed insufficient, the Policy requires that the impacted member of Council obtain Council's approval before incurring any expenses in excess of the individual budget allocation.

**Attachment:**

1. 2011 Council Expense Summary for the Period January 1 – March 31, 2011.

## 2011 COUNCIL EXPENSE SUMMARY

Total Expenses Submitted for the Period January 1 - March 31, 2011

Councillors	Annual Budget	YTD Expenses	Percentage Expended
Blake, Melissa - Business Travel	\$27,300.00	\$1,234.00	4.52%
Blake, Melissa - Conference Travel	\$7,969.00	\$64.00	0.80%
Blake, Melissa - Public Relations	\$11,061.00	\$2,235.00	20.21%
Blake, Melissa - Conference Registration	\$5,286.00	\$578.00	10.93%
<b>MAYOR - TOTAL</b>	<b>\$51,616.00</b>	<b>\$4,111.00</b>	<b>7.96%</b>
Allen, Mike - Expenses	\$2,000.00	\$26.25	1.31%
Allen, Mike - Training & Development	\$7,650.00	\$0.00	0.00%
<b>ALLEN - TOTAL</b>	<b>\$9,650.00</b>	<b>\$26.25</b>	<b>0.27%</b>
Blair, David - Expenses	\$33,200.00	\$6,147.50	18.52%
Blair, David - Training & Development	\$7,650.00	\$1,996.38	26.10%
<b>BLAIR - TOTAL</b>	<b>\$40,850.00</b>	<b>\$8,143.88</b>	<b>19.94%</b>
Flett, Sonny - Expenses	\$33,200.00	\$1,437.71	4.33%
Flett, Sonny - Training & Development	\$7,650.00	\$905.38	11.84%
<b>FLETT - TOTAL</b>	<b>\$40,850.00</b>	<b>\$2,343.09</b>	<b>5.74%</b>
Germain, Sheldon - Expenses	\$2,000.00	\$800.00	40.00%
Germain, Sheldon - Training & Development	\$7,650.00	\$0.00	0.00%
<b>GERMAIN - TOTAL</b>	<b>\$9,650.00</b>	<b>\$800.00</b>	<b>8.29%</b>
Kirschner, David- Expenses	\$2,000.00	\$0.00	0.00%
Kirschner, David - Training & Development	\$7,650.00	\$0.00	0.00%
<b>KIRSCHNER - TOTAL</b>	<b>\$9,650.00</b>	<b>\$0.00</b>	<b>0.00%</b>
Meagher, Phil - Expenses	\$2,000.00	\$0.00	0.00%
Meagher, Phil- Training & Development	\$7,650.00	\$0.00	0.00%
<b>MEAGHER- TOTAL</b>	<b>\$9,650.00</b>	<b>\$0.00</b>	<b>0.00%</b>
Scott, Donald - Expenses	\$2,000.00	\$54.00	2.70%
Scott, Donald - Training & Development	\$7,650.00	\$0.00	0.00%
<b>SCOTT - TOTAL</b>	<b>\$9,650.00</b>	<b>\$54.00</b>	<b>0.56%</b>
Stroud, Jane - Expenses	\$16,880.00	\$840.33	4.98%
Stroud, Jane - Training & Development	\$7,650.00	\$741.38	9.69%
<b>STROUD - TOTAL</b>	<b>\$24,530.00</b>	<b>\$1,581.71</b>	<b>6.45%</b>
Thomas, Russell - Expenses	\$2,000.00	\$31.50	1.58%
Thomas, Russell - Training & Development	\$7,650.00	\$0.00	0.00%
<b>THOMAS - TOTAL</b>	<b>\$9,650.00</b>	<b>\$31.50</b>	<b>0.33%</b>
Vinni, Allan - Expenses	\$6,000.00	\$0.00	0.00%
Vinni, Allan- Training & Development	\$7,650.00	\$1,291.38	16.88%
<b>VINNI - TOTAL</b>	<b>\$13,650.00</b>	<b>\$1,291.38</b>	<b>9.46%</b>